Why Innovation Fails To Account For Strategic Management, Higher Productivity, Business Success, Sustainable Quality Products and Useful Entrepreneurship

Apostle Lawrings Christian Courage
Noble International Business School, 7 Oleander Street, East Legon, Accra, Ghana.
Pencil and Paper edition vol. 4

Abstract: Innovation is an industrial orchestra of renaissance and new improvements in organizations, a song which was composed in no specific time to recollect but became explosive in the 16th century when industrial revolution became consistent in practice. Its tone is sounding louder, effectively around the globe. This is why Sorge and Warner explained that, “innovations originate ‘somewhere’ and subsequently spread to become adopted by some particular organizations. Diffusion of innovation entails the dispersion of a new idea, product, technology or service”, (Sorge and Warner, 1998 p. 535). This guaranteed the inter-relationship and performance between management, quality product, entrepreneurship and business success. Is this song sung for its sweet melodies into human ears for pleasure or for its contents to be radicalized for acceptable results to benefit humanity? It is an empirical truth that, the concept of innovation is increasing but yet we have shoddy products in the market competition fewer quality standard products. The study identifies why innovation refuse to account for strategic management higher production and successful business etc. it was detected that some specific factors contribute to its severe failure however; these destructive factors should be reduced entirely for projective success. I formulate a model of variable constructs to test the weakness of them.

Keywords: Strategic Management, Business Success higher productivity, Entrepreneurship, innovation, dispersion, diffusion, shoddy products, deficient and contaminated goods.

Paper type: Research paper

Introduction
Innovation was given birth to among the human race of gradual development when people realize that they appetites to different things in social, technological and scientific world where they were informed in their minds and consciences that, their habitations need to be improved, the foods they eat, what they drink including water and medicines need to be improved, their farming methods and mobility routines need to be improved, the ways they interact with their neighbors need to be improved etc. the ways they study and newly ideas on their tables need to be improved including everything that borders their lives which can let them feel better, safe and comfortable in life so far as insatiable of human nature is also concerned-this is where innovation emerged into their unit vacations until today, it diffused across every geographical environmental organizations through either formulation or adoption in the long run. Cohen and Levinthal in their expressions indicate that, “outside sources of knowledge are often critical to the innovation process, whatever the organizational level at which the innovating unit is defined. While the example of Japan illustrates the point saliently at the national level” (e.g. Westney and Sakakibera, 1986; Mansfield, 1988; Rosenberg and steinmueller, 1988) (quoted: Cohen and Levinthal, 1990). “At the organizational level March and Simon (1958:188) suggested most innovations result from borrowing rather than invention. This observation is supported by extensive research on the sources of innovation (e.g. Mueller, 1962; Hamberg, 1963: Myers and Marquis, 1969; Johnston and Gibbons, 1975; von Hipple, 1988) (quoted; Cohen and leviathan 1990). “Finally, the importance to innovative performance of information originating from other internal units in the firm, outside the formal innovating unit (i.e. the R &D lab, such as marketing and manufacturing, is well understood: (e.g. Mansfield, 1968) (quoted: Cohen and levithan, 1990). “The ability to exploit external knowledge is thus a critical component of innovative capabilities”. (Cohen and levithal, 1990). Although literature has given several techniques on effective innovation for business success to create wealth, still the components of innovation and allied variables suffer sound development. I therefore argue that, it is not that directives to effective innovation do not work but rather, the system is
twisted to skid from its original track by what I call ‘deliberate factors’.

This study attempts to resolve the impediments that generate these ‘deliberate human artificial factors’ and, in doing so addresses four research gaps within the instant innovation, strategic management, business success and productivity and entrepreneurship literature. First of all, the reason why most companies fail to e competitive or go into liquidation (collapse) entirely is:

(i) They claim to produce innovative products but unfortunately, their products do not reflect it i.e. they sell sub-standard products,

(ii) Their adverts are far different from what they produce. Some tend into law suits but they defend themselves with the lawful term “it is an invitation to threat”. E.g. the recent case of ‘heaven mosquito insecticide coil’. The first product was so powerful. As soon as it is lighted, within (3-5) minutes, you can no longer see or hear the noise of mosquitoes in the room. This powerful product lasted to only two years and was replaced with ‘new improved heaven mosquito coil’. This new product rather breeds the mosquitoes to grow stronger and fat. As a result, you cannot sleep the whole night. All those who tried the product started complaining and finally withdrew from purchasing the product. What then will happen to workers and owners in this company? The result is fewer sales leading to redundancy of employees and liquidation of the company in the long run. I can also say that, as it happens this was it will; raise the agitation of customers against the company and its products because, the deceived the people, their attention is patronizing the product is shifted to elsewhere; the company can no longer sell its products. Creditors cannot retrieve their inputs, the organization will find it difficult to service its debts and finally give rise to close down and unemployment. Can this conduct in a willful sense give good products, business success and the presence of entrepreneurial roles in the organization? Oh No.!

Secondly, some organizations fail to be consistent when producing their products. Vodafone-Ghana could be cited as a typical example of this problem. They sell phone credits scratch cards to load their phone credits to make calls or load their internet bundles for browsing the net. Sometimes if you buy a card and trying to load your credit computer tells you ‘Voucher has been used already’. If you try loading it for 3 times continues, then your sending will be rejected by the processing computer. Your money has been lost eventually without gaining anything. If this is the case and continues, how can people have trust in Vodafone-Ghana for the sake of reliability, patronize it to let them achieve a position of a good competitor? In sales and marketing, products are produced to meet diverse people in diverse financial capabilities (company of rich and poor). If incase a poor person falls a victim to this inconsistency, probably want to make an important call to announce a condition of sickness, poverty, or other emergencies to a second or a third party for assistance or finding solution to it before it happens this way, what do you think will be the resultant reaction of this poor person? What about the rich?, will he tolerate this because has money? Is it not possible for him to address it through law suit or keep mute over it and then withdraw from being a customer? Of course, the answer is yes.

Thirdly, bad durability of products is raising another important issue of interest. Most products are nit durable to the conscience expectation of customers. They but the product today, tomorrow, it fails them. Atypical example is “plastic products in Ghana” They produce items like bowls, buckets, plates, baskets, containers and plastic chair etc. These products resist sunshine and slight falls-as soon as they suffer these conditions that is the end of it. Machinery generators and motorcar products and spare parts produced in Nigeria. Their products do not last for even six months whilst their spare parts do last for up to a month only. As a result, these products give failure or disappointed journeys, failure of projects, failure or businesses etc. due to this, many customers do not patronize made in Nigerian goods.

These companies may start to lay off their employees due to cut-down in sales.

Fourthly, Innovation is a great treasure. It is one of the richest commodities and powerful shelter that benefits humanity; the rich and the poor, managers and employees, Kings and subordinates, Presidents and subjects etc. building modern steam engines, it is innovation, flying in luxurious flights, it is innovation, ridding in luxurious cars, it is innovation, living in big mansions, comes from innovation, enjoying air conditions in rooms and offices, comes from innovation; living within the medium of good and advanced communications, it is innovation; practicing modern mechanized agriculture for food security, it is innovation, medical care’s as a result of heart transplanting and kidney transplanting etc., all come from the concept of innovation. Failure of government and her allied agencies to monitor check and intercept under-value products produced. Those who fail to obey first warnings of such conducts should even
get their enterprises closed. I think the freedom is left out for everyone to do what pleases their own heart because money is the determinant; bribe is used to purchase justice of practical technicalities and expertise guaranteeing the freedom to fraudsters to produce products the way they feel will satisfy them to endanger human health and induce death.

In spite of innovation, why shoddy products
Because most companies are seriously money conscious, they no longer follow or practice production ethics as usual. They also tend to violate chemistry standards in measuring accurate volumes of the morality/molar mass to produce the required concentration. A quality standard product must follow specific production rules and also obey biological chemistry laws and standards, this is the only way users can be free from contamination attracts and side effects. Again, standard and quality products should not end at one place after production; it must be subjected to continual research and development. This is the only way future radioactive problems could be detected as the product grows older approaching its date of expiry. In their processes of innovation, they intend to increase the quantity of the product by diluting the componental content, as a result, increases the volume of it and reducing required standards. For example, if one gallon of a chemical can be used to produce seven bottles of hand wash liquid soap, because they want to make more profit, they would add another one gallon of water in dilution to produce fourteen bottles instead but sell it at the same unit price. Is this the fault of failure innovation techniques? Or is it purely the cause of a willful conduct doing it the way it pleases them.

He more innovation is diffused and adopted all over the globe, the more shoddy products is found in the market due to money consciousness. Some companies are not registered to produce entirely what they claim they produce. They imitate other product companies of their products with taking effective in-service trainings to make them qualify before they start producing. Consequently, they begin to produce substandard-killer products unto the market. In cases like this, it is very difficult to detect the good from bad because unfortunately some of them even design the same Sackets, boxes, bottles etc. with external packages that looks similar to the correct ones-all because of money. In the literature of marketing, it is often said, ‘the best advertiser is the customer’. For this reason, I suggest that, ‘the success of innovation is not a matter of geography i.e. where there is good culture, rainfall, sunshine and political environment supports its operations fully, it is rather a matter of dedication, the application of what is seen and what is required to be competitive, keep stable and generate profit in the long term’. However, I can say that; “the collapse of companies, our fault, unsuccessful businesses, our fault, Most redundancies, our fault, the spread of shoddy products, our fault”.

Guidelines for innovation
Innovation implementation and management must follow a process. If a firm activates innovation, it must:

1. Test a model of their newly improved product and verify its effects on the people, how customers appreciate it. Collect from customer, what signifies their recommendations for stability or improvement and act on it immediately.

2. The accepted model is then produced for distribution into the market on conditions:
   a. What are going to be their new suggestions?
   b. Are some people experiencing bad or irritating effects from it?
   c. Deduce and compare, what percentage is ‘badly affected’?
   d. Deduce the percentage that ‘is not affected’. And compare it to (iii), which is higher?
   e. If “are not affected” are over 50% then, you can produce until supplementary innovation is done again to correct that deficiency to a null rate but if ‘badly affected is higher than ‘are not affected’, then the best thing to do is to seize production of the product, undergo research and development and do entire innovation before it goes unto the market through distribution.

Theoretical Framework
Early research has made contributory efforts to explain innovation, strategic management and entrepreneurship with allies to foster business growth and success are respectively unique constructs but they do not equally describe to assist in the study. I therefore incorporate contribution of study however, identify critically by examination of innovation failures to its allies across dimensions. The theoretical basis of innovation, strategic management, higher productively, business success due to quality products and the usefulness of entrepreneurship are integrated in this study. This very integration is highly crucial
because it addresses the way lack of education and control being the moderating variable has given producers the chance and liberty in producing shoddy products (intervening variable) unto the market, giving rise to the failure of innovation to sincerely account for the independent variables, exposing the role they play, in the production processes. As a result, the combination and synthesis foster harmony of all dimensions for corporate production and success.

**Figure 1. A model of successful Innovation**
Theoretical framework including the moderating & intervening variables

The dependent variable is innovation which is the variable of primary interest whereby the variance is ready to be explained by the five independent variables of (i) strategic management, (2)Entrepreneurship,(3)Quality products,(4)Higher productivity, and (5) Business success. In the process of producing a specific production the innovation unit cannot suggest on their own accord, the concentration or morality of ingredients that are used in the production process without the concept of entrepreneurs, strategic managers or owners. Thus, coordination among departments of strategic management, entrepreneurship, Quality products, higher productivity and business prosperity including R & D and innovation department, decide the degree of innovation. The more the regulations of innovation are violated, more shoddy products are produced, to dilute, standard products on the market. For instance, whenever innovation standard in a particular product is twisted or not adhered to or reduced/increase, its dilution capacity, to produce more sub-standard good, with the intension to make more sales as a strategy to increase finally rejected. Why this? Thus customers are refused better tastes and alarming side-effects complains. This is the result of shifting from one product to another which they feel might be better and safer. “The best advertiser is the customer” begins to rule over the products, eventually, the products are finally rejected whether they find or do not find a substitute for it.

In the case of marketing these products, bad reflections are experienced; instead of the indication of good signals about entrepreneurs and strategic managers in the organizations, customers presume that there is none. Instead of sustainable quality products, higher productivity for business success, there is total failure. This is why innovation as a variable fails partially or entirely to account for the independent variables in operational organizations, firms or industries. Also, if education and in-service training is compulsory mandated including checks and balances, executing market controls and punishing perpetrators severely, shoddy products will minimize or vanish entirely. These relations are hereby presented in the model, fig.1. The paper closes down with conclusions and discussions of research questions and innovative implications that are suggested by the paper’s arguments.

**Strategic Management Process**
“Strategic management is a process through which managers select and implement strategies to create sustainable competitive advantages and achieve superior profitability. The detailed steps in this process include the following.
Defining the firm’s business 
Setting a vision and long-term company goals 
Environmental and internal analyses to identify opportunities. 
Strategy selection and implementation 
Evaluation of company performance determines whether strategies have produced the desired effect.

This description may sound as if strategic management is a sequential process in which each stage is elaborately planned without input from other stages, followed by a rigid implementation of the selected plans” (Parthasarthy, 2007 p.10). This is not in actual sense a lockstep exercise. Instead, it involves a process that accompany often experimentation plus adjustment which is capitalized on results. It involves purely interactive process. What is this interactive process about? (Parthasarthy, 2007p.110) describe it as “an interactive process is one in which information is continuously exchanged across individual stages to refine decisions and actions so as to enhance the quality of final outcome”. A handful of scholars describe activities of strategic management in order of logic meaning that the concept should indeed be planned deliberately follow by rigid implementation in linear form. These scholars emphasize that, deliberate approach permits the way for reliable quality with thoroughness in strategy selection, efficiency and implementation. However, it assists an organization to clearly define its decided direction and how to get to that destination. Some people discuss that, rigid plus sequential representation in strategic management reject what is reality but competent strategies can give rise to successful formal planning. From recent scholars, strategic management is accepted as a process within which strategies must be given the freedom to evolve, but not be planned rigidly. The strategic planning process follows a model of templates that are discussed below.

Mission
Strategic management falls or plays its role on strategic point which is driven by company mission. Parthasarthy emphasize that “a mission statement is a comprehensive articulation of what the firm is and wants to be in the distant future”. “It describes what the firm currently does and what it aspires to become in the future—that is, the firm’s vision, the ideals the firm is committed to, and the long-term goals it aims to achieve in pursuit of its vision. When clearly the firm’s current products and customers it serves. It also indicates activities or business the firm hope to pursue in the future. While a mission statement serves multiple purposes, three in particular stand out” (Parthasarthy, 2007P 11).

1. It is the guidepost for long-term prosperity and survival by means of creating a special link between the present and desired future of the company. 
2. Managers use it as a focus to develop competences plus competitive advantages so important and suitable to achieve the future.
3. “It differentiates the firm from competition; it is by nurturing unique dreams and aspirations among organizational member that a firm sets the stage for sustained superior performance to occur” (e.g. parthasarthy,2007 p.11)

Situation Analysis
In order to achieve Superior performance in current operations so that you can move close to the organization’s vision, managers ought to identify opportunities. They should use the ‘SWOT’ analysis at their time table whereby, watch out for threats that can jeopardize current operations or related prosperity in the near future “opportunities include a rise in demand for current products, emergence of a new market segment, or the potential to develop a new product as a result of the firms R & D efforts. Threats may include declining of new technologies by rivals, increasing power of suppliers and customers over a firm: “For Kodak, digital photography was major opportunity, which the company missed, while Fuji’s entry into the fill business was a major threat” (parthasarthy, 2007 0,12).

Situation analysis is the major provider of information to managers about opportunities, threats, strengths and weaknesses emerging in the industry including firm’s competencies in order to exploit them or treat them as deals. We can say that, this situation analysis is the continues examination of strengths and weakness that fight against a company’s opportunities and threats. Situation analysis on exercise, evaluates the possibilities around and what the company can do at a particular time. The external surrounding containing the macro-level forces and in particular industry forces, changes often and often and this can create favorable and /or unfavorable marketing climate for an organization. For this reason, (Parthasarthy, 2007 p. 12) gave his commentary as follows; “macro-level changes after demand but leave very little scope for a firm to control demand to suit its needs. The best that a firm can do is to forecast change and be ready to adopt when change occurs”. It is clear that industry-level changes do alter conditions that are competitive in nature and as a result give out some ability to put them under control or be in defensive posture towards them. Managers are found of assessing environmental
changes that go against company performance resources and capabilities. These critically determine whether company strengths connect the demands of the surroundings-examining their adequacy in exploiting opportunities or protecting against threats. Parthasarthy explained the process in detailed terms that “Popular view in strategic management is that superior performance occurs when a firm’s competencies and competitive advantages are a match to environmental challenges” (Parthasarthy 2007, 0. 12). A company obtains this match by enhancing its strengths continuously or by altering the surroundings to suit its strengths or moving to new surroundings where strengths may be appropriate (diversification). These are the strategic choices which come out as a result of situation analysis.

**Strategic Choice**

“Strategic choice represents the examination and selection of possible strategic alternative, given a firm’s strengths and weaknesses in the face of opportunities and threats. Managers select alternatives based on the potential a selected alternative offers for sustained competitive advantage (Parthasarthy, 2007 p. 12). The selection of strategic alternative depends on the type of business choice to run whether the company wants to be a single-business firm or multi-business firm in a diversified manner. This type of choices may go after other types of choices before the firm finally takes decisions on how to gain advantage in the chosen choice areas of business. However, since several strategic choices are available, it creates the opportunity for gaining performance in superior manner.

**Business-level strategy:**

This type of strategy concentrates on how to gain advantage in running a single business. It also had four functional alternatives; cost leadership, differentiation, focuses etc. a cost leader’s focus on gaining cost advantage in its operations. Focus on product and service advantage is the duty of a differentiator to promote unique characteristics and a focus strategist directs its products towards the need and requests of small target populations to gain rich advantage; however, combination strategist aims towards cost and differentiation advantages continuously. An organization selects an alternative consolidated on the competencies and it’s potentials that it produces to the industry with respect to that strategy.

**Corporate-level strategy**

This is the process that specifically deals with gaining advantage when value-chain activities are performed in series; this is also called ‘vertical integrations’ whereby the management of portfolio of business is called ‘diversification’. In the process of vertical integrations, a company does different kinds of activities in the processing of product from product components to finally assembly and distribution, “eliminating supplier and distributor control in product operations. In diversification, affirm exploits a common operational or managerial competency across several businesses thus gaining advantages associated with ‘economies of scope? A firm’s choice depends on its competencies and the opportunities available for exploiting them in different businesses” (Parthasarthy, 2007 p 13)

**International strategy**

By this initiative international diversification creates the opportunity for international strategy. This is where product sells in each country differently, making it uniform at located process operations in favorable international platforms. A firm learns from these international deals in process and product-related challenges and solutions that cannot be found in the domestic organizations.

**Functional-level strategy**

This involves the selective choices a company makes to gain internal strengths in its functional areas of operation such as; marketing, manufacturing, research and development, finance and human resource management. They empower the company to achieve competitive advantages upon capabilities and successful implementation of strategies.

**Implementation of strategy**

Without appropriate competencies, skills and application of knowledge which may add value to a firm’s product patronizes, strategic decisions cannot go into full implementation and action. This is why (e.g. Parthasarthy, 2007 p. 13) stated that; “Cost strategy requires the ability to process product efficiently. Product differentiation requires ability to add unique features to the product. A firm obtains these competencies from the tangible and intangible resources (human machinery, informational) it procures and employs”. However, he continued and declared further suggestions which say: “Competencies emerge from this resource not by themselves but from how they are put to use. In an organization situation, this involves integration of resources-managers integrate multiple resources so that these resources coordinate or harmoniously adjust to functions as one unit” (e.g. Parthasarthy, 2007 p 13). Diverse ways of coordinating resources improve variable
competencies in an organization. The focal point of implementing strategy relates organizational design and associated policies and procedures used by managers to foster the coordination of resources.
**Performance Evaluation**

It is necessary to monitor the performance of an organization to determine whether the strategies put in place and its tools implemented are really creating the requisite competitive advantages a company needs to obtain its long-term goals. “Strategic control is the mechanism a firm employs for its purpose. Strategic control comprises decisions and actions in which a firm sets performance standards, selects measurement tools, measures performance, and compares performance to standards”. (Parthasarthy, 2007 p.14). Due to findings based on performance measurement, a company is able to change its long term goals, mechanisms and organizational strategies subject to requirements. Parthasarthy further explained that, it is worth emphasizing that strategic management is an ongoing process of strategy formulation implementation, and verification of results. It is an interactive process in which a firm decides, acts, and frequently modifies future plans through a continues cycle of learning and adjustment”. (Parthasarthy, 2007 P.14)

**Successful Business and Success Measurement**

There are several measures of business success around the globe in the business world, even though we have in common, economic principles regulating performance of firms and generally accepted accounting standards, business owners, stakeholders and investors have diverse means for measuring the level of prosperity of their own or to their business ventures. This is because, human beings have different level of comprehension, assessments, valuations and expectations to measure success/failure according to individual financial; appetite content. In spite of all these, certain fundamentals process execution components are first put into consideration and even stressed by parthasarthy as: “size of the firm, market share, technological leadership, innovation frequency, survival(that is longevity), and profitability. Profitability is a financial measure of success; all of the other examples are strategic measures of success” (Parthasarthy, 2007, p. 9). Due to competitive landscape in every market, a firm should adopt some of the above or the combination of these strategic measures in order to succeed. For instance, the aim of a firm may be to target market-share leadership when it has stable product design giving rise of production volume being critical in competition. Another firm may be interested in innovation frequency in an industry where products rapidly escape circulation. I can say that, innovation frequency and market share for not end within themselves. They are therefore employed as basis for achieving complete goals of a firm i.e. profit. Therefore, “profitability is the fundamental measure of business success; firms aim for strategic goals as stepping-stones of profitability (e.g. parthasarthy, 2007. P 9)

The general indicators for a firm’s profitability are its gross and net profits. The firm’s efficiency in this operation indicated with gross profit whilst the overall efficiency and effectiveness is donated by net profit. For this reason, (parthasarthy, 2007. P. 9) clearly indicate; “to make meaningful comparisons, profits are computed as a ratio of sales, stock-holders’ equity, or total invested capital. One can evaluate a firm’s profit performance by making historical comparisons of these ratios that is, by examining the firms current profit percentages relative to prior-year profit.
percentages”. These are the indications of the firm’s growth create of profit across a particular period, but are not meaningful evaluations if they do not fall in a competitive context. In broader sense, this indication is not per se describing profitability but rather the relationship of it compared with that of its competitors forming the major indication of the firm’s success. “Therefore, a firm is deemed to be successful when it enjoys above-average profitability in its industry. We define above-average profitability as returns earned by a firm on its invested capital that are greater than the average earned by all firms in the industry” (Parthasarthy, 2007 p.9). For example, in an industry the average return rate on its invested capital is say 15 percent, this means that, firms that achieve something higher than 15 percent return are termed or seen to be successful. Even though profitability is an important condition to indicate business success, but clearly, current profitability alone is sometimes misleading, because this does not guarantee future profitability. Therefore, it is important to base everything on current profitability and also on the ability to gain superior future profits. “Researchers say that this is done by examining the firms potential to earn future profits as evidenced by the competitive advantages gained through the pursuit of strategic goals, side by side with an assessment of current profitability” (e.g. parthasarthy,2007p.9). In this regard, he commented on the following definition: “In the resulting situation, a successful firm is one that not only earns above average returns today, but also as the strength and overall health to be highly profitable in the future as well, as evidenced by the competitive advantages it possesses”. (e.g. parthasarthy, 2007 p.9).

**Quality Products**

In order to increase productivity, organizations should avoid the sacrifice of quality to replace quantity, if this occurs, they may lose their customer to their competitors. “The primary responsibility of any organization is to provide, in a timely manner, a high-quality product or service at a minimum cost. The statement ‘quality is free’ is not considered totally accurate, but poor quality has a direct effect on profits because poor quality products result in lost customers to competitors and legal suits for injuries” (e.g.Lussier, 1996 3rd P.464). For organizations to attain competitive advantage, they have to offer higher quality of goods and service than the competition has. This is why Lussier said; “with the increase in global competition, the need for quality products has increased in importance to the point where quality has become a ‘buzzword’ of the 1980s and early 1990s” (e.g. Lussier, 1996 3rd ed. P.465). If modalities are worked out to increase quality in the production of quality products, then organizations can complete at the global marketplace. Initiating the quality of the product and services to benefit the final customer satisfies just one aspect of quality. For this reason, (Lussier, 1996 3rd ed. P.465) stated that:”another aspect is the quality of service provided to other departments within the organization. In other words, organizations have external customers and internal customers. In a survey, 88 percent of respondents stated that they believe that internal customer service is the key to company success”.

**Causes of poor quality**

Managers refuse to inherit the blame for poor quality and out it upon employees. This is because, many people believe that workers are unmindful about quality and therefore have no pride in their services. Lussier explained this condition as “actually the well-known 85-15 rule is more accurate:8 percent of what goes wrong is due to the system, which is under the control of management, and only 15 percent of what goes wrong can be attributed to the employees who operate the system. Quality problems are commonly due to a combination of the following causes:

1. **Resources:** If management furnishes poor-quality tools, equipment, materials, or supplies, employees cannot do a quality job.
2. **Management:** Poor planning, unclear standards, and poor communication of expectation and instruction often result in poor quality; managers frequently fail to enforce quality standards.
3. **Training:** A stated in the first section of this chapter, training is a means of increasing productivity and quality. However, employees are not always taught how to do a quality job.
4. **Production and operations systems:** - If the production or operations systems are inefficient, poor quality will be the result” (Lussier, 1996 3rd ed. P. 465). This process really re-defines quality as the standard that product and service ought to meet in a predetermined manner.

**Higher Productivity**

“As firms compete in a globally diverse environment, the pressure to increase productivity and quality increases. Productivity has been the premiere business issue from more than a decade” (e.g. Lussier, 1996 3rd ed. P. 455). The most productive businesses in the world can be found in the U.S but for decades, they experience shrinking effect. Not until growth increases significantly to balance losses, in the near future this lead can completely disappear. Participative management is
the major avenue used to increase determinative productivity, in the sense that employees are included in decision making processes. Dynamic emphasis by Robert N. Lussier declared the following: “A company’s survival depends on its ability to foster and develop its people. Labor secretary Reich said, ‘There is no way to create a competitive international advantage discovering slowly that highly motivated and skilled employees are the key to long-term profitability’” (Lussier, 1996 3rd ed. P. 456). I suggest that if corporate tenets are well used without institution selfish behavior-thus, closing the gap of power distance between Directors (Managers) and employees then higher productivity and profitability can be guaranteed. On the other hand, productivity can increase if and only if subordinate employees receive the required motivation, sees as close friends to superiors, so that the culture of harmony persists to encourage equal participation in the production process, they could overwork as fools under uncontrollable pressure even though they are more wiser than the snake-this is the ‘producing horse’ technique.(Lussier, 1996 3rd ed. P. 456) revealed that; “General Electric (GE) estimates that it saves $350 million for every 1 percent increase in productivity. Increasing levels of productivity actually lead to higher levels of job satisfaction and motivation for employees with a high need for achievement”. For instance, if the U.S employees are not seen productive, they will be put out of work since their jobs are performed elsewhere around the globe. These are the need to produce sufficiently more by using less at the same time creating a win-win situation both for management and employees.

“By definition, productivity is performance measure of inputs o outputs. The inputs include employee’s time, materials equipment and so forth. The outputs are the products or services produced. Productivity tells managers how efficiently they are utilizing their department’s resource. Some organizations have increased their productivity by working better and faster with fewer employees. For example, Xerox has halved both the number of people and the amount of time needed to design a product”. These are splendid education highlighted by (e.g. (Lussier, 1996 3rd ed. P. 456).

Measuring Productivity
“The importance of productivity measures monitoring performance is well documented though existing methods lack effective, accurate and sensitive means of measuring efficiency AT & T’sC. Harlow Hinton said his top concern is measuring productivity” (e.g. Lussier, 1996 3rd ed. P.456). The logical precursor designed to reward employees is the process of measuring productivity. If you can measure, how can you reward? I ask. For this reason, measures of productivity is the main determinant for incentives however, measures of poor productivity give rise to incentive systems that are used to reward inefficiency. Inputs measures are often the simplest to come about however; measures of effects are the most difficult. Time-based unit-of-productivity measures are supported by recent research than money units. Lussier directed that; “different tasks and products can be measured by dividing the outputs by the inputs. For example, a trucking company wants to measure its energy performance on a delivery. The truck traveled 500 miles and used 50 gallons of gas. Its productivity was 1 10 miles to the gallon:

| Output-500miles traveled | Inputs-50gallons of gas | =Productivity of 10 MPG |

Measuring productivity is not always as straight – forward and easy to do” (Lussier, 1996 3rd ed. P. 456).

Increasing Productivity
Productivity measurement is insufficient concept if productivity increase is not stressed. It is more advisable to marginalize the two concepts on emphasis bases to benefit and encourage operational company including its human capital as well. (Lussier, 1996 3rd ed. P. 456) stated that there three ways to increase productivity:

1. Increase the value of the outputs while maintaining the value of the inputs (↑O→ O). In the opening case, if Cindy can get the same number of employees to produce more products at no additional cost, she will increase productivity.

2. Maintain the value of the outputs while decreasing the value of the inputs (↔O [I]. If Cindy lies off 50 workers and the remaining employees continue to produce the same number of products, she will increase profitability.

3. Increasing the value of the outputs while decreasing the value of the inputs (↑O[↑I]. If Cindy cuts the work force and they produce more products than before, she gets a double benefit that increases productivity”.(Lussier, 1996 3rd ed. P.456).

Conclusions and Discussions
The concepts of the process were critically discussed to warrant a complete justification to the dependent variable so that the duty of function and care could be guaranteed, for achievable concrete objectives. This study is considered highly crucial to resume a dimension of new age industrial innovation for the production of sustainable quality products and long-term survival and growth. One could ask why the education of innovation has spread across the length and breadth of service-precaution organizations but hazardous harvest is more abundant in the market places? This is because, tenants of what constitute innovation are not strictly followed, thus its implications have been taken for granted and painfully over riddled for the deliberate purpose of higher productivity and profit maximization without following the required accurate principles to do so. Most innovative products do not seem to reflect what they are meant for, due to conditions of inconsistency. Unreliable durability of many products leading to scientific contaminations of the products. This leads to failure of marketing assurance, little market shares, destruction of trust and confidence people have in the products. Other competitors may have the advantage to sell their products and achieve higher market shared after all whilst some will use this failure to produce a complete substitute because they continuously explore existing competencies just to discover where weaknesses could be found. The above evil conditions seem to be the impediments halting and functioning of the independent concepts so that their strategic roles cannot reflect what they produce in a particular organization. The above discussion completely justifies the importance and the call to order in productions and services in the industrial world of competitive innovation and market.

References


LOVELESS J. (2008). *Criminal Law; Text, Cases and Materials*


