
IMPACT OF CREATIVITY AND INNOVATION ON ENTREPRENEURIAL SUCCESS IN KOGI STATE

Umar, Kadiri (Ph.D.),

Department Of Business Administration And Management & Marketing
Federal Polytechnic, Idah, Kogi State.
Email: kd2013boy@gmail.com

ABSTRACT

This paper examined the effect of creativity and innovation on entrepreneurial success in Kogi State. The survey research method was used to ascertain information and data from both primary and secondary sources. A structured questionnaire was administered to a sample of 188 respondents selected from a population 350. The hypotheses were tested using multiple regression. It was found that creativity has positive beta coefficient (0.590) with a p-value of (0.000) showing a strong statistical significant relationship with entrepreneurial success in Kogi state. It was also revealed that innovation has positive (0.639) and significant p-value of (0.000) with entrepreneurial success in Kogi state. The study concluded that creativity and innovation has positive and significant effect on the entrepreneurial success in Kogi State. The study recommended that Organization leaders should consider adopting transformational leadership style and transactional leadership style in order to enhance organizational efficiency in manufacturing firms in Kogi State. It was also recommended that an entrepreneur should try to engage in creativity and innovative activities in order to achieve bumper success in their businesses.

Keywords: *Creativity, Entrepreneurship, Entrepreneurs, Innovation, Product Development, Entrepreneurial success.*

INTRODUCTION

Innovation and creativity are key ingredients for sustaining entrepreneurial success. It is a way through which most business used to create new idea for product development and improving existing product. However, innovation cannot be used without some other elements economic, social and environmental. Sustainable environment helps most managers in the world to come up with the type of innovations and knowledge that will help them produce high quality product to the market (Hemsley and Mason, 2013).

The entrepreneurial successes is the life blood of every businesses in the society. Every businesses organizations need to strive to achieve business success. Moreover, scholars from different field view entrepreneurs in different perspective, some view them as an innovator who create a new products, new methods of production and new processes, and who is also a person that create and identify new markets (Schumpeter, 1949). The active and inactive functions of entrepreneurs affect the survival of enterprises and the economic growth of most countries in the world (McPherson, 1996). There is a lot of literature review on this related study on innovation and creativity which has contributed to knowledge in academic sanctity for economic growth of Nigeria, but the present study emphasize on the impact of innovation and creativity on the entrepreneurial success in Kogi State (Davis et al., 1989; Hage, 1999; Biggs and Shah, 2006; Coad and Rao, 2008; George, 2012; Dapice, 2015; Cappa, 2016).

The dynamic nature of business environment have made most entrepreneurs to be creative and innovative in their thinking ability in order to strive in the market. An effective creative and innovative thinking ability of an entrepreneur would enable him or her to meet the needs and want of customers in the markets. Most businesses in Nigeria failed due to lack steady power supply, inadequate capital and lack of creative thinking. The main objective of this study is to examine the impact of creativity and innovation on entrepreneurial success in Kogi State. Others specific objectives are to determine the influence of creativity on the entrepreneurial success and to examine impact of innovation on the entrepreneurial success. The research questions for this study is what are the influence of creativity on the entrepreneurial success? And what are the impact of innovation on the entrepreneurial success? Premised on this the hypotheses are formulated as:

Ho 1: There is no positive significant relationship between innovation and entrepreneurial success

Ho 2: There is no positive significant relationship between creativity and entrepreneurial success

REVIEW OF RELATED LITERATURE

Zaltman, (1973) postulated that innovation is any idea that make entrepreneurs to produce new products, new method and process, while the innovation is a process of implementing the idea generated by entrepreneurs to produce goods and service in to the markets (Lin, 2007;

Wang and Wang, 2012). It is also asserted that employees' satisfaction has positively impact on innovation behavior and the non-financial performance. The positive impact of innovation on financial performance of firm has contributed to the overall business success in the society (Hsieh, 2016). Other variables like maintenance and social objectives was used to measure innovation the performance of business for global economy prosperity. (Cegarra-Navarro, 2016).

The innovation can be seen in different dimensions as a new product, new technology, new service or new administrative practice (Hage, 1999). Companies in Nigeria today are strongly innovative in idea generation to produce new product and improving the quality of existing products to meet customers' needs. The distinction between innovation and invention is that innovation is a process of making new products, process and service available to the market, while invention is the process of open a new market for new products (Hauschildt, 2004).

Innovation in Entrepreneurship

The success of companies business depends on the ability of companies to be creative and innovative in idea generation to produce new products, process and services in order to survive in the markets Akbar (2014). Creativity and innovation are often related and play a very paramount role in operation of enterprises and others entrepreneurial activities in the society. The focus of creativity bring out new idea to produce new products, process and service and innovation is all about transforming the idea to embark on production of new goods and services Akbar (2014). According to Oman (2008), asserted that innovation is seen as the improvement of products, services or process and it can be divided in two ways, technical innovation and administrative innovation. The technical innovation has to do with technological breakthrough that bring new products and services. It involves the uses of sophisticated technology to produce product and services. The administrative innovation describes the various procedures, policies, rules and organizational forms. But then, Hui and Chuan (2002) point out the possible the various ways to achieve organizational excellence through establishing a strong vision and mission, forming policies and strategies, commitment to excellence, managing values and ethics, human development, empowerment and innovation, ensuring people's well-being, using new technologies, suppliers and business partnerships, providing customer care, service and satisfaction. More generally, Brem and Voigt (2007) asserted that they are other policy

instrument used to support innovative strength in most of business sector in Nigeria like entrepreneur knowledge development and an inclination to innovation. Some assumptions or hypotheses relating to innovation and creativity are predicated upon as follow: -

Creativity play a very pivotal role for the survival of entrepreneurial activities in the world (Scot and Bruce 1994; Worlu 2007; Bessant and Tidd 2007; Ajagbe and Ismail 2014). Creativity is the process of generating new ideas and concepts that make business to drive in the society. It is a combination of developing both the new ideas and existing ideas or concepts to produce goods and services. (Baldacchino. 2008). Creativity is a way of bringing what is not exist into existence through a realistic idea generation (Nonaka 1991). Therefore, creativity is a process of initiating a new idea that would help to identify problem relating to business and designed a means to resolve the problems (Vandervert. 2007). The market environment is dynamic and turbulent they is a need for managers to adapt to those changes in order to make business to drive in the society. The growth of revenue and price stability in business is a key to entrepreneurial success through organizational creativity and innovation (Ford 2002; Ajagbe 2015a). Vandervert (2007) opined that creativity is develop to use physical, social, cognitive and spiritual developments to make goods and service available in the markets. Ward (2003) opined that creativity is the multidimensional concepts ranges from many fields and contexts, from arts and crafts to design, to science, research and entrepreneurship.

Ajagbe (2015b) opined that creativity refers to the situation where an individual come up with new idea to produce goods and services, and to identify problems solving in the society. The ability to make an individual to initiate a new idea to improve the performance of business make him or her a creator. This is achieve through fundamental mental thinking, general intelligence and training and development (Amabile 1997; Ogbari 2015; Ogunnaike and Ogbari 2008). However, creativity is a concept that cut across different fields of discipline like and creative arts are studied that cut across many subject areas - psychology, cognitive science, education, philosophy, theology, sociology, linguistics, business studies, and economics. Creativity according to the Webster dictionary is a mental and social process involving the generation of new ideas or concepts, or new associations of the creative mind between existing ideas or concepts. According to Finke et al. (1992) creativity is all about coming up with new idea to produce goods and services or the process of determine what is

outside the box from within the box. This means that creativity is all about been tried to be original in developing a new idea in the production of goods and service. Creativity means ways of generating idea that will help to produce goods and service and the process of implementing the idea to produce goods and service is referred to as innovation (Amabile 1997; Worlu 2011).

Entrepreneurship, according to Clow (2008), is the process of combining financial, human and material resources to set up an enterprise and run it as a business for the purpose of making profits. It encourage the uses of indigenous technology to produce goods and service and also create employment opportunity for young graduates in the country. It fosters economic growth and development through entrepreneurial activities in the country and this can be achieved through creativity and innovation. Creativity and innovation can also be extended to things like coming up with business ideas, such as what to manufacture to satisfy customers, finding investment opportunities, deciding how to capitalize on those opportunities, formulating corporate goals and objectives, and conducting market research in both urban and rural areas. Creating an enterprise, starting real business operations, selling and promoting an organization's products and services, planning and managing human and material capital for the achievement of the enterprise's goals, risk and uncertainty management, creativity, and diversification (Gontur, 2016).

In support of the above, innovation has been defined by (Okpara, 2007) opined that creativity is the process of improving new product and existing products along with prices so as to gain customers satisfaction. For companies to gain competitive advantage in industries such companies must embark on intensive creativity and innovation (Fillis, 2010).

According to (Byers, 2017), the generation of innovative concept is mostly use to implement the idea generated by entrepreneurs to produce and service. Ideas are considered to be innovative if it has direct benefits to business organizations either on short term or on long term basis. (Barroso-Tanoira, 2017).The application of idea generated to transform input to output is referred to as innovation (Byers (2017).

Some variables like structuring process and structuring mechanism was used as a method for study to determine the validity and the efficacy of the usefulness of creativity (Roopsing and Nokphromph, 2017). The above

assertion have proved that creativity and innovation are interwoven and correlated which bring an improve quality of idea to produce high quality products to the market (Antonites and Van Vuuren, 2014). Creativity is used to produce ideas in order to add value to process and method of producing goods and service (Ace and Audretsch, 2005). The evident in the previous literature have shown that lack of innovation has bring down the strength of Nigeria's entrepreneurial development (Okpara, 2007) lack of trust, apprehension and anxiety, as well as the environment and poor management, overreliance on self-ability, lack of preparation and organizing in terms of technical and innovativeness and creativity, are all factors that have contributed to Nigeria's slow rate of innovation and creativity.

Creativity in Entrepreneurship

Entrepreneurs are people that has the ability to initiate or invent new idea to bring what is not exist in existence and that make them to be original in their decision making. According to Akbar, (2014), asserted that creativity is the process of introducing new idea to produce new products, processor market. According to Amabile (1998) quoted form Ian (2010), entrepreneurial creativity has been defined as the generation and implementation of novel, suitable ideas to establish new venture. Creativity is a continuous process in which required party to work hard and continually improve ideas and solution. Creative person will work hard by making gradual alteration and refinements to their work. Creativity in entrepreneurship also implies the organization environment such as team climate, teamwork and others. Creativity in entrepreneurship includes the management in the organization that will lead to successful company.

THEORETICAL FRAMEWORK

Social Cognitive Theory

The Social Cognitive Theory by Albert Bandura (1986) the theory is seen as the learning process that described three variables like personal characteristics, habits and the environment that influence the learning pattern and style of people in the society (Rubenstein, 2018). This shows how the learning style and the outcome is affected by the environment which one found itself. This aligned with the contribution of Beghetto & Kaufman (2014) that elaborated that the environment is the main driving factor of creativity. Also aligned with the view of Rhodes (1961), which places creativity with components in the form of Person, Process, Press, and Product where Press and process are determined by the creative

environment. The Social Cognitive Theory is used to discuss the imperative function of educational environment on outcomes of learning process. Jonsdotir (2008) also discussed that the intersection of relationship between the macro environment in education that affected student innovation and creativity became so important. The efficacy of this theory in relation to entrepreneurial innovation and creativity became paramount to the validity of critical thinking of a new idea in production of new products and services.

METHODOLOGY

The aim of this study is to investigate the impact of creativity and innovation on entrepreneurial success in Kogi State with a particular reference to some selected small business enterprises in Idah Local Government. The study adopts survey research method and primary source of data was used to get information through structural questionnaire. The population for this study is Three Hundred and Fifty (350) which cut across business owners, customers and suppliers in the market. A sample size of 188 was drawn from the population of 350 via Yamane's formula of sample size derivation. The formula goes thus (Yamane, 1965).

$$n = \frac{N}{1 + N (e)^2}$$

Where n = Sample size
N = Population
e = Level of significant

$$n = \frac{350}{1 + 350 (0.05)^2} = 188$$

Structured questionnaire was designed to One Hundred and Eighty-Eight (188) respondents, and Hundred and Seventy was completed and returned and Eighteen (18) was not returned. The researcher adopts the convenience sampling technique so that every respondent could be given fair chances of representative. Linear regression analysis was used to test the hypotheses via the statistical package social science (SPSS) software.

Measure of Variables

Dependent variable: Entrepreneurial success (ES) was proxy by profitability and increase in market share of the business: The items were measured on a 5-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. Independent variable: Creativity and innovation (CI) was measured with 3 items adapted. Among are the items as "new product development and new market which are proxies of creativity and competitive advantage is a proxy of innovation.

Data Analysis and Discussion of Findings

Descriptive Statistical Analysis

Table 1: Analysis on Assessment of Creativity and Innovation on Business Success Proxy by Product Development

S/no	Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Mean	S.D
		%	%	%	%	%		
1	My industry is very much aware of creativity and innovative idea for product development.	43.0%	38.0%	10.0%	0.0%	9.0%	4.06	1.16
2	The leaders in the market value creative and innovative idea for product development.	32.0%	31.0%	18.0%	3.0%	16.0%	3.60	1.39
3	My industry values Customers for accepting their product in the market.	34.0%	43.0%	16.0%	0.0%	7.0%	3.97	1.07
4	My industry considers creativity and innovation as being central to Its policies for product development.	37.0%	34.0%	23.0%	3.0%	3.0%	3.99	1.00
5	My industry considers creativity and innovation as being necessary to override their rival or competitors in the market.	26.0%	32.0%	33.0%	3.0%	6.0%	3.69	1.08

Source: SPSS OUTPUT 2025

The respondents were asked whether their organization is very much aware of creativity and innovative idea for product development, most of the respondents representing 43% strongly agreed, 38% agreed and 10% were undecided, for 9% (strongly disagree) with a mean score of 4.06. Therefore, the standard deviation of 1.16 suggests a little disagreement in responses to this statement. Respondents were also asked to indicate whether the leaders in their industry value creative and innovative idea for product development. The results revealed that 32.0% of the respondents strongly agreed, 31% agreed to the assertion. While 19% strongly disagreed and disagreed) and 18% undecided cases to the assertion. This indicates that the majority of the respondents agreed that their leaders in the industry

value creative and innovative idea for product development. The mean score. 3.60 and Std. Dev. of 1.39 clearly portray the respondent view on the question been examined.

As concerning the statement whether the organization values customers for accepting their product in the market. 77% representing respondents (strongly agreed and agreed) to the assertion. The mean score is 3.97 and Std. Dev. of 1.07. The result means that majority of the respondents subscribed to the fact that organization values customers for accepting their product in the market.

The respondents were also asked to give their thought on whether their industry considers creativity and innovation as being central to its policies. 37% of the respondents strongly agreed, 33% agreed, 9.8% disagreed and 23% undecided cases. Based on this result, it suggests that, more of the respondents believed this to be true that their industry considers creativity and innovation as being central to its policies.

Respondents were also asked to indicate whether their industry considers creativity and innovation as being necessary to override their rival or competitors in the market. The results revealed that 26% of the respondents strongly agreed, 32% agreed to the assertion. While 9% disagreed and 33% undecided cases to the assertion. This indicates that the majority of the respondents agreed that their industry considers creativity and innovation as being necessary to override their rival or competitors in the market. The mean score 3.69 and Std. Dev. Of 1.08 clearly portray the respondent view on the question been examined.

Table 2.
Analysis on performance of business outfit as proxy by profitability

S/ n o	Statements	Strongl y agree	Agree	Undecide d	Disagree	Strongly disagree	Mean	S.D
		%	%	%	%	%		
1	The profit return of the industry has improved over the years	39.0%	55.0 %	3.0%	3.0%	0.0%	4.30	.67
2	The market share of the industry is appreciated for the period	44.0%	10.0 %	42.0%	0.0%	4.0%	3.90	1.11
3	profit is enough to pilot the affair of the industry	3.0%	13.0 %	23.0%	27.0%	34.0%	2.24	1.15
4	The product sold out is yielding a positive result which has change the industry profile.	37.5%	13.5 %	49.0%	0.0%	0.0%	3.89	.93
5	The industry product is on higher demand as a result of creative and innovative idea initiative	48.0%	12.0 %	37.0%	3.0%	0.0%	4.05	.99

Source: SPSS OUTPUT 2025

Table 2. Shows the results of some assertions postulated by the researcher to investigate the question as to know whether the profit of the business has improved over the years. 94% represent aggregate respondents agreed with the statement and 3% were not having ideas concerning the assertion, while 3% of the respondents disagreed. This infers that majority of the respondents agreed with the assertion as reflected by the mean value of 4.30 and again the S.D value of 0.67 shows how the observation deviated from the mean. In other to supplement the assertion above, the respondents were asked whether the market share of the industry is appreciated for the period. The result in table 2 shows that 10% and 44% of the overall respondents (agreed and strongly agreed), 42% of the respondents kept quite over the assertion, while 4% of the respondents strongly agreed with the mean of 3.90 and S.D of 1.11 which portrayed mixed reaction among the respondents. Again, the S.D value shows little variation among the respondents.

As to whether the profit is enough to pilot the affair of the industry, 16% of the aggregate respondents (strongly agreed and agreed), 23% of the respondents were neutral and 61% of the respondents totally disagreed with the assertion. The perceptions showed a mean of 2.24, implying that they strongly disagreed with the statement of the researcher. Again, the value of the standard deviation of 1.15 indicates that there is a strong disagreement concerning the researcher's assertion

The researcher wanted to know whether the product sold out is yielding a positive result which has change the industry profile. 37.5% and 13.5% of the total respondents, (agreed and strongly agreed) with the assertion and 49% of the respondents were not able to decide on what to say. The insights displayed a mean of 3.89and Std. Dev. of 0.93, suggesting that there are little dissimilarities with the statement among the respondents. As to whether the industry product is on higher demand as a result of creative and innovative idea initiative, 60% of the aggregate respondents agreed, 37.0% of the respondents were not sure of what to say, 3% disagreed. The perceptions showed a mean of 4.05and the standard deviation of .99 shows how the observation spread out from the mean.

Test of Hypotheses

Ho: 1 There is no positive significant relationship between creativity and entrepreneurial success

Ho: 2 There is no positive significant relationship between innovation and entrepreneurial success

Table 1a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.190 ^a	.056	.031	.76094

a. Predictors: (Constant), Creativity and innovation (CI)

Source: SPSS OUTPUT 2025

Table 1a shows the result of multiple regression analysis of the impact of creativity and innovation on entrepreneurial success (ES). The multiple regression analysis estimated the coefficients of the multiple equation involving two independent variables that were used to predict the value of

the dependent variable. The dependent variable being ES, while the independent variables are creativity and innovation (CI). The results as indicated in Table 1 showed that the regression coefficient (R) and the coefficient of determination (R Square) is .056 (i.e. 56%). This means that a positive or partial-linear relationship exist between the dependent (ES) and independent variables (CI).

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.307	1	4.307	7.438	.005 ^a
	Residual	114.648	198	.579		
	Total	118.955	199			

a. Predictors: (Constant), Creativity and innovation (CI)

b. Dependent Variable: Entrepreneurial success (ES)

Source: SPSS OUTPUT 2025

The analysis of variance (ANOVA) performed on the regression model yielded an F-value of 7.438 which was significant at ($p > 0.05$). This implies that the entrepreneurial success is a function of creativity and innovation. Thus, the two independent variables are best defining the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.660	.253		.68.403	.000
	Creativity	.554	.057	.590	.49727	.000
	Innovation	.567	.067	.639	.48758	.000

a. Dependent Variable: Entrepreneurial success (ES)

Source: SPSS OUTPUT 2025

The coefficients model of T-test revealed that, at 0.05 level of significance, relationship that exists between creativity and innovation (CI) and entrepreneurial success (ES) ($t = .49727, .48757$ $p > .05$) is statistically significant. And also, a positive relationship between creativity and innovation (CI) and entrepreneurial success (ES) in Kogi State. The findings reveal that the two independent variables has a positive and significant impact on the entrepreneurial success in Kogi State, as evidenced by a p-value of less than .05 (.000).

The above statistical analysis has proved that creativity and innovation has statistically significant relationship with entrepreneurial success (ES) because both creativity and innovation (ES) are major determinant of entrepreneurial success (ES). The Standardized Coefficient (Beta) of .590 indicates that an increase in effective use of creative idea for product development corresponds to a one-unit rise in entrepreneurial success in Kogi State. The result reject the null hypotheses which states that there is no positive significant relationship between creativity and entrepreneurial in Kogi State. The result further proves that there is a positive and significant relationship between creativity and entrepreneurial success in Kogi State. The findings is in line with the mental ability and neurological processes linked with creative activity; nature of personality type and creative ability; creativity and mental health; creativity in education; and ways of enhancing creativity through training and technology enhance entrepreneurial success (Amabile 1997; Ogbari 2015; Ogunnaike and Ogbari 2008). The analysis also evidenced that creativity also has a direct positive and significant influence on entrepreneurial success supported by a p-value of less than .05 (.000). The Standardized Coefficient (Beta) of .639 suggests that a one-unit rise in innovation results in a corresponding increase in entrepreneurial success in Kogi State. This has shown that, the null hypothesis which states that there is no positive and significant relationship between innovation and entrepreneurial success in Kogi State is hereby rejected. This result is in line with the findings of (Oman (2008).

CONCLUSION

This research study examined the impact of creativity and innovation on the entrepreneurial success of some selected business enterprises in Nigeria. The study has proven that innovation has a significant and positive relationship with product quality, corporate image and gaining competitive advantage, creativity has also proved a significant and positive relationship with new product development idea, new market idea, and new process. The different variables under this study have shown a very strong significant relationship which enhance the performance of selected business enterprises in Kogi State. Innovation was found to improve product quality and gaining competitive advantage over other market and that will enhance entrepreneurial success and improved business performance.

Recommendation

However, based on these doctrines mentioned above, the following recommendation re made as:

- i. An entrepreneur should try to engage in creativity and innovative activities in order to achieve bumper success in their businesses.
- ii. It is recommended that concept of entrepreneurship, creativity, and innovation should be the major practice of an entrepreneur through by creation of new things, technology, and strategy that will facilitate the growth of entrepreneurship development and economic growth in Nigeria.

REFERENCES

- Acs, Z. J., & Audretsch, D. B. (2005). Entrepreneurship, Innovation, and Technological Change. Foundation and Trends® in Entrepreneurship, 1, 149-195. <https://doi.org/10.1561/0300000004>
- Ajagbe, A. M., Ismail, K., Isiaewe, T. D. & Ogbari, E. I. M. (2015b). Barriers to Technological and non-Technological Innovation Activities in Malaysia. *European Journal of Business and Management*, 7(6), 157-168.
- Akbar F, Haitham O, Abd A, (2014) Explaining the Relationship between Creativity, Innovation and Entrepreneurship, *Journals International Journal of Economy, Management and Social Sciences*, Volume III, No.12.
- Amabile T.M. (1998) "How to kill Creativity "Harvard Business Review, September, -October. Business, Personal development,
- Amabile, T. (1997). Entrepreneurial Creativity through Motivational Synergy. *Journal of Creative Behavior*, 31(1), 18–26.
- Antonites, A. J., & Van Vuuren, J. J. (2014). Inducing Entrepreneurial Creativity, Innovation and Opportunity-Finding Skills. *South African Journal of Economic and Management Sciences*, 8, Article No. a1197. <https://doi.org/10.4102/sajems.v8i3.1197>
- Bandura, A. (1989). Human agency in social cognitive theory. *American psychologist*, 44(9), 1175.

- Beghetto, R.A., & Kaufman, J.C. (2014). Classroom contexts for creativity. *High Ability Studies*, 25(1), 53- 69.
- Bessant, J. & Tidd, J. (2007). *Innovation and Entrepreneurship*. John Wiley & Sons.
- Biggs T, Shah MK (2006). African SMEs, Networks and Manufacturing Performance. *J. Bank. Finance*. 30(11):3043-3066.
- Barroso-Tanoira, F. G. (2017). Motivation for Increasing Creativity, Innovation and Entrepreneurship. An Experience from the Classroom to Business Firms. *Journal of Innovation Management*, 5, 55-74. https://doi.org/10.24840/2183-0606_005.003_0005
- Brem A, Voigt K (2007). Innovation Management in Emerging Technology Ventures – The Concept of an Integrated Idea Management. *Intern. J. Tech. Pol. Manag.* 7(3):304-321.
- Byers, V. (2017). *Creativity, Innovation and Change* (pp. 177-191).
- Cappa F, Del Sette F, Hayes D, Rosso F (2016). How to Deliver Open Sustainable Innovation: An Integrated Approach for a Sustainable Marketable Product. *Sustainab.* 8:1341.
- Cegarra-Navarro JG, Reverte C, Gómez-Melero E, Wensley, AKP (2016). Linking Social and Economic Responsibilities with Financial Performance: The Role of Innovation. *Eur. Manage. J.* 34(5):530-539.
- Clow, J. E. (2008). *Entrepreneurship Teaching Strategies* Roston. National Business Education Association, 1, 102-112.
- Coad A, Rao R (2008). Innovation and Firm Growth in High-Tech Sectors: A quantile regression approach. *Res. Pol.* 37(4): 633-648.
- Dapice D (2015). Economic Development in Southeast Asia. *Econ.* 3(3):147.
- Davis F, Bagozzi R, Warhaw P (1989). User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. *Manag. Sci.* 35(8):982-1002.

- Finkle, T. A. (2013). Creativity, Innovation and Entrepreneurship: The Case of H. Wayne Huizenga. *Journal of the International Academy for Case Studies*, 19, 71-85.
- Ford, C. M. (2002). The Futurity of Decisions as a Facilitator of Organizational Creativity and Change. *Journal of Organizational Change Management*, 15(6), 635-646.
- George G, McGahan A M, Prabhu J (2012). Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda. *J.Manag. Stud.* 49(4):661-6
- Gontur, S., Davireng, M., &Gadi, P. D. (2016). Creativity and Innovation as a Strategy for Enhancing Entrepreneurship Development in Nigeria. *Journal of Teacher Perspective*, 10, 1-16.
- Hage JT (1999). Organizational Innovation and Organizational Change. *Annual Rev. Sociol.* 25:597-622.
- Hauschildt J (2004). *Innovations Management*, Munchen: Vahlen.
- Hemsley J, Mason R (2013). Knowledge and Knowledge Management in the Social Media Age. *J. Organiz. Computer Elec. Com.* 23(1-2):138-167
- Fillis, D. I. (2010). The Art of the Entrepreneurial Marketer. *Journal of Research in Marketing and Entrepreneurship*, 12, 87-107.
<https://doi.org/10.1108/14715201011090576>
- Hui KH, Chuan T K (2002). Nine Approaches to Organizational Excellence. *Global Bus. Organ. Excel.* 22(1): 53-65.
- Hsieh JK (2016). The Effect of Frontline Employee Co-creation on Service Innovation: Comparison of Manufacturing and Service Industries. *Procedia - Social and Behavioral Sciences*, 224:292-300.
- Ian F,(2010) The Role Of Creativity In Entrepreneurship, *Journal of Enterprising Culture*, Volume III
- Jónsdóttir, S.R., & Macdonald, A. (2008). Regulation and innovation: stimulating students' creativity and thinking through innovation education in Ingunnarskóli.

- Lin HF (2007). Knowledge Sharing and Firm Innovation Capability: An empirical Study. *Int. J. Manpower*. 28:315-332.
- McPherson MA (1996). Growth of Micro and Small Enterprises in Southern Africa. *J. Dev. Econ.* 48(2):253-277.
- Nonaka, I. (1991). "The Knowledge-Creating Company". *Harvard Business Review*.
- Ogbari, M. E. (2015). Effect of Business and Ownership Structure on Mission Accomplishment of Manufacturing Firms in Nigeria. An Unpublished Ph. D Thesis Submitted to the School of Post Graduate Studies, Covenant University Ota, Nigeria.
- Ogunnaike, O. O. & Ogbari, M. E. (2008). "Impact of Entrepreneurship Risk Taking Decision Process on Investment Objectives. *International Journal of Investment and Finance*, 1(1), 201-215.
- Okpara, D. F. O. (2007). The Value of Creativity and Innovation in Entrepreneurship. *Journal of Asia Entrepreneurship and Sustainability*, 3, 1-13.
- Oman M (2008). Measuring Innovation in Developing Countries, Regional Workshop on Science and Technology Statistics by Institute of Statistic. www.uis.unesco.org
- Rhodes, M. (1961). An analysis of creativity. *The Phi Delta Kappan*, 42(7), 305-310
- Roopsing, T., & Nokphromph, N. (2017). Factors Affecting Creative Innovation for Entrepreneur in the Furniture Industry Business in Asia. *Asian Journal of Marketing*, 12, 12-20.
<https://doi.org/10.3923/ajm.2018.12.20>
- Schumpeter JA (1949). *The Theory of Economic Development*. Cambridge. Harvard University Press; pp. 74-86.
- Scott, S. G. & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *Academy of management journal*, 37(3), 580-607.

- Vandervert, L. R., Schimpf, P. H. & Liu, H. (2007). How Working Memory and the Cerebellum Collaborate to Produce Creativity and Innovation. *Creativity Research Journal*, 19(1), 1- 18.
- Wang Z, Wang N (2012). Knowledge Sharing, Innovation and Firm Performance. *Expert Syst. Appl.* 39:8899-8908.
- Ward, T. (2003). Creativity in ed. Nagel, L." *Encyclopedia of Cognition*". New York: Macmillan.
- Worlu, E. R. (2007). Impact of Modern Technologies on Entrepreneurial Ventures in Developing Countries. *Journal of Business Administration and Management*, 2(1), 102-107.
- Worlu, R., Atayero, A., Owoeye, S. &Amodu, L. (2014). Emerging Trends in Lifelong Learning: The Covenant University Perspective. EDULEARN14 Proceedings.
- Zaltman G, Duncan R, Holbek J (1973). *Innovations and Organizations*. New York. Wiley.