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Business Process Reengineering and Performance of Manufacturing Firms in North- Central Nigeria

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Abstract
This study on business process reengineering and performance of manufacturing firms in North-central Nigeria is written to examine the effect of business process reengineering on performance of manufacturing sub-sector in North-central Nigeria. The study adopts a descriptive research survey design. Pilot study was conducted using a test retest method and tested using Cronbach alpha to establish the reliability of the instrument. Validity of the instrument was also tested. Again, population of the study is 6283 which cut across the six states in the North-central region of Nigeria and the Federal Capital Territory. However, considering the large size of the population the study adopts Godden sample size statistical formula to reach respondents numbering 361 through a structured questionnaire but only 287 respondents completed and returned their questionnaire given 80% retrieval rate. The statistical tools used comprised descriptive and inferential statistics and hypotheses tested using linear regression analysis. Finding revealed that there is a significant positive relationship between work process innovation and firm performance (r = .795, p-value <0.05). In view of the finding, the study concludes that there is a significant positive relationship between business process reengineering and performance of manufacturing firms in North-central Nigeria. Premised on the finding the study therefore recommends that business process reengineering techniques specifically work process innovation be improved and periodic review be carried out in order to improve firms' performance.

Keywords: Business, Process, Reengineering, Performance.

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Introduction

Manufacturing sub -sector accounts for the persistent improvement in nation's economic profile globally, this is due to it potentials of increased revenue, employment generation and the capability of broadening economic value chain.

Adegbie and Adiniji (2017) argued that the productive output from manufacturing sub-sector has multiplier effect on the nation's Gross Domestic Product (GDP). Thus, developed nations such as the United States of America, China, Japan as well as the developing economies like Nigeria, Ghana and Cameroun have persistently strive to improve the manufacturing sub-sector to meet their nations economic aspirations. However, Nigeria manufacturing sector has experienced relative low output in the past; for example, Nigeria average capacity utilization has been below 40% (Agu & Anichebe

2016). More so, the National Bureau of Statistics revealed that the GDP of the manufacturing sub-sector dipped by -1.51% in the fourth quarter of 2020 and -2.75 for the full year. This also affirmed the report by Manufacturers Association of Nigeria (MAN) who in 2011 conducted a survey and reported that out of the total registered members of 2,780, a total of 839 (30.2%) folded up. Nigeria has a total population of about 201 million and according to World Bank (2019) is the 7th most populous nation of the world. Again, Nigeria is the 27th largest economy of the world in terms of nominal GDP and 24th in terms of purchasing power parity. In addition, a business day report revealed that investment inflow into the manufacturing sub-sector declined by 76% in 2020 (MAN, 2020). This decline could be attributed to the outbreak of the novel coronavirus pandemic which disrupted economic activities globally. Hence, this gross decline has evidently affected the manufacturing sub-sector till date leading to increase importation of its products thereby creating much economic burden on the service sector such as banks, stock market, insurance, information technology, etc.

Profiling the imperative of the manufacturing sub-sector to the Nigerian economy, Eke (2009) and Kunle (2015) argued that manufacturing sub-sector has contributed immensely to the nation's economic fortune leading the nation to rapid increase of Gross Domestic product (GDP) of 7.1% as at 2015. Therefore, this has led to economic growth, local material utilization and improvement in economic sub-contracting leading to employment generation. In today's competitive business environment resulting from the reality of globalization and stiff competiveness, businesses are undoubtedly driven by the 3Cs of customer, competition and change. More so, the competitive nature of business environment globally and Nigeria in particular especially with the economic effects already posed by the coronavirus pandemic which have posed serious challenge to manufacturing companies to survive. This scenario has reinvigorate the persistent needfulness for firms particularly in the North- central, Nigeria to strategies and re-strategies their methods, processes and approaches to continuously improve product and service output to meet customers' needs and aspirations through the instrumentality of business transformation also known as Business Process Reengineering (BPR) (Omale & Oriaku 2017). Though, Kristie (2019) argued that the aspect of business performance which requires strategies or drastic change need to be technically evaluated to ascertain the particular processes that are directly link to the firms immediate and strategic objectives, the intent of introducing transformation or innovativeness in production is generally seen as what Drucker (1994) sees as creative destruction targeted at innovating the current approaches for improved organizational performance.

Therefore, Alzoubi and Khafajy (2015) affirmed that the technique of Business Process Reengineering which this study decomposed as work process innovation should be able to review, revise and improve firms operations towards meeting their immediate and strategic objectives (employee retention). To this end, Business Process Reengineering connotes the rethinking and restructuring business systematic techniques through work process innovation targeted at accomplishing organizational performance such as employee retention (Nzewi etal 2015; Orogbu etal 2015 ; Omale & Oriaku 2017).

Thus, there is need to ascertain the extent to which Business Process Reengineering specifically work process innovation have been able to enhance employee retention in North – central states of Kogi, Benue, Kwara, Niger, Nasarawa, Plateau and the federal capital territory. The thrust of the study is to provide an articulated stand point on the relationship between the independent variable, Business Process Reengineering decomposed as work process innovation and dependent variable, performance decomposed as employee retention.

Statement of the Problem

Business operations across the globe though could be characterized with divergent immediate and strategic objectives but their common focus is anchored on striving to meet the competitive needs of all critical stakeholders. However, most manufacturing firms in Nigeria particularly North-central states have not strived successfully in meeting this core business mandate (Omale & Oriaku 2017). There seems to be inability of the firms to compete effectively in meeting the needs and aspirations of stakeholders such as employees, customers, suppliers and immediate communities. Thus, the introduction of Business Process Reengineering (BPR) decomposed with work process innovation imminently is expected to address the glaring gap between what the firms could offer and what the stakeholders expect.

Despite measures adopted by the firms through BPR to ensure that its business transformational techniques and innovate strategies to meet organizational performance there seems to be persistent wide complaints by employees, customers and host communities.

Similarly, extant literature supported this, for example, Hammer (2014) and Nwekpa et al (2017) revealed that application of BPR is not a guarantee for achieving organizational performance neither does it translate into meting the firms desired immediate and strategic business objective as most firms that adopted BPR anchored its application on faulty assumptions, methodology and techniques. In addition, while Alzoubi and Khafajy (2015) and Omale and Oriaku (2017) noted that Business Process Reengineering improves product and service quality, cost and cycle time, Altinkerner et al (2018), Quasim et al(2014) argued that Business Process Reengineering do not only result to both employees and customers dissatisfaction but has not also been able to enable firms meet their immediate and strategic objectives. Thus, these conflicting findings require further research to have a clearer standpoint on the needfulness and benefits of Business Process Reengineering towards firm's performance. It is against this backdrop that this research seeks to examine the extent to which Business Process Reengineering and specifically work process innovation could improve employee retention which connotes performance of manufacturing firms in Nigeria and North – central Nigeria in particular.

Objective of the Study

To determine the relationship between work process innovation and employee retention.

Research Question

What is the relationship between work process innovation and employee retention?

Statement of Hypothesis

Consequent upon the research objective and research question the study formulates research hypothesis in its null form to guide the research as follows:

H_1: There is no significant relationship between work process innovation and employee retention.

Scope of the Study

The research which examines Business Process Reengineering and performance of manufacturing firms in North-central Nigeria covers the following manufacturing firms: Ningbo Yosec Industrial company limited in Niger state, Tuyil Pharmaceuticals Industry in Kwara state, Nasco in Plateau state, Hara Foams in Nasarawa state, Shidni Greenpearls Industry Limited in Benue state, Obajana cement PLC in Kogi state and Banrut Rolls in the Federal Capital Territory.

In addition, the study covers the relationship between the independent variable Business Process Reengineering decomposed as work process innovation and the dependent variable firms performance decomposed as employee retention and the period covered is ten years that is, between 2010 to 2019. The time frame is adequate enough to objectively examine firms' performance through the technique of Business process reengineering.

Conceptual Framework

Concept of Business Process Reengineering

Reengineering refers to start- over in a systematic manner and reinventing the way an organization or firms perform their functions. Thus, reengineering involves radical redesign of business processes with a view to accomplishing a radical and dramatic improvement in the firms overall output. Kristie (2019) revealed that reengineering an organization is beneficial to the stakeholder both at the immediate and strategic basis because through carrying out necessary adjustment several unnecessary elements being identified through the reengineering exercise could have been eliminated. Akam et al (2018) defined Business Process Reengineering as a transformational processes designed to formulate a larger component with the sole aim of enabling firms to empower one another with the most recent business ideologies, techniques and solutions. Thus, with this conceptual ideology, it means that Business Process Reengineering is an enabler to revamping enterprise processes, redesign core business areas with the view to providing products and services in the most productive manner. In addition, business process reengineering is the redesigning of organizational processes designed to accomplish a focused and desired improvement in the firms operations (Qasim et al, 2014). To this end, it means that Business Process Reengineering involves initiating and eliminating certain old techniques and creating imaginative and innovative way through work process innovation which characterizes capacity planning and production scheduling to accomplish employee retention and improved output resulting to greater firm performance.

Work Process Innovation

Work process innovation refers to the initiation or application of new techniques, methods, approaches or technologies in performing tasks with the aim of competitively meeting customers demand (Barde, 2013). Therefore, work process innovation is applied by firms to enable them provide solutions to existing business problems and not only solving such problem but ensuring that such a problem is solved in the most rationally competitive manner. Therefore, work process innovation is fundamentally designed not only to provide business solutions to current problems but to also create value to the critical stakeholders such as customers, employees and the general public.

Overview of Organizational Performance

Organizational performance can be described as the organizational capacity to reach its goal by utilizing resources in an efficient and effective manner (Anyadike, 2013). Again, Anyadike (2013)

sees organizational performance as the cumulative record of organizational output in relation to individual accomplishment. According to Apeyusi (2012) organizational performance encompasses the integrated competency level and accomplishment which include objective settings and review. Organizational performance also integrate the performance measure which according to Armstrong (2012) indicated what is being expected from the individual employees as well as the organization itself thereby pursuing the attainment of these objectives. In addition, Apeyusi (2015) further argued that performance should be concise, precise, unequivocal and comprehensive enough to understand and be interpreted towards giving the relevant output that would increase organizational efficiency. The view Apeyusi (2012) noted that effective performance would cover the following areas such as employee retention, product quality and service delivery. Consequently too, performance tools should be accepted by both the job incumbent and the employers so that the climate for mutual collaboration towards the achievement of these objectives could be paramount.

Employee Retention

The concept of employee's retention is seen as the ability of an organization not only to attract its workforce but to retain them for a reasonable period of time. Thus, Barde (2013) noted that employee's retention is propelled by the motivational techniques such as job security, adequate remuneration, periodic employees training and development thereby sustaining their inner drive and granting them the enthusiastic drive and willingness to remain in such an organization.

Theoretical Framework

Resource Based View (RBV)

Resource based view was postulated by Barney in 1991 with the ideology that core organizations resources and capabilities could imperatively vary across firms. The model can be competitively utilized if these resources are combined and appropriately mobilized. However, Barney (1991) resolved that firms resources can be categorized into the physical resources which include plant and firms equipment, human capital which include employees skills, training and experience while the organizational resources include formal or informal planning, control and reporting structures. The Resource Based View (RBV) postulates that organizational resources and capabilities are adopted to induce firms' growth and survival through the transformational and innovativeness anchored by the instrumentality of Business process Reengineering. Thus, the ideology of Resource Based View is not just to create innovative resources at all cost for the purpose of striving in the market but to also imbibe the vigour and institutionalized culture of innovation and creativity to perpetually meet customers perceived value. From the above evidences it can be noted that this research on Business Process Reengineering and firms' performance is anchored on the Resource Based View considering its practical applications to the decomposed independent variable of BPR (work process innovation) and decomposed dependent variable (employee retention).

Empirical Studies

Tomasz and Amy conducted a study in 2021 on the topic titled: Is Business process management (BPM) Ready for Ambidexterity? Conceptualization, Implementation guidelines and research agenda. The study explores systematic literature review and revealed that an effective business process management can be well implemented through a well articulated guideline. This research is qualitative whereas, the present research is quantitative designed to examine the relationship between the independent and dependent variables.

The research on Business process and decision automation: End –to-end deployment with a BPMN and DMN-based workflow engine was carried out in 2021 by Nikolaos to investigate practically the workflow automation paradigm on the basis of executive notations. The study adopted content analysis and revealed that business process is being influenced by decision automation. This research was qualitatively focused while the current research is qualitatively and quantitatively driven thus justifies the research.

More so, Chader and Yifeng conducted a study in 2021 on repaying the national debt: post-pandermic prosperity through business model innovation and productivity growth. The study was conducted to examine the impact of covid-19 on gross domestic product ratio and how it could be assuaged through business model innovation. The study relied solely using secondary data and finding revealed that covid-19 had affected GDP of citizens across nations but proposed the business model innovation technique to mitigate its attendant effects.

The research carried out in 2021 by Spencer examined how covid-19 speed digital transformation of business process and customers experiences. The study examined how organizations speed up digital transformation of business process for improved customers experience with fewer hazards to covid-19 pandemic. The study adopted content analysis with qualitative descriptive approach and findings revealed that the anti epidemic measures against covid-19 pandermic can only be completely addressed through digital transformation.

Finally, Hajo in 2021 conducted a research on business process management: The evolution of a discipline. The research was aimed at examining the linkages between business process management and accomplishment of enterprise immediate and strategic objectives. The research adopted content analysis and findings shows that there is linkage between business process management and accomplishment of enterprise immediate and strategic objectives thus requires to be properly articulated

Research Design

Research design is a comprehensive research strategy adopted for a study. This study adopts the descriptive research survey technique. This method according to Adefila (2014) is a research survey design that involves surveying the respondents with the view to collecting their responses for the purpose of analysis. This technique is generally adopted as a survey research in which a group of persons or items are collected by collecting and analyzing data from few persons or items which represents the entire population. More so, this study decomposed business process reengineering with work process innovation and firm's performance with employee retention. The study reached respondents through the primary source of data. The primary data obtained is through a structured questionnaire. Finally, the data was subjected to descriptive and inferential statistical analysis.

Population of the Study

The population of this study comprised the entire management, Senior and Junior staff of the selected manufacturing firms in North-central, Nigeria such as Ningbo Yosec Industrial company limited in Niger state 483, Tuyil Pharmaceuticals Industry in Kwara State 176, Nasco in Plateau state 3022, Hara Foams in Nasarawa state 236, Shidni Greenpearls Industry Limited in Benue State 249, Obajana cement PLC in Kogi State 1948 and Banrut Rolls in the federal capital territory 169. The total population is six thousand, two hundred and eighty three 6283.

Considering the fact that the population for this study is relatively large, it becomes obviously impossible to cover the entire population. Therefore, obtaining sample from the entire population becomes necessary.

This research adopts the Godden (2004) sample size determination statistical formula which is in line with Adefila (2014) and Agu (2016) who noted that such statistical technique is appropriate for determination of sample size with a finite population less than 50,000 and the sample reached was 361. However, out of the total of 361 questionnaires distributed only 287 were duly completed and returned given a retrieval rate of 80%.

Methods of Data Collection

The research collected data using the primary source. The questionnaire was the major source of primary data therefore; the study designed a well-structured questionnaire numbering eight (8) items. Five point Likert Scale structured sets of questionnaire constitute the primary instrument for data collection in this study. Agba (2014) stated that questionnaire is an instrument for collecting data from respondents to help in finding lasting solution to research problems. The questionnaire was close ended while a five- point Likert-Scale responses of strongly agree (5), Agree (4), Undecided (3), Disagree (2) and strongly disagree (1) were used.

Validity and Reliability of the Instrument

In order to ensure that the research instrument is validated, the study ensured that the instruments were not confusing, the questionnaire do not apply any vague or ambiguous meaning, the vocabulary is simple, straight forward and familiar to all respondents as well as ensured that no part of the questions were double-barreled. In order to ensure reliability of the instrument, pilot study was conducted using a test retest method and tested using Cronbach alpha to establish the reliability of the instrument. Reliability of this study was used to determine the internal consistency of the instrument. Adefila (2014) concluded that an instrument is said to be reliable if it produces same results under consistent situations. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) version 23 software package yielded the result of 0.79 and is considered reliable.

Table 3.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.878	20

From table 3.1 above the calculated CA is 0.79 and is higher than the recommended acceptable measure of CA 0.7 which makes measurement of model reliability accepted. The results of Cronbach alpha is shown in appendix 11.

Techniques for Data Analysis

The study adopted the descriptive and inferential statistics in analyzing the data. The study therefore adopted a combination of descriptive and inferential statistical tools with statistical package for social sciences (SPSS) version 23 software package. The data were extracted first from the questionnaire distributed thereafter coded for the running of linear regression using the SPSS version 23 software package. The reason for the use of these analytical tools is that the regression analysis is used to determine the relationship between two or more variables.

Descriptive statistics according to Adefila (2014) could be employed for preliminary statistical analysis of data. More so, the research questions were analyzed using the five - point's Likert-scale while mean and standard deviation were adopted specifically for analysis.

Data Analysis and Results

Table 4.1. Descriptive statistics on work process innovation

S/no	Work process innovation	5 SA	4 A	3 U	2 D	1 SD	Mean	Standard Deviation
1.	The firm adopt innovative job redesign techniques	90 (31.4%)	74 (25.6%)	47 (16.4%)	44 (14.2%)	35 (12.1%)	3.50	1.38
2.	There is an adequate capacity planning by the firms	74 (25.6%)	93 (32.2%)	53 (18.3%)	37 (12.8%)	30 (10.4%)	3.50	1.29
3.	There is production scheduling by the firms	94 (32.8%)	81 (28.2%)	49 (17.1%)	47 (16.4%)	16 (5.6%)	3.66	1.24
4.	There is core process restructuring by the firm	96 (33.4%)	83 (28.9%)	43 (14.9%)	29 (10.1%)	36 (12.5%)	3.61	1.33
Average mean/SD							3.57	1.31

Source: Research Survey, 2021

Table 4.1.Shows the responses to Likert-scale questions, the mean and standard deviation. For the question on whether the firms adopt innovative job redesign techniques the responses show that 90 respondents representing 31.4% strongly agreed that the they adopt work process innovation in the company, 74(25.6%) agreed, 47 (16.4%) were undecided, 41 (14.2%) disagreed and 35 (12.1%) strongly disagreed. The mean value is 3.50 and standard deviation is 1.38 which means that most respondents strongly agreed that the company adopts work process innovation since the mean value >3.00.

For the question on whether there is an adequate capacity planning by the firms 74 (25.6%) strongly agreed, 93 (32.2%) agreed, 53 of the respondents (18.3%) were undecided, 37 of the respondents (12.8%) disagreed while 30 (10.4%) strongly disagreed. This implies that most of the respondents agreed that there is an adequate capacity planning at the company since the mean value and standard deviation are 3.50 and 1.29 respectively justify mean > 3.00.

The question on whether there is production scheduling by the firm's 94 respondents representing (32.8%) strongly agreed, 81 (28.2%) agreed, 49 of the respondents (17.1%) were undecided, 47 respondents (16.4%) disagreed while 16 respondents (5.6%) strongly disagreed. Thus it means that

most of the respondents agreed that there is production planning by the company since the mean and standard deviation shows 3.66 and 1.24 respectively justifying >3.00. Finally, for question on whether there is core restructuring by the firm's 96 respondents representing (33.4%) strongly agreed, 83 (28.9%) agreed, 43 of the respondents (14.9%) were undecided, 29 respondents (10.1%) disagreed while 36 respondents (12.5%) strongly disagreed. Thus it means that most of the respondents agreed that there is core process redesign by the firm since the mean and standard deviation shows 3.61 and 1.33 respectively justifying >3.00. Therefore, on the average, the mean value is 3.57 and standard deviation is 1.31 indicating that overall responses on work process innovation is accepted.

Table 4.2. Descriptive statistics on employee retention

	Employee retention	**SA 5**	**A 4**	**U 3**	**D 2**	**SD 1**	**Mean**	**Standard Deviation**
5.	I am satisfied with the way and manner tasks are being assigned to me.	99 (34.5%)	81 (28.2%)	50 (17.4%)	36 (12.5%)	21 (7.3%)	3.70	1.26
6.	Even if I gets another job I am not willing to quit my present job	59 (20.6%)	48 (16.7%)	38 (13.2%)	100 (34.8%)	42 (14.6%)	2.94	1.39
7.	There is improvement in quality of products	103 (35.9%)	54 (18.8%)	59 (20.6%)	42 (14.6%)	29 (10.1%)	3.56	1.37
8.	I have been engaged by the firm for more than five years	111 (38.7%)	61 (21.3%)	56 (19.5%)	39 (13.6%)	20 (6.9%)	3.71	1.42
Average mean/SD							3.48	1.36

Source: Research Survey, 2021

Table 4.2. Shows the responses on the likert scale questions, mean and standard deviation. For the question on whether the respondents are satisfied with the way and manner tasks are being assigned to them, 99 respondents (34.5%) strongly agreed, 81 respondents (28.2%) agreed, 50 respondents (17.4%) were undecided, 36 respondents (12.5%) disagreed while 21 respondents (7.3%) strongly disagreed. The mean value of 3.70 and standard deviation 1.26 > 3.00 which means that most of the respondents agreed.

For the questions on whether if the employees get another job they will not be willing to quit their present job, 59 respondents (20.6.5%) strongly agreed, 48 respondents (16.7%) agreed, 38 respondents (13.2%) were undecided, 100 respondents (34.8%) disagreed while 42 respondents (14.6%) strongly disagreed. The mean value is 2.94 and standard deviation 1.39 < 3.00 showing that most of the respondents disagreed.

For the questions on whether there is improvement in the quality of products , 103 respondents (35.9%) strongly agreed, 54 respondents (18.8%) agreed, 59 respondents (20.6%) were undecided, 42 respondents (14.6%) disagreed while 29 respondents (10.1%) strongly disagreed. Finally, for the questions on whether they have been working in the company for more than five years, 111 respondents (38.7%) strongly agreed, 61 respondents (21.3%) agreed, 56 respondents (19.5%) were undecided, 39 respondents (13.6%) disagreed while 20 respondents (6.9%) strongly disagreed. The average mean value of 3.48 and standard deviation 1.36 > 3.00 indicating acceptance of the overall response on employee retention.

Test of Hypothesis

H_1: There is no significant relationship between work process innovation and employee retention.

Table 4. 3 **Model Summary**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795[a]	.898	.882	.21412	.219

a. Predictors: (Constant), WPI

b. Dependent Variable: employee retention

Table 4.3 shows that the dependent variable (employee retention) affect independent variable (work process innovation) as indicated by R of 0.795. The coefficient of determination R^2 (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that WPI increase 0.898 which means that WPI affects employee retention about 90% .

This also implies that a 1% increase in WPI will lead to about 90% employee retention. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.882 and the standard error of the estimate is considered low at 0.21412. Finally, the model shows that there is no auto regression in the variables as it shows the Durbin Watson of 0.219.

Table 4.4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.122	.025		2.253	.000
	WPI	.623	.012	.846	65.82	.000

a. Dependent Variable: employee retention

To test the significance of the regression for the two variables WPI (independent variable) and employee retention (Dependent variable) the P-value was considered. The result shows that the average employee retention is 0.122 when WPI is zero.

The t-test value is 2.253 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that without the influence of WPI the average employee retention is 0.122. The average rate of WPI resulting to employee retention is 0.623. The t-test value of 65.82 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in WPI influences employee retention which means that the null hypothesis that there is no significant relationship between work process innovation and employee retention is rejected.

Findings of the Study

In line with the findings from the various analysis and review of related literature, the study revealed that BPR is a core transformational tool that firms adopt to improve their performance. Again, the finding in table 4.3 reported that a change in Work process innovation leads to employees' retention by 90% (.898) as indicated by the adjusted R square value. The finding in table 4.4 also shows that (r=.795, P- value <0.05) indicating that there is a significant relationship between work process innovation and employees retention. This finding conforms with the findings of Charder and Yifeng (2021), Spenser (2021) and Tobias (2021). Finally, the finding revealed that Resource Based View RBV theory which States that firm core innovative competencies can be applied to strive competitively is appropriate for this study considering its practical application thus adopted for this study.

Conclusion

Based on the findings of this study the research concludes that there is a significant positive relationship between work process innovation and employee retention. This implies that most employees will only be willing to remain in the organization if there is sustainable innovative technique that would induce their tasks both on the immediate and strategic basis which will in turn improves employee retention.

Recommendations

The study recommends that work process innovation techniques need to be improved and periodic review be carried out in order to improve employee retention.

More so, based on the empirical evidence and findings of this study, the research recommends that work process innovative techniques such as capacity planning, production scheduling and production control be sustained while review be carried out periodically by involving the employees in the planning and execution process.

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