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Integrating an Organization's Values and Innovative Approach Via Resilience: The Strategic Analysis of SMEs' Performance

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ABSTRACT: Although many organizations fail to integrate values and innovation due to a lack of clear objectives and an aversion to change, others flourish by leveraging resilience to achieve their desired results. Understanding how these organizations maintain their resilience may help identify the resources needed to enhance their performance. Nevertheless, research on how these SMEs maintained their performance through value and innovation integration is uncommon. The objective of the qualitative investigation was to investigate strategically how integrating an organization's values and innovation via resilience affects SMEs' performance. In-depth, structured questionnaires were used to collect data, which were then analyzed using PLS-SEM, version 4.0. According to the findings, organizations shared some significant attributes. First, there is a substantial and positive relationship between organizational values and SME performance. Second, no meaningful correlation exists between innovation and SME performance. Third, resilience mediates the connection between the innovation variables and SME performance. According to the findings, SME owners/managers should recognize the importance of integrating value and innovation, and as a result, seize and capitalize on opportunities until the desired transformation occurs. This is crucial for creating and reinforcing the confidence of SME stakeholders, which is essential for the success of SMEs.

KEYWORDS: Organizational Values, Innovative Approach, Resilience, Strategic Analysis, SMEs

JEL CODE: L2, M1, M14.

1. INTRODUCTION

Organizational values and innovation are essential for enhancing performance and achieving global traction. Integrating resilience aspects is critical for creating a healthy workplace environment. "Organizational value" refers to the core values and convictions that govern an organization's actions and choices, shaping the way it operates and providing direction for its workers, whereas "innovation" in this context means proactively exploring novel concepts, procedures, or products that enhance and differentiate the business.

Larissa (2024) argues that firms globally acknowledge the importance of organizational values in enhancing workforce efficiency and productivity. However, Omale and Gurin (2024) claim that it is progressively clear that an absence of resilience and expertise in an evolving and uncertain corporate setting is a serious business risk that decreases a firm's competitiveness and performance. Employees who are resilient in a company are more likely to triumph over problems, be receptive to new developments, and ultimately foster learning and innovation through trial and failure while having a forward-thinking mindset (Omale, Oriaku, Nwogbo, & Ardo, 2022; Omale et al., 2024).

Organizations typically adopt values that they believe are most appropriate for increasing employee productivity (Omale, 2016; Pandey, 2023) synchronizing choices with the organization's goal (Omale et al., 2024), fostering trust (Omale, 2016), and ultimately resulting in innovation, thereby improving overall business outcomes (Oyenuga, Omale, & Abuh, 2024). Organizational values are the shared cultures, customs, activities, goals, and objectives that set one company apart from another (Loan, 2020 ; Omale, 2016). According to Akpa, Asikhia, and Nneji (2021), organizational principles define desired behaviors, beliefs, and norms.

Scholars all across the globe believe organizational value can influence all facets of a firm's or institution's operation to enhance profits (Omale, Oyenuga, & Oriaku, 2021; Tarimo, Onyancha, & Mbua, 2024). Integration of company values and creative ways can lead to enhanced employee productivity and, as a result, improved SME performance (Omale, Oyenuga, Abdullahi, & Madu, 2024).

However, Ridwan, Mulyani, and Ali (2020) discovered that corporate culture can foster or stifle innovation and business performance. A fluid environment can encourage innovation and performance, whereas a rigid framework might stifle it. The values of an organization influence internal policies and procedures, guide objective setting, think strategically, and everyday planning (Omale & Abdulahi, 2021; Omale et al., 2024).

On the other hand, an innovative approach can boost small and medium-sized enterprises' productivity by introducing novel goods and services, enhancing operations, and satisfying clients (Omale et al., 2024). This may contribute to better revenue and overall business growth. Embracing innovation is vital for SMEs to thrive in an ever-changing marketplace. Herlinawati and Machmud (2020) conclude that increasing product, process, and distribution innovation can boost SME business performance.

However, the rise of SMEs remains hampered by various issues that impede their success. For example, SMEs' present potential is not reflected by their capacity to boost their profitability and competitiveness in international markets, owing to growing intricate company issues such as the use of outdated technology, a lack of capital, fragile leadership abilities, inadequate planning and knowledge, and low innovative thinking and creativity among managers/owners (Omale et al., 2024; Oyenuga et al., 2024).

Because the business setting constantly changes, strategic management and innovation are critical to an enterprise's long-term viability (Omale & Idodo, 2016). Entrepreneurs' ability to innovate is one of their most essential attributes (Larsen & Lewis, 2007). Similarly, Cravens, Piercy, and Baldauf (2009) argue that innovative thinking and creativity play a significant role in improving the efficiency of organizations in the global market (Cravens et al., 2009; Hadiyati, 2011).

Many earlier research studies have found that organizational values improve performance (Akpa et al., 2021; Larissa, 2024; Omale, 2016) and that innovation improves corporate success (Hadiyati, 2011; Rosli & Sidek, 2013; Welsch, Price, & Stoica, 2013). According to some conclusions, new product development does not influence business performance (Ardyan & Putri, 2015) and not every metric of innovation affects efficiency, with process improvement, marketing innovation, and organizational creativity all having an effect (Hamali & Hidayat, 2017). Ridwan et al. (2020) revealed that corporate culture may encourage or impede innovation and business performance.

The inconsistencies in the findings established a gap for researchers, prompting the researchers to investigate 'Integrating an Organization's Values and Innovative Approach Via Resilience: The Strategic Analysis of SMEs' Performance to recommend the best ways to advance existing practice.

2. LITERATURE REVIEW AND THEORETICAL FOUNDATION

In today's turbulent corporate environment, resilience is a growing area in SMEs, management, strategic research, and mentoring (Omale, Marcus, Thomas, & Olaniyi, 2017). It has the potential to significantly improve corporate efficiency and profitability within a diverse workforce (Omale, & Shettima, 2025). Resilience integration of an organization’s values and innovative approach can be an effective strategy to increase SMEs' adaptive capacity and survival. Organizational values are the principles, beliefs, ethical norms, corporate culture, and hidden presumptions shared by members of the company that guide its actions and judgments (Cameron Kim & Quinn Robert, 1999; Miron, Erez, & Naveh, 2004; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2011; Omale et al., 2021).

On the other hand, innovation has been acknowledged as a strategic driver for entering the competitive market and improving resilience. All successful economies around the world rely heavily on innovation. It is seen as an important source of SMEs' growth in job creation, poverty reduction, and contribution to the development of gross domestic product (GDP) in both developed and developing nations. Linder, Jarvenpaa, and Davenport (2003) define innovation as the application of novel ideas that create value. This broad definition encompasses all forms of innovation, including product development, the use of innovative process technologies, and innovative management techniques (Glynn, 1996; Zott, 2003).

Small and medium-sized firms (SMEs) profit from resilience, which improves efficiency and facilitates adaptability, knowledge transfer, innovation, resurgence, and disruptive challenges (Omale, Oguche, Duru, & Idodo, 2017; Syamsari, Maarif, Anggraeni, & Amanah, 2022). Resilience is described as the ability to respond or react in reaction to unexpected occurrences to avoid them from negatively impacting the business and its profitability (Conz, Denicolai, & Zucchella, 2017). Resilience is a key attribute of SMEs competing in today's business climate, encompassing adaptation, responsiveness, sustainability, competitiveness, and innovation (Omale et al., 2024).

According to Sanchez and Mahoney (2020), innovation is a critical component in achieving organizational resilience. Resilience is characterized as the system's fluid capacity to adapt effectively to disruptions that threaten its viability, functionality, and development. This process entails organizing resources to ensure well-being (Dovbischuk, 2022; Southwick, Bonanno, Masten,

Panter-Brick, & Yehuda, 2014). Profitable SMEs use their flexible capacities to improve their ability to integrate, grow, and rearrange internal skills, increasing their resilience to changes in the external environment.

Strategic analysis of SMEs is critical because organizations have to recognize the reason they are in business and implement an achievable, strategy-driven endeavor that will boost their business performance and expansion (Amarime & Okuwa, 2024; Omale & Idodo, 2016). This is critical since the strategy is an essential component in achieving a lasting competitive edge, and large enterprises have recently employed a variety of strategic management approaches to prosper within the limits of their economic surroundings.

However, research on small and medium-sized businesses has focused less on these firms' strategy-making procedures and more on their poor productivity and high failure rate, which is typically caused by a lack of funds, such as cash, land, and qualified labor (Majama & Magang, 2017). However, a lack of these resources can prevent these businesses from gaining comparable strengths and success. However, business management professionals have argued that even with such resources, a lot of small and large medium enterprises fail to succeed due to the culture of companies, insufficient interaction, mentor-mentee combination, and lack of trust (Omale et al., 2025), and a lack of strategic thinking, which is caused by poor managerial know-how and a lack of initiative (Eniola & Ektebang, 2014; Kraja & Osmani, 2013; Majama & Magang, 2017).

Given the importance of innovation when assessing how well an organization performs, various researchers have tried to find its antecedents (Crossan & Apaydin, 2010). Various research studies discovered that corporate value and structure are the most significant drivers (Mumford, 2000). Organizational value can influence innovative attitudes in a couple of ways. The socializing mechanism informs people how to act and communicate with others. Furthermore, the fundamental "values, principles, and ideas" might influence the organization's framework, policy structure, process, and management orientation (Martins & Terblanche, 2003).

As a result, organizational values can support creativity among workers by leading individuals to adopt innovation as an organizational ideology (Hartmann, 2006). Varying cultural values were seen as a way to stimulate innovation. Cultural values include innovation and independent thinking (Jamrog, Vickers, & Bear, 2006), entrepreneurship (McLean, 2005), autonomy and self-reliance (Ahmed, 1998), risk-taking (Wallach, 1983), collaboration (Arad et al., 1997), an emphasis on marketing, and adaptability (Martins & Terblanche, 2003).

This research relies on contingency- and resource-based theories. Mc-Williams and Cory (2002) define contingency theory as the belief that there is no singular optimum strategy or technique for handling organizational affairs. Businesses should build managerial strategies depending on the conditions and scenarios they experience. Contingency theory helps one to assess a situation and discover which variables influence the decision under consideration. The dynamism of strategic leadership and the significant volatility of the business setting make this theory important to this study.

The resource-based theory, on the other hand, is founded on the belief that an organization's competitive advantage is derived from its internal resources rather than its outward posture. According to this view, an organization's competitive edge is determined by its distinctive resources and competencies (Barney, 1991). According to the resource-based view, in strategic management, the underlying origins and determinants of a company's outstanding results are primarily related to its assets and capacity, which are valuable and costly to replicate.

Evidence supports a link between integrating organizational values and innovative approaches and SMEs' resilience (Büschgens, Bausch, & Balkin, 2013; Chang & Lee, 2007; Lau & Ngo, 2004; Lin, McDonough III, Lin, & Lin, 2013; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016; Rezaei et al., 2018). Staff resilience and mindsets can significantly impact organizational and personal performance (Omale, Daniel, & Bularafa, 2025). Innovation and resilience are critical dynamic characteristics for navigating a complex business landscape and being competitive (Garrido-Moreno, Martín-Rojas, & García-Morales, 2024). Considering the discussion, we can propose the following hypotheses:

Ho_1: There is no substantial and encouraging association between organizational values and SMEs' performance.

Ho_2: There is no substantial connection between innovation and SMEs' performance.

Ho3: The resilience strategy does not mediate the association between organizational values and SMEs' performance.

Ho_4: Resilience strategy does not mediate the association between innovation and SMEs' performance

3. METHODOLOGY

The study used an adaptable survey structure. It is an approach for enhancing survey efficiency or reliability by making design adjustments based on incoming field information. Survey design is highly regarded when conducting studies in a diverse workforce (Omale et al., 2025) as it provides a straightforward and efficient approach for participants to share their thoughts. Survey research

allows firms to easily evaluate public perceptions, understand demographic patterns, and identify difficulties or opportunities for the development and effective management of Knowledge (Axinn, Wagner, Couper, & Crawford, 2023; Omale & Gurin, 2024).

The survey included a population of 5000 SME owners/managers from selected enterprises in Nigeria. Using the Yamane (1967) approach, the study selected 370 participants. 370 questionnaires were provided to respondents; however, only 353 were retrieved, representing 95% using the following Formula: $n = N/1 + N(e)^2$. Where: n is the sample size necessary. N = population size. e = level of significance. 1 = constant. The following computation was obtained, and a sample size of 370 was arrived at. n = sample size needed, N = population size = 5000, e = level of significance = 0.05, 1 = constant. $n = 5000/1 + 5000\ (0.05)^2 = 5000/1 + 5000(0.0025) = 5000/1 + 12.5 = 5000/13.5 = 370.37$ n = 370.

The data collected was analyzed using the Partial Least Squares-Structural Equation Modeling (PLS 4.0-SEM) method to test the hypotheses of the study (Hair, Matthews, Matthews, & Sarstedt, 2017). The initial phase involved evaluating the measurement framework (external model), which included assessing the validity and dependability of the items using indices such as loadings, composite reliability, and average variance extracted (AVE). The second phase focused on the structural framework (inner model) to evaluate the postulated associations, including pathway coefficients, t-values, and coefficients of determination (R^2), to determine the strength and relevance of the links between the variables.

4. ANALYSIS OF RESPONDENTS' PROFILE AND DATA PRESENTATION

This study's descriptive statistics were based on demographic criteria such as respondents' gender, age, education, business, and years of experience. For clarity, these parameters were divided into categories: gender (male and female), age (20-29, 30-39, 40-49, 50-59, and over 60), and education (SSCE, Certificate/Diploma/NCE, Degree/HND, and Postgraduate). The business was classified into three types: single proprietorship, partnership, and joint venture. Finally, company experience was divided into four categories: 1–5, 6–10, 11–15, and >16 years.

Table 4.1 Summary of the Profile of the Respondents

Variable	Frequency (n = 353)	Percentage
Male	247	70.0
Female	106	30.0
Age (in years):		
20-29 years	110	31.2
30-39 years	107	30.3
40-49 years	78	22.1
50-59 years	45	12.7
Above 60 years	13	3.7
Education:		
SSCE	112	31.7
Certificate/Diploma/NCE	113	32.0
Degree/HND	95	26.9
Postgraduate	33	9.3
Business Type:		
Sole Proprietorship	245	69.4
Partnership	83	23.5
Joint Venture	25	7.0
Business Experience:		
1 – 5 years	54	14.6
6 – 10 years	108	28.2
11 – 15 years	191	54.1
16 years and above	00	00.0

The Extent to which Organizational Values and Innovation Approach Engender SME Performance

The extent to which the integration of organizational values and the innovative strategy increases the profitability of SMEs was determined using descriptive analysis; the variables were analyzed and classified into three (3) categories based on the mean (X) of scores, namely high, moderate, and low. Tables 4.2, 4.3, and 4.4 show the summary.

Table 4.2: Extent to which SME Owners/Managers Rate the Effect of Organizational Values on the Profitability of SMEs

Extent	Frequency	Percentage	Mean	SD
Low	56	15.9		
Moderate	18	5.1	2.6317	.74262
High	279	79.0		
Total	353	100		

Source: Authors' Field Survey (2025)

According to the descriptive analysis, out of 353 total respondents, 279 (79.0%) rated at a high level, 18 (5.1%) rated at a moderate level, and 56 (15.9%) rated poorly. This demonstrates that the majority of respondents (84.1%) gave high and moderate ratings to the effect of organizational values on the profitability of SMEs. In general, the considerable number (84.1%) of respondents who rated high and moderate levels in this study suggests that organizational values have a major impact on SMEs' profitability.

Table 4.3: Extent to which SME Owners/Managers Rate the Effect of Innovation on the Profitability of SMEs

Extent	Frequency	Percentage	Mean	SD
Low	88	24.9		.
Moderate	8	2.3	2.4788	86617
High	257	72.8		
Total	353	100.0		

Source: Authors' Field Survey (2025)

Following Table 4.3, the descriptive analysis shows that out of 353 total respondents, 257 (72.8%) evaluated the variable as high, 8 (2.3%) as moderate, and 88 (24.9%) as low. This demonstrates that the majority of respondents (75.1%) gave high and moderate ratings to the effect of innovation on the profitability of SMEs. In general, a considerable percentage (75.1%) of respondents rated high and moderate levels. Thus, respondents to this study believe that innovation has a significant impact on the profitability of SMEs.

Table 4.4: Extent to which SME Owners/Managers Rate the Effect of Resilience on the Profitability of SMEs

Extent	Frequency	Percentage	Mean	SD
Low	160	45.3		
Moderate	6	1.7	2.0765	.98991
High	187	53.0		
Total	353	100.0		

Source: Authors' Field Survey (2025)

Table 4.4 shows that out of 353 total respondents, 187 (53.0%) assessed resilience as high, 6 (1.7%) as moderate, and 160 (45.3%) as low. This demonstrates that the majority of respondents (54.7%) gave high and moderate ratings to the influence of resilience on the profitability of SMEs. In general, consider the substantial percentage (54.7%) at the high and moderate levels. Thus, respondents in this study imply that resilience has an impact on the profitability of SMEs.

4.1 Hypotheses Testing

The SEM 4.0 was used to test the hypotheses presented in this study, and the results are provided in Table 4.5.

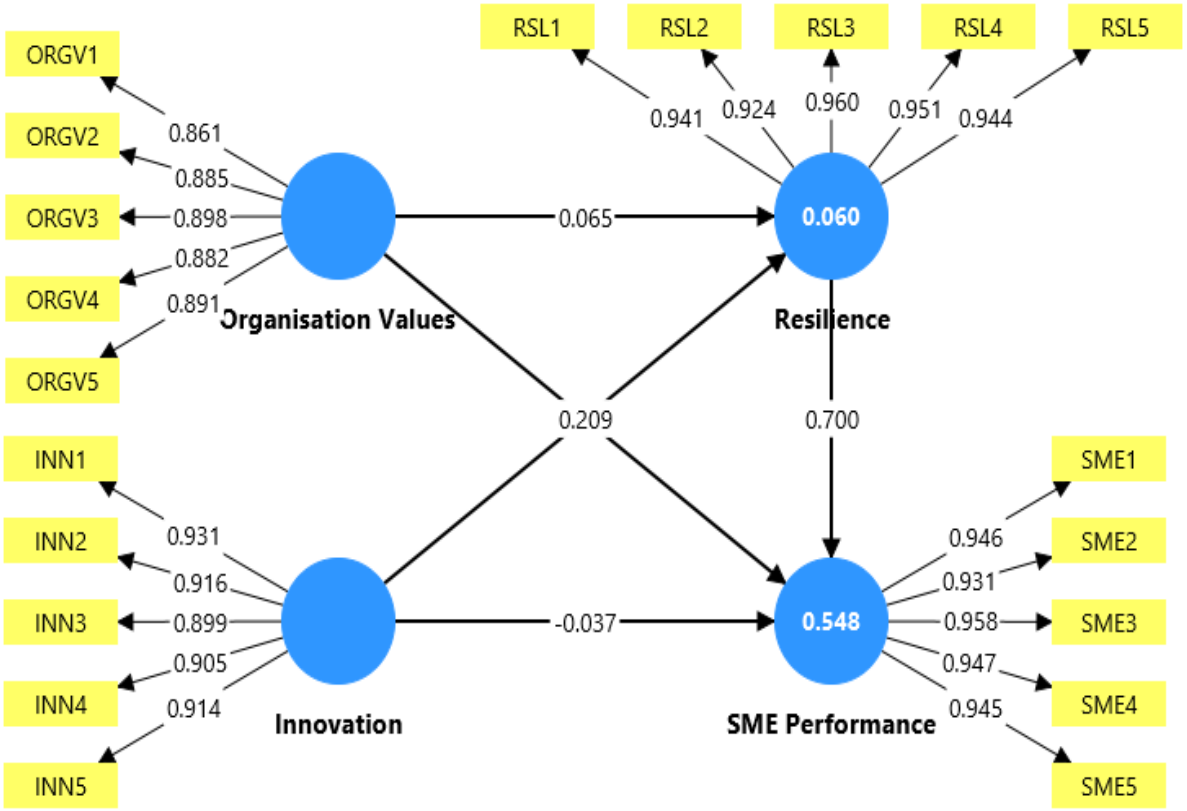


Figure 4.1: Direct Relationship

Table 4.5 Hypothesis Testing Direct Relationships

Relationship	Original Sample (0)	Sample Mean	SD	T- Value	P-value	Decision	Hypothesis
ORGV -> SME	0.209	0.210	0.042	5.008	0.000	Rejected	H1
Inn -> SME	-0.037	-0.037	0.041	0.893	0.372	Failed to reject	H2

Source: Authors' Field Survey (2025).

The results in Table 4.5 show that hypothesis **H1** found a significant direct association between organizational values and SME performance (t = 5.008, p = 0.000) at the 0.05 level. However, hypothesis **H2** found no significant direct link between innovation and SME performance (t = 0.893, p = 0.372) at the 0.05 level; hence, it failed to reject **H2**.

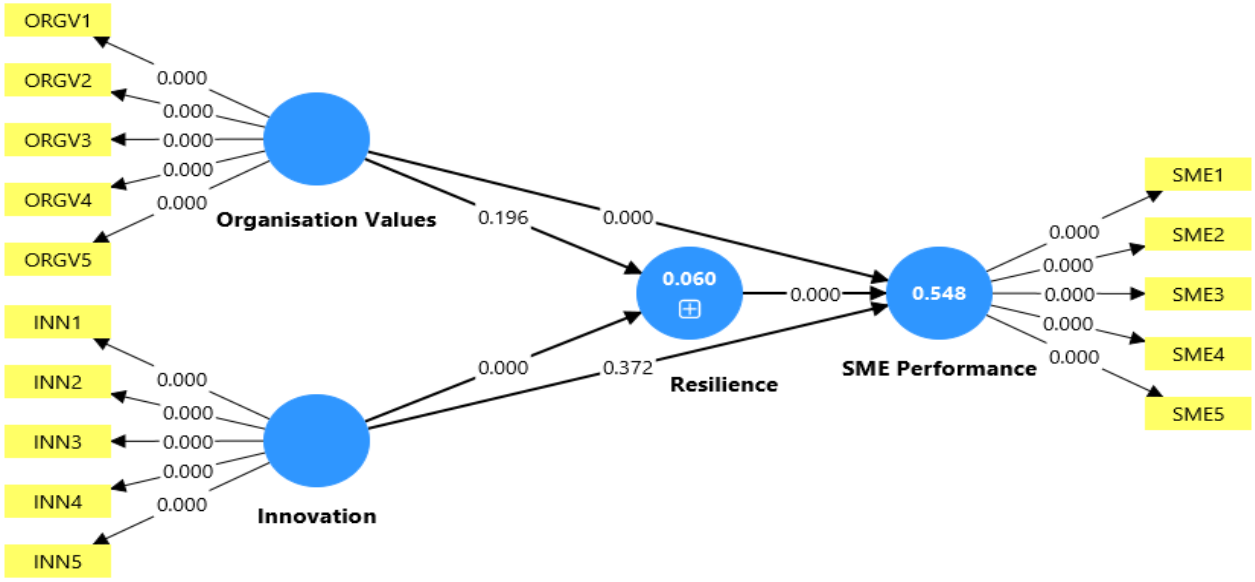


Figure 4.2 Bootstrapping Mediation Effect

Table 4.6 Hypothesis Testing Mediating Effect

Relationship	Original sample (0)	Sample Mean	SD	T - Value	P-value	Decision	Hypothesis
Inn*RSL -> SME	0.229	0.231	0.050	4.542	0.000	Rejected	H4
ORGV*RSL-> SME	0.065	0.067	0.050	1.294	0.196	Failed to reject	H5

Source: Authors' Field Survey (2025)

In addition, the mediation analysis results show that hypothesis H4 indicates resilience mediates the association between innovation and SME performance (t = 4.542, p = 0.000) at the 0.05 level of significance; hence, **H3** is rejected. However, Hypothesis **H4** data demonstrated that resilience did not mediate the association between organizational values and SME performance (t = 1.294, p = 0.196) at the 0.05 level, which means hypothesis **H4** failed to reject.

Determining the Overall Effect of the Independent Variables on the Dependent Variable

The coefficients of determination (R^2) were utilized to figure out the overall influence of the predictor variable on the dependent variable, as derived from the structural model output. Hair et al. (2011) found that the study setting often determines the appropriate degree of R^2 value. The study's findings indicate an R^2 of 0.544, or 54.4%. As a result, the study model showed that the independent variables (organizational values and innovation) accounted for 54.4% of the total variance in the dependent variable, SME performance.

4.3 Discussion of Results

The results demonstrated a substantial and favorable link between organizational values and SME performance at the p > 0.000 level of significance. This trait has a greater impact than previously thought. Our results on the impact of organizational values in creating an enterprise's effectiveness and performance build on and expand the excellent work of Herlinawati and Machmud (2020) and Omale et al. (2021). They employ a single domain (direct effect) to facilitate performance and indicate that organizational culture, as well as increased product, process, and distribution innovation, can improve the performance of SMEs.

Furthermore, the results demonstrated no significant link between innovation and SME performance (p > 0.372 at the 0.05 level of significance). This insight asserts that incorporating new ideas that add value does not directly equate to improved organizational performance. This means that the implementation of new goods and/or processes must be driven by consumer demands and requirements. The findings are consistent with the studies of Tsai, Cabrilo, Chou, Hu, and Tang (2022), which state that organizational innovation activities are statistically insignificant when compared to SMEs' overall performance, but they differ from the findings of Fitriatia, Purwanab, and Buchdadic (2020), Keea and Rahmanb (2017), which show that innovation plays a critical role in enhancing SMEs' capabilities.

The study's findings further demonstrated that resilience mediates the association between the innovation variable and SME success. These findings could be attributed to the impact of product innovation and marketing, implying that SME owners/managers should recognize the importance of resilience and, as a result, seize and capitalize on opportunities until they bring about the desired change in their business. This result is consistent with that of Hu, Choi, and Tan (2024), who discovered a significant relationship between organizational resilience and business performance. However, our data show that resilience did not mediate the association between organizational ideals and SME performance. Only the indirect effect was significant, indicating that resilience has no bearing on the relationship between organizational values and SME performance.

5. CONCLUSION AND RECOMMENDATIONS

Conclusively, this study sheds light on the complexities of organizational value integration and innovative processes through resilience. The challenges include a lack of resiliency and competence in an ever-changing and unpredictable corporate environment; the use of obsolete technologies; weak leadership abilities; insufficient planning and expertise; and a lack of innovative ideas.

The study's key findings revolve around four major issues. First, there is a strong link between organizational values and SMEs' performance. Second, a creative thinking technique can unlock contextualized insights and improve SME performance. However, innovation is not a primary driver of organizational productivity. Third, the human-centered resilience strategy provides a critical ability to synthesize SME performance. Fourth, achieving long-term organizational change necessitates a shift from a traditional approach to continuing resilience in the relationship between organizational value and innovation and SMEs' profitability.

While the current research focuses specifically on SMEs, the findings apply more broadly to eco-organizational value in other complex adaptive systems of organizations. As managers navigate these conventions, keeping spontaneous and diverse opinions

will be critical to ensure organizational efficiency and performance. Furthermore, organizations should be known for their resilience. This is critical for establishing and reinforcing the confidence of SME owners/managers, as well as helping them understand the importance of innovation in business operations, which is necessary for SME development.

This study provides both theoretical models and practical instruments to assist in the essential organizational value integrations. However, many unresolved concerns remain about how to appropriately align individual beliefs with those of businesses to foster long-term connections and avoid unexpected consequences. More research on bridging the gap between organizations' values, resilience, attitudes, and mindsets is needed to understand the role and know-how to achieve a sustainable future.

5.1 Theoretical Implications

This work presents several theoretical and hands-on breakthroughs. The study is the first to demonstrate the effect of integrating an organization's values and innovative approach via resilience on SMEs' performance, adding to our understanding of organizational values and innovation, and broadening a significant body of research on this topic has recently attracted international notice. Hu et al. (2024) discovered a strong correlation between organizational resilience and business performance. Other research (Herlinawati & Machmud, 2020; Omale, 2016) has found that combining organizational value and innovation can boost overall corporate success. The study demonstrated how the resource-based theory provides significant insights into this issue, as well as its application and ramifications in the context of strategic SME management analysis.

5.2 Practical Implications

The findings of the research have significant consequences for SMEs engaged in the manufacturing sector. In an ever more dynamic, competitive, and profit-driven economic environment, more resilient firms are better positioned to maintain their performance. This study shows that businesses should be known for their resilience in values and innovation integration, which is a critical strategy for firms looking to improve their performance. As a result, this study will help organizational leaders by ensuring that employees grasp the benefits of resilience principles and innovation integration. This report may inspire businesses and organizations to solve value-related challenges.

5.3 Originality and Value

The findings revealed a noteworthy and encouraging association between organizational principles and SME performance. Furthermore, the results revealed that resilience mediates the relationship between the innovation variable and SME success. However, there is no substantial correlation between SMEs' performance and innovation. This insight says that integrating new ideas that bring value does not necessarily lead to greater performance within an organization.

5.4 Limitations and Suggestions for Further Study

The paper's goal was to reduce functioning limits in the study; however, despite concerted efforts, several limitations remained, prompting recommendations for future research activities. The study focused solely on the organization's values and innovative approach, with strategic analysis of SMEs in developing countries, while ignoring service companies and SMEs in developed countries. This purposeful attempt at precision may have neglected alternative information and/or documents, thus leading to bias in the study's conclusions. As a result, additional research that includes factors not covered in this study is needed to close this gap.

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Declaration of competing interests

There are no conflicting interests to disclose.

Data availability

The novel contributions existing in this study are entrenched in this article. Additional questions can be directed to the corresponding author.

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