

# **Examining the Effect of Entrepreneurial Creativity and Innovation on Business Growth**

# Lanke B. Awomailo (corresponding author)

Ajayi Crowther University Oyo Oyo State Nigeria. Department of Business Administration

# Oluyemi O. A. Adekunle

Yaba College of Technology Yaba Lagos, Nigeria Department of Business Adminstration

# Oladayo-Ibrahim Ifeoluwa Sarah

Centre for Entrepreneurship Development Yaba College of Technology Yaba Lagos, Nigeria

# **Omobola Temitope Alagbe**

Human Resource Division Bowen University Teaching Hospital, Ogbomoso. Oyo State, Nigeria

Abstract: The aim of this study is to ascertain the impact of entrepreneurial creativity and innovation on business growth. The study examined four sub-dimensions of entrepreneurial creativity and innovation: incremental creativity and innovation; process creativity and innovation; architectural creativity and innovation; and modular creativity and innovation. These four sub-dimensions of entrepreneurial creativity and innovation formed the basis of the research questions with a sample size of 200. Data was collected through the use of Purposive sampling technique and questionnaire. The questionnaire entails assessing the degree of entrepreneurial creativity and innovation on business growth. The collected data was entered into a computer application package (SPSS) to quantitatively analyze the data both in terms of descriptive statistics and inferential statistics. Descriptive statistics include frequencies, measures of central tendencies (mean), and measures of dispersion (standard deviation). Inferential statistics include correlation. The data was then presented using tables for clarity and ease of understanding. The study revealed there is a positive and significant relationship between incremental creativity and business growth (r = .723, p < 0.05). In the same vein, there is a positive and significant relationship between process creativity and business growth ( $r = .892^{**}$ , p < 0.05). More importantly, there is a direct and significant relationship between architectural creativity and business growth (r = .761, p < 0.05). Thus, there is a positive and significant relationship between modular creativity and business growth ( $r = .737^{**}$ , p < 0.05). It is therefore recommended that policymakers and appropriate authorities formulate and implement policies and programmes that promote entrepreneurial growth, like the National Entrepreneurship Plan (NEP), especially in Nigeria. Also, they should develop the infrastructural facilities and provide modern service delivery mechanisms to boost entrepreneurial growth.

Keywords: Innovation, creativity, Entrepreneurship, Business, Incremental, Creativity

#### 1.0

#### **INTRODUCTION**

Both creativity and innovation are required for a successful business and are seen as overlapping concepts between two phases of the creative process (Martins & Terblanche, 2013). The definition of creativity is the production of novel and useful ideas (Amabile, Conti, Coon, Lazenby, and Herron, 2016), while innovation is the application of a new concept or the transformation of a new idea into a new product or service or an improvement in organisation or process" (Heye, 2016). According to Barringer & Ireland (2016), Creativity and innovation by definition include the development of something new that' is crucial to the entrepreneurial process. The act of creating and operating a business is believed to be a manifestation of entrepreneurship, which is seen to be inextricably linked to creativity and invention. According to Pretorius, Millard, and Kruger (2015), Creativity is clearly part and parcel of the entrepreneurial skills required to successfully start a venture. In addition to the goods and services they provide, entrepreneurs and their start-ups are regarded as "important agents of innovation (Bosma & Harding, 2007).

This is true both in terms of the technologies and procedures they use as well as the goods and services they supply. One might argue that entrepreneurs are the exact definition of creativity and invention. Entrepreneurs put innovative ideas into practise to launch new goods or services or to offer goods or services in a fresh, more effective, and therefore innovative manner. To build a unique and novel product, innovation in new product development may include generating a completely new idea or improving an existing product (Larsen & Lewis, 2007). The literature acknowledges that innovation may range from incremental to radical, since this is also true for services and processes. According to many experts (Abraham & Knight, 2001; Kuczmarski, 2016), innovation should be present in all facets of an organisation and should be a mentality or way of life. To make the organization's business model more difficult for rivals to copy, innovation should penetrate all its components (Loewe & Dominiquini, 2006). As a result, innovation is assessed by new and more effective methods of creating, manufacturing, or delivering goods or services, as well as by new products or services that a company offers.

It is stated that creativity is necessary at every level of every sort of organisation, not only in the context of certain industries or departments or simply in the creation of new goods or services. It is believed that creativity extends beyond the development of new goods, services, and processes (Heye, 2016). So, according to Gurteen (2008), better organising one's day or writing a report in a new or more effective way is every bit a creative act. The growth and maintenance of a country's economic development are now seen as being dependent on entrepreneurship. Entrepreneurship, according to Clow (2008), is the process of mobilising and taking risks with resources (land, capital, and human resources) to take advantage of a business opportunity or introduce innovation in a way that satisfies societal demands for goods and services, generates employment, and generates profits for the venture's owner. The focus is often on new goods or services and new enterprises, although this process covers both new and current ventures. This notion may also be connected to other things like producing company ideas, spotting investment possibilities, choosing how to take advantage of them, and producing organisational goals. Establishing an enterprise, starting the actual business operations, distributing, and promoting an organization's products and services, organising and managing the human and material resources for the achievement of the enterprise's objectives, bearing risks and uncertainties, innovation, and diversification are all examples of conducting market research and surveys.

The growth of entrepreneurship relies heavily on creativity and invention, which have been in use for a long time. It takes the form of skill acquisition when individuals pick up innate abilities from their families or talented neighbors. Without creativity and innovation, an organisation cannot continue to grow and expand. Despite their creativity, Nigerians have not been able to contribute to the growth of business in their country. Notwithstanding the government of Nigeria's attempts to encourage entrepreneurship. Indeed, observation showed that Nigerian entrepreneurship has grown at a modest pace and that failure and even death is very prevalent. This situation stands in stark contrast to the incredible business success documented in Europe, Asia, and America. Additionally, the lack of corporate innovation is the most fundamental and logical reason for the slow expansion of entrepreneurial activities in Nigeria. Other factors that contribute to this slow rate of innovation and creativity in Nigeria include a lack of confidence, anxiety, fear, poor management, an excessive reliance on one's own abilities, and a lack of planning in terms of technological and creative innovation. Studies have been done on entrepreneurial innovation and culture, as well as the factors that contribute to business failure, but entrepreneurial creativity and innovation have not been studied as a single concept. Against this background, a study was conducted to close the knowledge gap regarding the effects of entrepreneurship, creativity, and innovation on business growth, using Glaxo Smithkline Consumer Nigeria Plc as the study's location.

All the changes that are man-made which the world have been witnessing are as a result of this tendency to look for something new and different. It is the desire and prominent human characteristics to try something else. There is no end to the new ideas in the world, but when these ideas create value, it becomes innovation. Good ideas are of no use unless they are implemented. As a process, innovation is done by taking an existing idea, concept or product and improving it. The ability that is more remarkable is to think beyond what is already existing and come up with a brand-new concept. There is a shift from an industrial age to a knowledge age as a result of the continuously changing global environment, the strategic merit could be being leaders instead of followers of change and the only way organisations can be leaders of change is through innovation. All organizations need to be innovative, because innovation is the heart of future revenue generation. The reality is that most firms, especially small and medium enterprises, find it hard to understand what innovation is all about, effective management of innovation, and that innovation is not for high-tech firms only. Innovation can drive performance by building profitability, generating employment and increasing market share and growth. Innovation is the extension of an invention, invention can be carried out anywhere, for example, in universities and research institutions, innovation occurs mostly within firms, although they may also occur in other types of firms in order to turn invention into innovation an organization should combine many types of knowledge, capabilities, skills and resources. Innovation is key driver of business growth.

There are five main sections to this research. After discussing the first section, the second section reviews relevant literature that covers theoretical, conceptual, and related empirical studies. The third section discusses the methodology used to conduct the research. The analysis of the data is covered in Part 4, and the conclusion, limitations, and recommendations for additional research are covered in Part 5.

#### 2.0

#### LITERATURE REVIEW

Entrepreneurial creativity is the capacity to create or otherwise bring into existence something new, whether it is a brand-new gadget, technique, approach to a problem, or work of art. Creativity is described as novel and practical by Chandler, Keller, and Lyon (2000).Entrepreneurial creativity is the ability to make connections that no one else has created while noticing things that everyone else around us sees. From the familiar to the unknown, creativity is shifting. According to Cooper (1998), culture has a detrimental influence on creativity, yet "culture itself would not have been created were it not for creativity. The ability to create, bring into existence, innovate into a new shape, produce via inventive talent, and bring something new into life are characteristics of entrepreneurial creativity. Only God has the capacity to create out of nothing; thus, creativity is the capacity to produce innovative ideas by integrating, altering, or reapplying preexisting concepts. Some innovative ideas are astounding and wonderful, while others are merely straightforward, sensible suggestions that nobody else appears to have considered. (Clark, 1990).

We are socialized to accept only a small number of permissible or normal things, like chocolatecovered strawberries, for example. Entrepreneurial creativity is also an attitude: the capacity to accept change and newness, a willingness to play with ideas and possibilities, a flexibility of outlook, and the habit of enjoying the good while looking for ways to improve it. The creative individual is aware that there are alternative options, such as chocolate-covered prunes or peanut butter and banana sandwiches (Harrison & Watson, 1998). Creative thinking in business is a process as well. By making little, steady changes and improvements to their work, creative people strive arduously and continuously to develop ideas and solutions. Contrary to widespread belief, relatively few works of exceptional creativity are the result of a flash of inspiration or a frenzied burst of effort. The tales of businesses that had to take an invention away from the creator in order to sell it are far more accurate since the inventor would have continued to modify and tinker with it, constantly striving to make it just a little bit better (Hashim, Wafa, and Suliman, 2009). According to Kirzner (1999), a product qualifies as creative when it is both "novel" and "appropriate". Novel products are not predictable; they are unique. The more expansive the concept and the more the product inspires new creative ideas, the more original it is. There are many meanings for entrepreneurial and creative thinking. (2010) Kunnuji. However, it is the skill of producing solutions to issues using logic and creativity. Finding answers to some of life's questions is a mental exercise. The difficulties facing man are not static in a dynamic and changing environment. They take on new shapes and need a very innovative way of thinking.

# i. The Principles of Creativity

People are more creative when they are driven by the situation's interest, satisfaction, and challenge rather than by outside pressures. They are also more creative when they are driven by a sense of challenge or a desire to solve a problem that no one else has been able to solve. Each person's level of creativity depends on three factors; expertise, creative thinking skills and motivation. All a person's knowledge and technical skills within the wide field of their profession are included in their expertise. The ability to combine preexisting ideas in fresh ways is what is meant when someone uses creative thinking to tackle challenges and find answers. The actual talent is very much influenced by personality as well as by how a person works and thinks. The entrepreneur's raw materials, or natural resources, are knowledge and originality. Motivation is the need to accomplish something; it is a passion or interest that comes from within. People who are naturally driven work because they find it challenging and enjoyable. The work itself inspires me. People will be at their most inventive when they are driven by the challenge, intrigue, and pleasure of the

job itself the labor of love, love of the work, the enjoyment of seeing and searching for an outstanding solution a breakthrough. According to Robert Gahim, creativity is the result of eagerness and dedication. Having a vision of something that will be significant in the future before anyone else does requires anticipation. The conviction that keeps one striving to realize the goal in the face of uncertainty and defeat is called commitment.

# ii. Entrepreneurial Innovation

Bringing the finest ideas to life via entrepreneurial innovation results in a creative concept that sparks a string of creative occurrences. The production of fresh value is innovation. The process of converting a concept into value, or new value, is known as innovation. Without creativity, innovation is impossible. Innovation is the process of fusing information and ideas to create new value. Without innovation, a business, and the products it sells rapidly become outdated. Entrepreneurial innovation is described by the dictionary as the introduction of anything novel or distinctive. The application of creative inspiration is innovation. Innovation is "the intersection of invention and insight, leading to the creation of social and economic value," according to the National Innovation Initiative (NII) Innovation is "value": the production of value adds value to the enjoyment of consumers, "delighting the customers"(Tidd, Bessant, & Pavitt, 2002).

All competitive advantages, methods for predicting and satisfying client wants, and ways to use technology are all based on entrepreneurial innovation. Information received through new connections, ideas gained from excursions into other subjects or locations, active, collegial networks, and fluid, open borders all encourage innovation. Creating exchange circles allows for knowledge to be generated rather than merely gathered or kept, which leads to innovation. Connections that were not there previously led to the creation of new knowledge (Wiklund and Shepherd, 2003). Innovative thinking from an entrepreneurial perspective is necessary, as is a humanities-based knowledge of people and a willingness to take calculated risks and put in a lot of effort. It takes widespread acceptance and integration into people's everyday lives for a concept to be considered an innovation. Since most people are resistant to change, a crucial component of innovation is persuading others that your concept is sound by enlisting their assistance and, in doing so, by assisting them in realizing the value of the idea (Zodonmi, 2008).

# iii. Concept of Business Growth

According to Rogers (2003), "the term growth means an increase in size or an improvement in quality as a result of a developmental process in which an interacting series of internal changes leads to increases in size along with changes in the characteristics of the growing object. The most popular company strategy is growth. It entails growing revenue, assets, and net income, as well as the opportunity to use the experience curve to lower the cost of goods sold per unit and so boost profits (Picot, 1998). If a company's business is expanding rapidly and rivals are engaging in price wars to gain market share, cost reduction becomes very important. Unless they can identify and fill a tiny but lucrative niche where higher pricing may be balanced off by unique product or service attributes, businesses that are unable to achieve the economies of scale required for large-scale manufacturing often suffer significant losses. The process of increasing any metric of an enterprise's performance is known as business growth. Business growth may be attained in two ways: either by raising the top line or revenue of the company via more product sales or service income, or by improving the operation's bottom line or profitability by cutting expenses (Oluwajoba, 2007).Business growth refers to the phase in which a company has reached the point of expansion and is looking for new ways to increase profits. According to Ogundele (2000), the

company lifecycle, industry development patterns, and the owners' ambition to create equity value all influence business growth.

The development and implementation of growth possibilities inside and across organizations are activities and procedures that participate in business growth. It is a subset of organisational theory, business, and commerce. Business development is the process of generating long-term value for a company via partnerships with clients, markets, and other businesses. Firm growth may be interpreted to indicate any action taken by a small or large organisation, a for-profit or non-profit company, which furthers the goal of 'growing' the firm. A business development consultant may also conduct internal or external company growth initiatives (Mitra, 2000). "Business growth is defined as the tasks and processes related to the analytical preparation of potential growth opportunities, as well as the support and monitoring of the implementation of growth opportunities but does not include decisions related to strategy and implementation of growth opportunities (Lumpkin and Dess, 2012). The phrase "business development" and its protagonist, the "business developer," have developed into a variety of usages and uses in real life. Today, business growth applications and business development or marketing tasks span industries and nations. They include everything from IT programmers to specialized engineers, advanced marketing, or key account management tasks, and building sales and customer relationships with both current and potential clients. Because of this, it has been challenging to identify the distinctive qualities of the business development function and determine if these activities generate profits (Kogut and Zander, 1992).

# iv. Theoretical Framework of the Study i. The Refugee Effect Theory

The Refugee Effect Theory was propounded by Oxenfeldt (1943), he opined that people who face unemployment and poor prospects for wage work often choose self-employment as a feasible option. This finding was also a development of Knight's (1921) theory that people choose between three states—unemployment, self-employment, and employment—when making decisions. The basic theory of income choice supports the refugee impact by proposing that rising unemployment will enhance start-up company activity since the opportunity cost of delaying a business venture has risen. Similar observations have been made by Picot (1998) and Pfeiffer (1998) on the hiring of necessary workers by new businesses, which helps to lower the rate of unemployment in society. Evans and Leighton (1990) discovered a favorable correlation between unemployment and a higher inclination to establish a new business. Numerous additional studies have shown that increased unemployment stimulates the growth of new businesses.

# ii. Absolute Income Theory

According to Keynes' Absolute Income Theory, men are typically and on average inclined to increase their consumption as their income increases, but not by as much as the increase in their income. This is a fundamental psychological law that we are entitled to rely on with great confidence, both a priori from our knowledge of human nature and from the specific facts of experience. According to the hypothesis, consumption and income should be inversely correlated, meaning that household consumption should increase as income increases.

The absolute income hypothesis shows how important the home is to the growth of businesses. A country with little disposable cash would inevitably discourage the emergence of new firms. Therefore, a nation that wants to promote entrepreneurship should devise ways to increase the

disposable income of households, such as by enacting minimum wage laws. Once again, a new company might choose its target market based on comparable income levels. Given that this group of people is more likely to make purchases, a product may be created and marketed to appeal to them. The life-cycle concept focused on the utilization of savings to shift buying power from one stage of life to another. In comparison to later working years, early childhood labor income is often modest.

#### 3.0

# METHODOLOGY

To achieve the study's initial goal, a descriptive survey research design of participants at Glaxo SmithKline Consumer Nigeria Plc, Lagos, Nigeria was adopted, the descriptive survey was preferred to other methods for it efficiency and preciseness of data. It also elicits opinions and perception of the participants. Purposive sampling was used as it depicted the population of interest with the information on the variables of the study. A sample size of 200 was used for the analysis. For convenience and representation, we individually contacted the participants. The sample size was determined using the Cochran (1997) methodology. The instrument's internal consistency was calculated using Gronbach's alpha, and it was confirmed to be valid and trustworthy at 0.76. To test the hypotheses, descriptive and inferential statistics were used.

#### 4.0

# **RESULTS AND DISCUSSION**

# 4.1 Data Presentation and Analysis

Table 1.	Entrepreneur	Innovation

S/no	Variable	Category	Frequency	%	Mean	SD
1.	The course content did not expose me to	Strongly disagree.	4	2.1		
	relevant skills for starting my business	Disagree	6	3.1		
		Undecided	6	3.1	4.51	.921
		Agree	167	86.5		
		Strongly agree.	10	5.2		
		Total	193	100.0		
2.	Being innovative is one of the keys for keeping	Disagree	12	6.2		
	my business opportunity going	Undecided	143	74.1		
		Agree	21	10.9	3.94	.897
		Strongly agree.	17	8.8		
		Total	193	100.0		
3.	I have acquired adequate skills that can take me	Disagree	9	4.7		
	through business life and create wealth	Undecided	152	78.8		
		Agree	10	5.2	4.77	.941
		Strongly agree.	22	11.4		
		Total	193	100.0		
4.	I have been exposed to the need for risk-taking	Disagree	2	1.0		
	and problem-solving techniques	Undecided	14	77.2		
		Agree	99	4.7	4.92	.881
		Strongly agree.	19	9.8		
		Total	14	7.3		
			193	100.0		

The majority of respondents to Table 1 agreed that the course content did not expose them to relevant skills for starting their business (M=4.51>2,50), that being innovative is one of the keys to maintaining their business opportunity (M=3.94>2,50), that they have acquired sufficient skills to carry them through business life and create wealth (M=4,77>2,50), and that they have been exposed to the need for risk-taking and problem-solving techniques (M=4.92>2.5).

S/no	Variable	Category	Frequency	%	Mean	SD
1.	Our return on investment is excellent over the	Undecided	88	45.6		
	years	Agree	34	17.6		
		Strongly agree	71	36.8	4.02	.794
		Total	193	100.0		
2.	Our earnings per share have been on the	Undecided	17	8.8		
	increase for the last five years	Agree	139	72.0	4.39	.886
		Strongly agree	37	19.2		
		Total	193	100		
3.	Our earnings' operating margin is used as	Agree	162			
	profit-based measure and it creates in the	Strongly agree	31	100.0	4.95	.950
	customer mind that, our profitability is higher	Total	193			
	than our competitors					
4.	Our return on equity statement promotes	Agree	25	13.0		
	efficiency of the firm	Strongly agree	168	87.0	4.12	.852
	-	Total	193	100.0		

 Table 2. Entrepreneur creativity

The majority of respondents to Table 2 agreed that they have acquired the necessary skills to carry them through business life and generate wealth (M=4.39>2.50), being innovative is one of the keys to maintaining their business opportunity (M=4.17>2.50), entrepreneurial spirit can be maintained as long as there is an enabling environment (M=4.23>2.50), and realising any business dream necessitates consistently doing things differently (M=4.78>2.50). They believe it is better for me to be independent by forgoing employment after graduation (M=4.19>2.50), they understand that starting a new business idea will be my contribution to nation building (M=4.88>2.50), and they are prepared for economic freedom and growth with the knowledge of entrepreneurship (M=4.53>2.50). Entrepreneurship also encourages the birth of new businesses. The majority of respondents who responded to Table 3 agreed that the company's return on investment has been excellent over the years (M=4.02>2.50), that its earnings per share has increased over the past five years (M=4.39>2.50), that its earnings operating margin is used as a profit-based measure and that it helps customers believe that the company is more profitable than its rivals (M=4.95>2.50), and that its return on equity statement helps the company run efficiently (M=4.95>2.50).

# 4.2 Test of Hypotheses

# **Hypothesis** 1

There is no significant influence of incremental creativity and business growth. **Table 4.** 

Relationship between	ı incr	emental	creativity	and busines	ss growth.	
	N	Mean		ev. Pearson on (2-tailed)	Sig.	Remark
Incremental Creativity	193	32.42	4.83	0.723**	0.001	Significant
Business Growth	193	29.64	4.16			

\*\*\*r -calculated =>; r-critical= 0.197; significant value (p) = 0.000<0.05

The r estimated of 0.723 or 72.3% (p=0.00<0.05) in Table 4 showed the strength of the association between incremental creativity and business growth. This suggests that incremental innovation and business growth have a beneficial and important link. The null hypothesis is disproved.

	Ν	Mean Sto	d. Dev. Pe	arson	Sig.	Remark
				Correlation	-	
Process Creativity	193	42.58	4.78	0.892**	0.000	Significan
Business Growth	193 5	2.92	4.82			
The r computed of ( between process cre growth have a bene:	ativity a	nd busines	ss growth.	This suggest	s that process cre	•
between process cre	ativity a	nd busines	ss growth.	This suggest	s that process cre	ativity and busines
between process cre growth have a benef <b>Hypothesis 3</b> There is no significa	ativity a ficial and	nd busines 1 importan	ss growth. t link. Th	This suggest e null hypoth	s that process cre esis is disproved.	ativity and busines
between process cre growth have a benef <b>Hypothesis 3</b> There is no significa <b>Table 6</b>	eativity a ficial and ant relati	nd busines 1 importan onship bet	ss growth. tt link. The	This suggest e null hypoth hitectural crea	s that process cre esis is disproved. ativity and busine	ativity and busines
between process cre growth have a benef <b>Hypothesis 3</b> There is no significa	eativity a ficial and ant relati	nd busines 1 importan onship bet	ss growth. tt link. The ween arcl creativit	This suggest e null hypoth hitectural crea y and busine ev. Pearson	s that process cre esis is disproved. ativity and busine	ativity and busines

**Hypothesis 2** There is no significant influence of process creativity and business growth. **Table 5.** 

Business Growth 193 39.83 3.702

\*\*\*r -calculated =>; r-critical= 0.197; significant value (p) = 0.0000.05 Table 6 showed that there is a significant correlation between architectural inventiveness and company success, with an r value of 0.761, or 76.1% (p = 0.000.05). Table 6 demonstrated that the degree of the link between innovation and creativity and business growth was shown by the computed r of 0.782, or 78.2% (p = 0.000.05). This suggests that innovation and creativity have a favorable and considerable impact on corporate development. The null hypothesis is disproved.

# **4.3 Discussion of findings**

Evidence from Hypothesis 1 demonstrated that incremental innovation and corporate development have a favorable and substantial link. This is in line with Murray's (2012), assertion that entrepreneurs' personalities and styles, as well as informal planning and control, loose organisational structures, and administrative systems, all have a significant impact on incremental inventiveness. These businesses are the results of entrepreneurial talent's endeavors. There are certain basic benefits for small enterprises.

The results of Hypothesis 2 also showed a substantial and positive correlation between process creativity and company development. This encourages Rae (2012), to utilize data from a nationwide survey of owners and senior managers of small- to medium-sized Canadian manufacturing enterprises to conduct a study on the effect of entrepreneurs' innovation on their firm's success. Hierarchical regression analyses were used to examine mediation relationships. Entrepreneurial creativity, including needs for cognition, success, and internal locus of control, has

been demonstrated to positively impact business performance. The research also found a clear and substantial link between architectural innovation and corporate expansion. This is in line with Hitt's (2011), investigation of entrepreneurial innovation in a number of crucial organisational areas, such as external networks and alliances, resources, organisational learning, innovation, and internationalization. They gauge their profitability to convince customers that it is greater than that of their rivals.

Additionally, there is a strong and substantial correlation ( $r = .723^{**}$ , p<0.05) between incremental innovation and corporate success. The association between process creativity and company development is also favorable and substantial (r = .892, p<0.05). Additionally, there is a substantial correlation ( $r = .761^{**}$ , p<0.05) between architectural inventiveness and corporate success. The association between modular creativity and corporate development is therefore favorable and substantial ( $r = .737^{**}$ , p<0.05).

#### 5.0

#### **CONCLUSION AND RECOMMENDATIONS**

The cultural climate of Nigeria provides a wealth of business options. The government has implemented a number of cultural projects and policies to support entrepreneurship. However, there are also concerns about how much of Nigeria's population has benefited from the myriad cultural possibilities available to them. This is particularly true when one considers the nation's steadily rising unemployment rate. Even though becoming an entrepreneur has many benefits, the ordinary Nigerian prefers paid work, which has contributed to the nation's high unemployment rate. Entrepreneurial activities are seen as the cornerstone of every nation's industrial growth. Unfortunately, it is difficult to get a traditional loan from a commercial bank in Nigeria to launch a small or medium-sized business. The country's position worsens therefore, and the government seems unable to stop the despicable incident. High rates of poverty, unemployment, and economic dependency on other nations are symptoms of this condition.

Entrepreneurs should be able to communicate information about finances, staff, markets, equipment, and raw material supply via a system of business networking. Policymakers and the proper authorities should develop and execute policies and initiatives, like the National Entrepreneurship Plan (NEP), that encourage the development of entrepreneurship, particularly in Nigeria. To encourage the development of entrepreneurship, they should also create infrastructure facilities and provide innovative service delivery systems.

To determine if equivalent outcomes would be attained, a qualitative study on entrepreneurial creativity and innovation in company development in other nations should be conducted under comparable conditions.

#### REFERENCES

- Abraham, J., & Knight, D. (2011). Strategic innovation: Leveraging creative action for more profitable growth. *Strategy and Leadership, 29. (1);21 -26.*
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., Herron, M. (2016). Assessing the work environment for creativity. *The Academy of Management Journal*, 39, (5),1154 1184.
- Barringer, B. R. & Ireland, R. D. (2016). *Entrepreneurship: Successfully launching new ventures*. New Jersey: Pearson Prentice Hall.
- Bosma, N., & Harding, R. (2007). *Global entrepreneur ship monitor: GEM 2006 results*. MA, USA: Babson College and UK: London Business School.
- Chandler, G.N., Keller, C. &. Lyon, D.W. (2000). "Unravelling the determinants and consequences

of an innovation-supportive organizational culture", *Entrepreneur ship Theory and Practice 25* (1): 59-76.

- Clark, A.S (1990). A case for comparative entrepreneurship: assessing the relevance of culture. Journal of International Business Studies 31, (2):287.
- Clow, J.E. (2008), Entrepreneurship teaching strategies Roston: National Business Education Association. 1(2). 102-112.
- Cooper, J.R. (1998), "A multidimensional approach to the adoption of innovation", *Management Decision*, 36 (8), 493-502.
- Evans, D.S. Leighton, L. (1990), Small Business Formation by Unemployed and Employed Workers. *Small Business Economics 2* (4), 319-330.
- Gurteen, D. (2008). Knowledge creativity and innovation. *Journal of knowledge management 2*, (1); 5-13.
- Harrison, A.C. & Watson, N. (1998). The role of entrepreneurship in economic development: The Nigerian perspective. *European journal of business and management, 8,* (4); 95-105.
- Hashim, Y. Wafa, F. and Suliman, H. (2009). Utility of location: A comparative survey between small new technology-based firms located on and off science Parks Implications for facilities management. Technovation, 26 (4), 506-517.
- Heye, D. (2016). Creativity and innovation: Two key characteristics of the 21st century information professional. *Business Information Review, 23, (4);* 252 257.
- Hitt, O.C. (2011). Growth and development of sustainable micro, small and medium enterprises and other interventions, solutions and implications for Nigeria's development. *Sustainable Human Development Review*, 7(2), 131-151.
- Kemp, R.G.M., Folkeringa, M., De Jong, J.P.J. and Wubben, E.F.M. (2003).Innovation and Firm Performance. Zoetermeer, Scales.
- Kirzner, I.M. (1999), "Creative and/or alertness: a reconsideration, of the Schumpeterian entrepreneur", *The. Review of Austrian Economics*, 11 (1-2), 5-17.
- Knight, F. (2021), Risk, Uncertainty, and Profit, Houghton Mifflin Company, New York, NY.
- Knox, S. (2002). The boardroom agenda: developing the innovative organization. Corporate Governance, 2 (1), 27-39.
- Kogut, P. & Zander, U. (1992). Knowledge of the firm, combinative capabilities and the replication of technology.
- Organisation science journal 3, (3): 383-397
- Koontz, H. and Weihrich, H. (1990), Essentials of Management, McGraw-Hill, Singapore.
- Kuczmarski, T. (2016). What is innovation? The art of welcoming risk. Journal of Consumer Marketing, 13(5), 7 11
- Kunnuji, R. (2010). The relationship between entrepreneurship and unemployment: Is Portugal an outlier? *Technological Forecasting and Social Change*, 74 (1), 75-89.
- Larsen, P., & Lewis, A. (2007). How award-winning SMEs manage the barriers to innovation. *Creativity and Innovation Management. 16, (2);* 147-151.
- Loewe, P., & Dominiquini, J. (2006). Overcoming the barriers to effective innovation. *Strategy* and *Leadership*, 34, (1); 24 31.
- Lumpkin, G.T. & Dess, G.G. (2012), "Clarifying the entrepreneurial orientation construct and linking it to performance", *Academy of Management Review*, 21, (1): 135-72.
- Martins, E. C., & Terblanche, F. (2013). Building organisational culture that stimulates creativity and innovation. *European Journal of innovation Management, 6, (1);* 67 74.
- Mitra, J. (2000), "Making connections: innovation and collective learning in small businesses",

*Education and Training 42,* (4): 228-237.

- Murray, Y. (2012). Developing Sustainable micro, small and medium enterprises global template. Sustainable Human Development Review, 1, (4), 69-96.
- Ogundele, O.J.K (2000). Determinants of entrepreneurial emergence, behaviour and performance in Nigeria, Unpublished Doctoral Dissertation; Nigeria: University of Lagos.
- Oluwajoba, I. (2007). Assessment of the capabilities for innovation by small and medium industry in Nigeria. *African Journals of Business Management 1*, (8): 209-217.
- Oyenfeldt, A., (1943) New Firms and Free Enterprise, Washington, D.C.: American Council on Public Affairs.
- Pfeiffer, F. & Reize, F., (2000). Business Start-ups by the Unemployed an Econometric Analysis Based on Firm Data, Labour *Economics* 7, (5): 629-663.
- Picot, E., (1998), Self-Employment and Liquidity Constraints: Evidence from Finland. Scandinavian Journal of Economics 10, (2):123-134.
- Pretorius, M., Millard, S. M., & Kuger, M. E. (2015). Creativity, innovation and implementation: Management experience, venture size, life cycle stage, race and gender as moderators. *South African Journal of Business Management, 36*, (2) 55 - 68.
- Rae, J- (2012). Business education and the challenges of entrepreneurial development, 10, (2): 203-207.
- Rogers, E.M. (2003), Diffusion of Innovations, 5th Edition, Free Press, New York.
- Tidd, J., Bessant, J. & Pavitt, K. (2002).Managing Innovation: Integrating Technological, Market and Organizational Change. 2nd edition, Wiley, Chichester.
- Tornatzky, L.G. & Klein, K.J. (2002). Innovation characteristics and innovation adoption- / implementation: a meta-analysis of findings, *IEEE. Trans. Eng. Management 29*, (1): 28-45.
- Wiklund J. & Shepherd D. (2003). Knowledge-based Resources, Entrepreneurial Orientation, and the Performance of Small and Medium-sized Businesses, Strategic Management
- Zodonmi, F. (2008). Entrepreneurship and Wealth Creation the Nigerian Accountant. April/June.