



# Creativity Management Practices and Human Services in Local Government System in Anambra State

<sup>1</sup>NWENE Ann Nneka, <sup>2</sup>OKEKE Chidimma Odira & <sup>3</sup>CHENDO, Nkoli Augustina

<sup>1</sup>Department of Business Administration

Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

<sup>2</sup>Lecturer, Department of Business Administration

Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

<sup>3</sup>Lecture, Department of Marketing

Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria

---

**Abstract:** *The study examines the creativity management practices and human services in local government system in Anambra State. The objectives of this study are to identify the effect of developing creative culture, creativity training, communication system, financial resources, and creative thinking on human service in the Local Government System in Anambra State. The study collected data from primary and secondary sources. The population of were local government staff from Anocha, Onitsha north and Nnewi south local government which has a total population of 879. Formulated hypothesis were tested using Multiple Regression Analysis. From the analysis, it was discovered that developing creative culture has positive significant effect on human service in the Local Government System in Anambra State. Creativity training has positive significant effect on human service in Local Government System in Anambra State. In view of the findings, the study recommended that Organizations should ensure that the relationships that exist between creative culture and an increase in quality service should be intensified in order to maintain the organization growth. Employees should be trained according to the present content of the environment.*

**Key words:** *human service, creativity training, creative culture, creativity management practices, communication system.*

---

## 1.1 Introduction

Local government is the third tier of government in the country. It is often referred to as the government at the grassroots level. Development would not be meaningful if it does not affect the rural dwellers, it is as a result of this that local government was created to ensure effective and efficient human service delivery to the people at the grassroots level (Adedire, 2014). The creation of the local government in many countries stems from the need to facilitate creativity management. The importance of local government among others is a function of its ability to generate sense of belongingness, safety and satisfaction among its populace. Idama, & Mayuku, (2016). Inspire of the relevance of local government, there are some problems that have faced it in the performance of its functions especially in areas of service delivery at the grassroots. There is no doubt that Local government creativity is one of the seedbeds of long-term survival of the

organization as seen in strands of studies and literature on the concept (Andriopoulos, 2001; Bharadwaj & Menon, 2000; Blomberg et al. 2017; Ghosh, 2014; Zhou & Hoever, 2014).

Local Government systems are increasingly searching for new ways of jump-starting creativity by encouraging new ideas and initiatives to boil up within them (Amabile 2018). This is especially needed as leaders and senior staff are increasingly unable to initiate and provide support for the great many of initiatives that are needed in jurisdictions (Berman & West 2016). However, getting lower officials to conceive new solutions and take initiative for addressing myriad problems is often a frustrating and enduring challenge (Thompson 2017). This study discusses “creativity management,” a strategy that induces officials to act with greater initiative and creativity. Creativity management encourages Local Government staff to propose ideas, after which organizational processes are used to evaluate them and, if adopted, are then implemented. This is especially relevant for seasoned employees and lower managers who, based on their knowledge, position and experience may have much to offer. Creativity management complements traditional top-down, leader-driven approaches by promoting leadership at lower levels of the Local Government, while still providing top leaders with control over the selection and implementation of initiatives. Creativity management increases Local Government creativity and enhances innovation through management practices that integrate individual skill, leadership orientation, and cultural symbolism, thereby allowing continuous growth of creative action through the creativity spiral. Our assumption is that individuals, leadership and culture, when managed using creative logic, creativity, recognition and creative thinking are elements for enhancing organizational creativity. This assumption is plausible given the interrelationship between these elements, with creativity as a structuring axis. This interrelationship refers to the fact that creativity is enhanced by these articulated elements and feeds back into the system, allowing creativity to increase in the Local Government system. Thus, creative individuals can influence Local Government creative leadership and creative culture. Hence creative leadership influences creative individuals and the consolidation of creative culture. At the same time, creative culture influences individuals and creative leadership in various Local Governments.

Creativity management is a key driver of Local government, this could be serve as a critical catalyst for organisational efficiency and job creation in Nigeria and other less developed countries in the world. Creativity management practices have always been at the heart of the human services. Allied to innovation, which creates unexpected value, it is now recognized as central to organizational performance” (Serrat, 2009). It is believed that the ability to exploit the creative and innovative potentials of people and convert such to new things is critical to local government efficiency and thus, competitiveness: “The shift to knowledge economies has been abrupt and there is a flurry of interest in creativity and innovation in the workplace.

## **1.2. Objectives of the Study**

The broad objective of this study is to examine the creativity management practices and human services in local government system in Anambra State. The specific objectives of the study include to:

- i. Identify the effect of developing creative culture on human service in the Local Government System in Anambra State
- ii. Determine the effect of creativity training on human service in the Local Government System in Anambra State
- iii. Ascertain the effect of communication system on human service in Anambra State Local Governments
- iv. Examine the effect of financial resources on human service in the Local Government System in Anambra State
- v. Determine the effect of creative thinking on human service in the Local Government System in Anambra State

### **1.3 Hypotheses**

This study is guided by the following hypotheses:

**HO<sub>1</sub>:** Developing creative culture has no positive significant effect on human service in the Local Government System in Anambra State

**HO<sub>2</sub>:** Creativity training has no positive significant effect on human service in Local Government System in Anambra State

**HO<sub>3</sub>:** Communication system has no positive significant effect on human service in Local Government System in Anambra State

**HO<sub>4</sub>:** Financial Resources has no positive significant effect on human services in Local Government System in Anambra State

**HO<sub>5</sub>:** Creative thinking has no positive significant effect on human services in Local Government System in Anambra State

## **REVIEW OF RELATED LITERATURE**

### **2.1 Theoretical Review**

#### **2.2.1 Theoretical Review: Resource-Based View**

The Resource-Based View was first theorized by Wernerfelt (1984). The resource-based view holds that firms are bundles of productive resources with different bundles of these resources being either very costly to copy or inelastic in supply (Barney, 1991; Ferreira, Azevedo & Ortiz, 2011; Wernerfelt, 1984). Resource-based is defined as the resources and capabilities possessed by competing firms that may be long lasting while a firm's resources are those tangible and

intangible assets that are tied semi-permanently to the firm (Barney, 1991; Ichraikie, 2013). No business enterprise has all the resources it requires. Thus, business enterprises need to either obtain the “bought” or “support” resources they need from other entrepreneurs or business enterprises in their business environment. In family business research, the resource-based view has been employed to associate certain features that enhance performance/development in family business to the resources and capabilities displayed by family businesses. The features are family members’ commitment and dedication and customers trust and perception. The resources and capabilities are human capital, social capital, patient capital, survivability capital, governance structure and networks. According to the resource-based view, the capabilities of a firm confer upon it the resources to develop (Chuaiuang, 2013; Duran-Encalada, Martin-Reyna, & Montiel-Campos, 2012).

The resource-based view holds that organizations are bundles of productive resources with different bundles of these resources being either very costly to copy or inelastic in supply and thus, the resources and capabilities possessed by competing firms may be long lasting while a firm’s resources are those tangible and intangible assets that are tied semi-permanently to the firm. It maintained that no business enterprise has all the resources it requires. Thus, business enterprises need to either obtain the “bought” or “support” resources they need from other entrepreneurs or business enterprises in their business environment. Thus, based on the tenets of Resource Base View, the present study argues that if local government authorities established good governance structure and networks that are composed of intellectual members who are technocrats with expert knowledge, creative thinking, motivation, commitment and dedication in the management of local government affairs, it will be evident in their diversification operations, quality of their service-related infrastructure, employees’ competence and the quality of human services rendered to the community. These resources imbedded in their managerial staff will be inimitable, it will skyrocket the performance of local government and ensure that they remain the creativity relevant in human services building. The tenets of Resource Based View will be adopted to draw inference based on the empirical results emanating from the study.

## **2.2 Empirical Studies**

Nwene, Anah, & Okeke, (2023) examined the workers creative ability and service quality of Local Governments in Anambra state. The study collected data from primary and secondary sources. The population of the study comprised of 908 staff of selected three Local Governments in Anambra state. 908 copies of the questionnaires was duly completed and returned. Formulated hypothesis were tested using regression analysis. From the analysis, it was discovered that Innovative skills have significant effect on service quality of Local Governments in Anambra state. Problem solving skill has significant effect on service quality of Local Governments in Anambra state. Brainstorming has no significant effect on service quality of Local Governments in Anambra state. In view of the findings,.

Nwene & Okeke (2023). examined the effect of creativity management on organizational performance in the Local Government system in Anambra State. The study collected data from primary and secondary sources. The population of senior staff in Grade Level 12-16 working in L.G.As in Anambra State is 3,085 which comprised of four Local Government Areas each in the three senatorial zones (Anambra Central, Anambra North and Anambra South). 592 copies of the questionnaire were duly completed and returned, showing 92% response rate. Formulated hypotheses were tested using Multiple Regression Analysis. From the analysis, it was discovered that Recognition for creativity positively affects service quality in the Local Government System in Anambra State. Creative culture positively affects service quality in the Local Government System in Anambra State. Creativity training positively affects service quality in the Local Government System in Anambra State.

Emerenini, Umeagugesi, & Ighodaro,(2021) examined the Organizational creativity management and employees productivity in selected Micro-Finance Banks in Owerri. This studut however adopted survey design with the population of 109 staff members of the eight (8) Micro-finance banks in Owerri. The sample size of 85 was selected. Data were collected from both primary and secondary sources, which were analyzed using Pearson product moment correlation and regression models. The findings were that workplace environment affects employees' job commitment; and intrinsic reward impact on employee job satisfaction.

Atouks, and Orusa, (2019). examined the relationship between employee creativity and survival of manufacturing firms in Port Harcourt, rivers state. Survey research method was adopted with the use of structured questionnaire to collect data on the dimensions of employee creativity (idea generation, problem sensitivity and brain storming) and the measures of corporate survival (adaptability, competitiveness and brainstorming). 300employees were chosen as the sample size with the aid of Judgmental sampling techniques from the population of 1,800 employees of manufacturing firms operating in Port Harcourt, rivers state. The collected data from the distributed and retrieved questionnaire were analyzed through the use of mean; t-statistic (tables, pie charts, and standard deviation) and Pearson Moment correlation was used to test the stated hypotheses with the aid of statistical package for social sciences. The findings showed that there is a positive, very strong and significant relationship between idea generation, problem sensitivity and brainstorming and corporate survival (adaptability, competitiveness and keystone vulnerability) of employees in Port Harcourt, Rivers State.

Nwekpa and Wabara (2022). focused on the effects of creativity on the performance of ABC Transport Plc. Snowball sampling techniques were adopted. Content validity and Cronbach Alpha reliability test were used. Multiple Regression analysis was used. Findings revealed that: At 1% level (Sig < .01) of significance, expert knowledge has a significant effect on quality of transport-related infrastructure and business intelligence. At 1% level (Sig < .01) of significance, creative thinking has a significant effect on diversification operations of ABC Transport Plc. The study concluded that creativity has a significant effect on the performance of ABC Transport Plc. However, the study recommended that: The management of ABC Transport Plc. needs to sustain

their expert knowledge. Management need to ensure that ABC Transport Plc. business process is guided by conventional models and practices. Training and development need to be adopted to enhance the competency and effectiveness of their management team and staff.

Nwokebuife, Hui, Mintah, Ejiofor, & Ofori (2021). investigate the relationship between creativity and innovation on entrepreneurship development. Before doing so, we marry the insights of several pieces of works of literature on creativity, innovation, and entrepreneurship stemming from Joseph Schumpeter's perspectives, theory, and research on innovation and entrepreneurship development. A survey design was adopted for the study. A valid sample of 257 impacted the study using Yemane sample size determination formulae. The research employed the Ordinary Least Square method and ANOVA Test for data analysis. In this study, we accept hypotheses H2 and H5 due to their significant and mutual relationship on the measured variable whereas H1, H3, and H4 were not accepted owing to their insignificant impact on the independent variable (entrepreneurship development). The most significant variables in this research are technological advancement and strategy. However, its direct effect on entrepreneurship development was not significantly estimated. This can further be investigated to ascertain reality. Therefore, this is a call on policy support and framework not only for Nigeria but to any other country which is striving to achieve economic success.

## **METHODOLOGY**

This study adopted the survey research design. It involved using a self-designed questionnaire in collecting data from the respondents. The study will use three local government which are Anocha, Onitsha north and Nnewi south, which have a population of 299, 280 and 300 respectively, which give a total population of 879. The indigenous languages of the selected LG are igbo language and farming and petty trading are mainly their occupation. The population of this study is eight hundred and seventy-nine (879). The sample size of the study will be the same as the population because it is not up to 1000. Secondary and primary sources of data were used in this study. Percentage table was used to analyze the demographical data. Hypotheses were analyzed using regression analysis at 0.05% level of significance.

## **DATA PRESENTATION AND ANALYSIS**

Eight hundred and seventy-nine (879) questionnaires were administered; however, eight hundred and seventy-nine (879) questionnaires were retrieved. The analysis and interpretation of data were based on the returned questionnaires.

### **4.1 Demographic Analysis**

#### **4.1.1 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	414	42.4	48.3	48.3
	Female	444	45.5	51.7	100.0
	Total	858	87.9	100.0	

Source: Field Survey 2023

The above table reveals that the four hundred and fourteen (451) of the respondents which represents 48.3% were male respondents, while four hundred and forty-four (444) respondents which represent 51.7% were female respondents. By implication, female respondents were more than male respondents by 30 respondents in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

#### 4.1.2 Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	349	35.8	40.7	40.7
	Single	509	53.0	59.3	99.9
	Total	858	87.9	100.0	100.0

Source: Field Survey 2023

In the table above, out of the eight hundred and fifty-eight (858) respondents, three hundred and forty-nine (349) of the respondents were married, while five hundred and nine (509) respondents which represent 59.3 percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, and married, and respondents that answered the distributed questionnaire.

#### 4.1.3 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Waec/NECO	288	29.5	33.6	33.6
	BSC/hnd	366	37.5	42.7	76.2
	Msc/mba	174	17.8	20.3	96.5
	Others	30	3.1	3.5	100.0
	Total	858	87.9	100.0	

Source: Field Survey 2023

The table above indicates that two hundred and eighty-eight (288) respondents which representing 33.6% percent maintain to acquired WAEC OR NECO while 42.7% percent of the respondents which represents three hundred and sixty-six (366) have BSC/HND. However, one hundred and seventy-four (174) respondents which represent 20.3 percent either have MSC or MBA. More so, thirty (30) respondent which represents 3.5% have acquires others. This as the one of demographic item helps us to identify the education qualification of the respondents.



#### 4.1.4 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	84	8.6	9.8	9.8
26-33	214	21.9	24.9	34.7
34-40	146	15.0	17.0	51.7
41-50	180	18.4	21.0	72.7
51-above	234	24.0	27.3	100.0
Total	858	87.9	100.0	

**Source: Field Survey 2023**

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 9.8% of the respondents are between the age brackets of 18 to 25 years while 24.9% respondents are within the age bracket of 26-33 years. On the same note, 17.0% of the respondents are within the age bracket of 34 – 40 years. On the same note, 21.0% of the respondents are within the age bracket of 41 – 50 years, while the remaining respondents representing 27.3% are within the age bracket of 51 years and above.

#### 4.1.6 Years in Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-10	255	26.1	29.7	29.7
11-15	448	45.9	52.2	81.9
16-20	122	12.5	14.2	96.2
21-above	33	3.4	3.8	100.0
Total	858	87.9	100.0	

**Source: Field Survey 2023**

The table above indicates that two hundred and fifty-five (255) respondents which representing 29.7% percent maintain that they have been in the services for 10yres or less while 52.2.% Percent of the respondents which represents four hundred and forty-eight (448) have work in the local government for over 15yrs. However, one hundred and twenty-two (122) respondents which represent 14.2 percent either have work for 16-20 years. More so, thirty-three (33) respondent which represents 3.8% have work between 21-above. This as the one of demographic item helps us to identify the number of years the respondent has work for.

## 4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

### Table 1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.



**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.446 <sup>a</sup>	.199	.194	.94974	.199	42.382	5	852	.000	1.576

a. Predictors: (Constant), CTT, FR, CS, CT, CC

b. Dependent Variable: HS

Table 4.3.1 shows that  $R^2$  which measures the strength of the effect of independent variable on the dependent variable have the value of 0.19%. This implies that 19% of the variation in creativity Management practice is explained by variations in, creativity culture, creativity training, communication system, financial resources and creativity thinking this was supported by adjusted  $R^2$  of 0.19%.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.576 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

**Table 2: ANOVA Result**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	191.143	5	38.229	42.382	.000 <sup>b</sup>
	Residual	768.513	852	.902		
	Total	959.656	857			

a. Dependent Variable: HS

b. Predictors: (Constant), CTT, FR, CS, CT, CC

The f-statistics value of 48.342 in table 4.3.2 with f-statistics probability of 0.000 shows that the independent variables have significant effect on independent variables such as creativity culture, creativity training, communication system, financial resources and creativity thinking can collectively explain the variations in creativity Management practices and human service

### **Coefficients of the Model**

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

**Table 3 T-Statistics and Probability Value from the Regression Result**

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.799	.205		3.900	.000
	CC	.524	.084	.248	6.227	.000
	CT	.203	.075	.095	2.722	.007
	CS	.141	.040	.109	3.488	.001
	FR	-.022	.028	-.028	-.780	.436
	CTT	.633	.046	.459	3.692	.001

a. Dependent Variable: HS

Table 4.3.3 shows the coefficient of the individual variables and their probability values. Culture creativity has a regression t-test of 6.227 with a probability value of 0.000 implying that culture creativity variables have a positive and significant effect on human service. On a similar note, creativity training variable have a t-test value of 2,722 and a probability value of .007. This shows that creativity training has a positive and significant effect on human services.

Table 4.4.3 shows the coefficient of the individual variables and their probability values. Communication system variable have regression t-value of 3,488 with a probability value of 0.01. This implies that Communication system has a positive but significant effect on human services. Financial resources have a regression t-test of -0.780 with a probability value of 0.436 implying that financial resources variables have a negative and significant effect on human services. On a similar note, creativity thinking variable have a t-test value of 3.692 and a probability value of 0.001. This shows that creativity training has a positive and significant effect on human services.

## 4.2 Hypotheses Testing

### Hypothesis one

H<sub>02</sub>: Developing creative culture has no positive significant effect on human service in the Local Government System in Anambra State

#### Interpretation:

From table 3 creative culture (CC) in service quality has shown a statistically positive significant relationship on Local Government System with t- value = 6.227 which is more than 2; with P=0.000 less than P< 0.05 level of significance. The 95% level of confidence intervals: Thus, we accept the alternate hypothesis (H<sub>1</sub>) and reject the null hypothesis (H<sub>0s</sub>) which implies that developing creative culture has positive significant effect on human service in the Local Government System in Anambra State.

### **Hypothesis Two**

**H<sub>03</sub>:** Creativity training has no positive significant effect on human service in Local Government System in Anambra State

#### **Interpretation:**

Drawing inference from the regression result table 3 above, the findings showed that t-value of representative Creativity training (CT) is 2.722 which is more than 2; with  $P = 0.007$ , which is less than  $P < 0.05$  level of significance and at the 95% level of confidence intervals: Based on the above findings, we accept ( $H_1$ ) and reject  $H_0$ ) which statistically suggested that Creativity training has positive significant effect on human service in Local Government System in Anambra State

### **Hypothesis Three**

**H<sub>04</sub>:** Communication system has no positive significant effect on human services in Local Government System in Anambra State

#### **Interpretation:**

Drawing inference from our regression result in table 3 above, the findings showed that the t-value of Communication system (CS) is 3.844 which is greater than 2, with  $P = 0.001$  which is less than  $P < 0.05$  level of significance and at 95% level of confidence intervals: Based on the findings from the result, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ) which stated that Communication system has positive significant effect on human services in Local Government System in Anambra State

### **Hypothesis Four**

**H<sub>05</sub>:** Financial Resources has no positive significant effect on human services in Local Government System in Anambra State

#### **Interpretation:**

Drawing inference from our regression result in table 3 above, the findings showed that the t-value of Financial Resources (FR) is -0.780, which is less than 2, Based on the findings from the result, we reject the alternative hypothesis ( $H_1$ ) and accept the null hypothesis ( $H_0$ ) which stated that Financial Resources has no positive significant effect on human services in Local Government System in Anambra State

### **Hypothesis Five**

**H<sub>06</sub>:** Creative thinking has no positive significant effect on human services in Local Government System in Anambra State

### **Interpretation:**

Drawing inference from our regression result in table 3 above, the findings showed that the t-value of Creative thinking (CT) is 3.692, which is less than 2, Based on the findings from the result, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ) which stated that Creative thinking has positive significant effect on human services in Local Government System in Anambra State

### **5.1 Conclusion and Recommendation**

Based on the major findings, the study concluded that creativity management practices and human services in local government system. This conclusion agreed with tenets of Resource-Based View. Resource Base View, the present study argues that if local government authorities established good governance structure and networks that are composed of intellectual members who are technocrats with expert knowledge, creative thinking, motivation, commitment and dedication in the management of local government affairs, it will be evident in their diversification operations, quality of their service-related infrastructure, employees' competence and the quality of human services rendered to the community. These resources imbedded in their managerial staff will be inimitable, it will skyrocket the performance of local government and ensure that they remain the creativity relevant in human services building. The tenets of Resource Based View will be adopted to draw inference based on the empirical results emanating from the study. The study recommends that Organizations should ensure that the relationships that exist between creative culture and an increase in quality service should be intensified in order to maintain the organization growth. Employees should be trained according to the present content of the environment.

### **References**

- Adedire S. A. (2014). Local Government and the Challenges of Rural Development in Nigeria (1999 to date). *Journal Of Humanities And Social Science* 19 (4) 21-32
- Amabile, T. M. (1997) Motivating creativity in Organizations: On doing what you love and loving what you do
- Andriopoulos, C. (2001), "Determinants of organizational creativity: a literature review", *Management Decision*, Vol. 39, No. 10, pp. 834- 840.
- Atouks, D. E. and Orusa, E. H.(2019). employee creativity and survival of manufacturing firms in Port Harcourt Rivers State. *International Journal of Management Studies and Social Science Research*. 6 (8) 157-187
- Barney, J., (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 45-62.

- Berman, E. and J. West. (2016). What is Managerial Mediocrity? Definition, Prevalence and Negative Impact (Part 1)," *Public Performance & Management Review*, 27(2), 7-27.
- Bharadwaj, S. & Menon, A.(2000) Making innovation happen in the organization: Individual creativity mechanisms, organizational creativity mechanism or both? *Journal of Product Innovation Management*, 3(5), 112-124.
- Blomberg, A., Kallio, T. & Pohjanpää, H. (2017) Antecedents of organizational creativity: drivers, barriers or both? *Journal of Innovation Management*, 5(1), 78-104.
- Chuaijuang, S. (2013). Relational networks and family firm capital structure in Thailand: Theory and practice. Unpublished Ph.D Thesis. Mea University, Mea, Sweden.
- Duran-Encalada, J. A., Martin-Reyna, J. M. S. & Montiel-Campos, H. (2012). A research proposal to examine entrepreneurship in family business. *Journal of Entrepreneurship, Management and Innovation*, 8(3): 58-77
- Emerenini, O, Umeagugesi, U.E & Ighodaro, J (2021). Organizational creativity management and employees productivity in selected Micro-Finance Banks in Owerri. *Journal of Research in Business and Management* 9 (7) 77-86
- Ferreira, J. J., Azevedo, S. G., & Ortiz, R. F. (2011). Contribution of resource-based view and entrepreneurial orientation on small firm growth. *Cuadernos De Gestion*, 11(1): 95-116.
- Ghosh, K. (2015) Developing organizational creativity and innovation toward a model of self-leadership, employee creativity, creativity climate and workplace innovative orientation. *Management Research Review*, 38(11), 1126-1148
- Ichraikie, F. (2013). Intangible resources as key determinants of job network providers' success: A resource-based study. *Australian Journal of Business and Management Research*, 2(11): 43-63.
- Idama, O. S. & Mayuku, J. G.(2016). Local government administration and rural development in Nigeria: assessment of rural communities in delta state, 2005-2015. University of Nigeria *Journal of Political Economy* 9 (2) 34-45
- Nwekpa K. C and Wabara S. T. (2022). creativity and the performance of family business: a study of ABC transport plc., Nigeria. *International Journal of Development and Management Review* 17(1) 56-67
- Nwene A. N. & Okeke C. O.(2023). effect of creativity management on organizational performance in the local government system in Anambra State. *Research Journal of Management Practice* 3 (1) 1-9
- Nwene, Anah, & Okeke, (2023). Workers creative ability and service quality of local governments in Anambra State. *International Journal of Management Sciences*.10 (1) 90 – 105

- Nwokebuife, O.J, Hui, H.J, Mintah, C.M, Ejiofor, N.S & Ofori K.E (2021). The Impact of Creativity and Innovation on Entrepreneurship Development: Evidence from Nigeria. [\*Open Journal of Business and Management\* 9 \(4\) 45-56](#)
- Thompson, V. (2017) The difficulties involved in developing business models open to innovation communities: the case of a crowd sourcing platform,"*M@n@gement*,13(4): 318-341
- Wernerfelt, B. (1984). The resource-based view of the firm, *Strategic Management Journal*, 5(2): 56-75.
- Zhou, J. &Hoever, I. (2014) Research on workplace creativity: a review and redirection. *Annual Review of Organizational psychology and organizational behaviour*, 1(333-359