

**CREATIVITY AND INNOVATION AS A STRATEGY FOR
ENHANCING ENTREPRENEURSHIP DEVELOPMENT IN NIGERIA:
A STUDY OF SOME SELECTED SMALL AND MEDIUM SCALE
ENTERPRISES IN JOS METROPOLIS**

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Abstract

The paper is aimed at assessing the nature of the relationship between innovation and entrepreneurship development, the extent of the relationship between creativity and innovation, and the extent of the relationship between innovation and competitive advantage. The study employed the survey method. 50 questionnaires were given to entrepreneurs in Jos Metropolis, Plateau State. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Data collected were presented in frequency tables. Pearson product moment correlation coefficient was used to analyze the hypotheses using Statistical Package for Social Science (SPSS). The research concluded that creativity and innovation

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are instrumental in increasing the country's competitiveness and entrepreneurship development. The research recommended that government should create a friendly or an enabling environment for entrepreneurship and consumer goods to boost the economy through the creation of new small businesses.

Key Words: Creativity, Innovations, Entrepreneurship and Development.

Entrepreneurship has become a rubicon that is considered vital for the growth and sustenance of a nation's economic development. According to Clow (2008) Entrepreneurship is the process of mobilizing and risking resources (land, capital and human resources) to utilize a business opportunity or introduce an innovation in such a way that the needs of the society for products and services are satisfied, jobs are created, and the owner of the venture profit from it. This process includes new as well as existing ventures, but the emphasis is usually on new products or services and new businesses.

This concept can further be linked to such as generating business ideas, identification of investment opportunities, making decisions towards exploiting such opportunities, formulating organizational objectives, conducting market research and survey putting together resources (human, financial, and physical) establishing an enterprise, starting off the actual business operations, distributing and

promoting an organization's products and services, organizing and managing the human and material resources for the attainment of the objectives of the enterprise, bearing of risks and uncertainties, innovation and diversification (Udeh, 1999) Today, most Nigerian entrepreneurs lack practical creativeness which combines resources and opportunities in new ways. Their level of innovativeness is not as sound as what is obtained in Western World. Above all, they fail to embark on proper planning, organizing, staffing, controlling and lack of ability to embark on commensurable risk of their capital and other resources in new business ventures from which they expect substantial rewards. Most small and medium enterprises in Nigeria lacks prudent managerial decisions, ideas, originality and foresight about what to produce or how best to produce it and make substantial profit. If at all the management is embarking on sound initiative and creativity practice, these would have been enhanced.

Okpara (2007) defined innovation as adding, something new to

an existing product or process. The key words are adding and existing. The product or prices has already been created from scratch and has worked reasonably well.

In view of the above claim, the main objective of this study, therefore, is to determine the relationship of creativity, innovation, competitive advantage and entrepreneurship development in Nigeria.

Statement of the Problem

Creativity and innovation are key factors in entrepreneurship development, which have been in practice since time past. It comes in the form of skill acquisition whereby people acquire the inherent in the family or from skillful people around them. Growth and development of enterprise cannot be sustained without creativity and innovation.

However, as creative as Nigerians are, they have not been able to help in the development of entrepreneurship in Nigeria. In spite of government efforts to promote entrepreneurship in Nigeria Dango (2000) Musa & Tanko (2001), Shehu and Dosumu (2001) Jaja (2004), Agbara-Aka (2005), (Hamilton (2008) Iyayi (2012), revealed that the growth rate of entrepreneurship in Nigeria has been very slow, failure and even death has been quite common. This scenario contrast sharply with the tremendous entrepreneurial success recorded in Europe, Asia and America.

Dangu (2006), Sanusi, (2007) Agbatu (2011) and posited that the most fundamental and logical cause of the slow growth of entrepreneurial activities in Nigeria is lack of corporate innovation. Other factors that offered the slow rate of innovation and creativeness in Nigeria include lack of confidence, fear and anxiety, environment and bad management, over reliance on self-ability and lack of planning as regards technological and innovativeness and creativity.

Hence this paper sought to investigate how creativity and innovation could be used to promote the development of entrepreneurial activities in Nigeria

Objectives of the Study

The study is aimed at the following specific objectives.

- i. To investigate how innovations could be used to bring about entrepreneurship development in Nigeria.
- ii. To ascertain the extent of the relationship between creativity and innovation.
- iii. To ascertain the extent of the relationship between innovation and competitive advantage.

Research Questions

1. How can innovation be used to bring about entrepreneurship development in Nigeria?
2. What is the extent of the relationship between creativity and innovation in Nigeria?

3. What is the extent of relationship between innovation and competitive advantage?

Research Hypotheses

The hypotheses formulated for the study are:

1. **H₀:** There is no significant relationship between innovative and entrepreneurship development in Nigeria.
2. **H₀:** There is no significant relationship between creativity and innovation in Nigeria.
3. **H₀:** There is no significant relationship between innovation and competitive advantage.

Literature Review

Innovation results from the desire for change in an enterprise. Change is synonymous with every dynamic organization and change in this respect is usually technological change. The change may be in areas of organizational development and characterized by new management. All these have an immense impact on the production process. Every technological change must be properly managed, if not it becomes obsolescent and inadequate (unfit) in meeting the socio-economic needs of the people.

Proper management of the technological change can result in physical expansion and growth of the enterprise. The entrepreneur's ability to effect change in his/her business creates opportunity for invention and innovation. In other words there is a

positive link between technological change, invention and innovation. Most innovations result in technological change but not every technological change is an innovation, for instance the purchase of a new computer is a technological change but it is not an innovation. Then what is innovation. According to Heye (2006), innovation can be defined as the implementation or transformation of a new idea into a product, service or an improvement in organization or process. It is a continuous renewal involving the entire enterprise and it is an essential part of business strategy.

Okpara (2007) opined that innovation is the process bringing the best ideas into reality with triggers a creative idea, which generates a series of innovative events. It is the creation of new value to customers.

The success of an entrepreneur depends on his/her innovative ability. Innovation in entrepreneurship takes many forms such as a new financial services, new distribution, new product and new management procedures. For effective innovation to take place, the entrepreneur must ensure that his/her research and development unit is well equipped and able to carry out the innovative activities which include basic and applied research.

Concept of Creativity

Creativity is the essential first step in innovation which is vital for long-term organizational success. Creativity is the ability to visualize,

foresee, generate and implement new ideas (Rao, 2012).

According to Okpara (2007), creativity is a process by which a symbolic domain in the culture is changed. For example, creativity involves new songs, new ideas and new machines. He added that creativity is marked by the ability to create and bring into existence a new enterprise and to produce through imaginative skills.

Creativity is the product of hard mental labour, going beyond the four walls and carrying out those gradual alterations and refinements over a period of time in order to find something that is better, improved and readily accepted by millions of people all over the globe (Rao, 2012).

The Process of Creative Entrepreneurship

Entrepreneurial creativity can be viewed as a process occurring in an individual who has been shaped, in part, by a range of social factors, Perry, Smith and Shalley, (2003). Distinction can be made between conscious and unconscious process of creativity. Attempting to measure its conscious elements is challenging but assessing its unconscious contribution is particularly intricate given the many intangible dimensions involved. According to Antonites (2003). The creative process has been visualized as involving a number of stages it includes awareness of interest, preparation, incubation illumination (insight) and verification.

Relationship between Creativity and Innovation

Creativity and innovation are considered to be overlapping constructs between two stages of the creative process. Both are necessary for successful enterprise (Martins, & Terblenche, 2003). Craft (2005) sees creativity as the ability to see possibilities that others haven't noticed. Technological innovation refers to the implementation or transformation of a new idea into a new product or service or an improvement in organization or process (Heye, 2006). Creativity and innovation are considered to be inseparable from entrepreneurship, which is in turn manifested in the act of starting up and running an enterprise. Petorious, Millard and Kruger (2005) maintained that creativity is clearly part and parcel of the entrepreneurial skills required to successfully start a venture. Entrepreneurs and their start-ups are considered to be important agents of innovation. (Bosma and Harding, 2007). Entrepreneurs could be argued to be by their nature, the essence of creativity and innovation.

Entrepreneurs implement ideas to introduce innovative products or services, or to deliver products or services in a new, more efficient, and innovative way. Innovation in new product development could include upgrading an existing product or developing a totally new concept to create an original and innovative products (Larsen & Lewis, 2007). Innovation is not only measured by the

new products or services offered by an enterprise but also by new or more efficient ways of developing, producing or delivering products or services.

The Relationship between Innovation and Competitive Advantage

According to the resource based view, firms in the industry may be very heterogeneous with respect to the strategic resources they have. There are four indicators to measure the potential of a company's resources to generate sustainable competitive advantage mainly to have value, to be rare, imitability and to be non-substitution. If companies want to acquire valuable and scarce resources, they can utilize resources strategically to create values that cannot be duplicated by other companies to gain sustainable competitive advantages. Company resources include physical assets capacity, organizational culture, trademarks, information and knowledge (Okpara, 2007). If the resources are to have value, to be rare, to be imitable and to be non-substitution, these assets will help the company to innovate and use it to gain competitive advantages. Innovation is a major source of competitive advantage, in the era of knowledge economy (Dango, 2004, Projogo and Ahmed, 2006). Innovation can help companies to create and deploy their ability to support long term business performance (Teece, 2007). Successful innovation can make it more difficult for external imitation and allow the company to maintain their

competitive advantage better. Therefore, innovation can affect competitive advantage and performance.

Connection between Creativity and Entrepreneurship

Creativity and entrepreneurship, like innovation have been recognized as important contributed to a nation's economic growth. Creativity plays an important role in the fuzzy front end of a firm's innovation process and also in corporate venturing processes (Mathews, 2007)

Early creativity research concentrated on scientific interpretations, the impact of technology and artistic creation and any connection with entrepreneurship was confined to the application of any product of a creative cost. Brown & Clow, J.E (2008) identified creativity persistent risk taking, self-confident, goal oriented, and action oriented responsible self-demanding independent inquisitive and enthusiastic. Other relevant factors include using one's initiative and being flexible. Although, there may be differences between the meanings of being creative and being entrepreneurial, there are certainly a number of overlaps.

These characters compare favourably with those identified by Fillis and Rentschler (2007). Note that entrepreneurship is viewed as a major contributor to economic growth and employment creation while understanding how creativity impacts on the process is also crucial (Baumol, 2002). Much entrepreneurship research

concentrates on new creation but has tended to ignore the impact of the social environment. This imbalance can be addressed by examining the contribution of creativity on entrepreneurial growth, while also examining creativity throughout the lifetime of the business (Lee, Floride & Ash, 2004) noted that entrepreneurial activity not only requires both a supportive and productive business climate also needs an environment where creativity and innovation can flourish.

A successful integration of creativity and technology can then lead to commercialization of the idea, product or service. The knowledge base can also be utilized in contributing to useful Juxta positioning between previous unrelated ideas (Sternberg, & Ko 2004 and Butler, 2006). Entrepreneurial creativity has been defined as the generation and implementation of novel, appropriate ideas to establish a new venture (Amabile, 1997). This definition sits alongside much entrepreneurship literature on new ventures formation, but fails to follow the growth of the business over time. Entrepreneurial creativity however, exists before, during and after the lifestyle of a particular business. There are also a number of other contributing internal and external impacting factors.

Entrepreneurial management can influence creativity by providing a work environment in which creative individuals and groups function. Tagger (2002) provided the componential theory of individual creativity. The

dimensions of agreeableness, extroversion conscientiveness, general cognitive ability and openness to experience impact on individual behaviours influence individual and group level of creativity.

Methodology

The study adopted the survey research design. Secondary data were collected through books, journals and internet. A sample size of 50 entrepreneurs were randomly selected from the lists of entrepreneurs in Jos Metropolis. The questionnaire was designed in four Likert Scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Data collected were presented in frequency tables. Pearson product moment correlation coefficient were used to test the hypothesis 1, 2, 3 using SPSS.

Analysis of Information based on Objectives

This section presents the analysis of data collected in the course of this research. Data were presented in tables for analysis. The three objectives used for the analysis were all derived from the objectives of the study.

The research questions were tested by Pearson Product-Moment Correlation Coefficient using SPSS.

Table 1: Relationship between innovation and entrepreneurship development

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S/N O	ITEMS STATEMENT	AGREED	%	DISAGREED	%	TOTAL
1.	There is positive relationship between innovation and entrepreneurship development	46	92	04	08	50 (100)
2.	There is no positive relationship between innovation and entrepreneurship development	05	10	45	90	50 (100)
3.	Innovation is one of the success drivers for competitive advantage	40	80	10	20	50 (100)

Source: Researchers field work, 2015

Table 1: 46 respondents representing 92% agreed with the fact that there is a significant positive relationship between innovation and entrepreneurship development and 04 respondents representing 8% disagreed. Item 2: Revealed that 45 respondents representing 90% disagreed that there is a positive relationship between innovation and entrepreneurship development while 5 respondents representing 10% said that there is no relationship between innovation and entrepreneurship with the statement. Item 3: 40 respondents representing 80% agreed that innovation is one of the success drivers for competitive advantage and 10 respondents representing 20% disagreed.

Table 2: Descriptive statistics of innovation and entrepreneurship development.

	Mean (x)	Standard deviation	Number of Entrepreneurs
Innovation	1.20	0.57	50
Entrepreneurship	1.64	0.85	50

Source: Researchers field work, 2015 using SPSS Version 17.

Table 3: Correlation of the relationship between innovation and entrepreneurship

	Innovation	Entrepreneurship
Innovation Pearson correlation	1	0.79 ^(*)
Sig (2-tailed)		.000
N	50	50
Competitive Pearson correlation	0.79	1
Sig (2-tailed)	.000	
N	50	50

Source: Researchers field work, 2015 using SPSS Version 17.

Table 2: Shows the descriptive statistics of innovation and entrepreneurship development, with a mean response of 1.20 and standard deviation of 0.57 for innovation and a mean response of 1.64 and standard deviation of 0.85 for entrepreneurship and number of respondents (50). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that about the same variable of data points between the dependent and independent variables.

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Table 3: Is the Pearson correlation coefficient for innovation and entrepreneurship development. The correlation coefficient shows 0.79 the value indicates that there is a positive relationship between innovation and entrepreneurship ($r = 0.79$). Therefore, the null hypothesis is rejected, the alternative hypothesis is accepted which shows that there is significant relation between innovation and entrepreneurship development in Nigeria.

Source: Researchers field work, 2015 using SPSS Version 17

Table 6: Correlation of the Relationship between Creativity and Innovation.

	Creativity	Innovation
Creativity Pearson correlation	1	0.89 ^(**)
Sig (2 tailed)		.000
N	50	50
Innovation Pearson correlation	0.89 ^(**)	1
N	50	50

Source: Researchers field work, 2015 using SPSS Version 17

Table 4: Relationship between Creativity and Innovation

S/N	STATEMENT	AGREED	%	DISAGREED	%	TOTAL%
1.	There is a significant relationship between creativity and innovation	48	96	02	04	50 (100)
2.	There is no significant relationship between creativity and innovation	05	10	45	90	50 (100)
3.	Innovation is applied creativity because innovation implements the idea that was created	47	94	03	06	5 (100)

Source: Researchers field work, 2015

Table 4: 48 respondents representing 96% agreed that there is a relationship between creativity and innovation and 2 respondents representing 4% disagreed.

Item 2: 5 respondent representing 10% agreed that there is no significant relationship between creativity and innovation, and 45 respondents representing 90% disagreed.

Item 3: 47 respondents representing 94% agreed that innovation is applied creativity because innovation implements the idea that was created while 3 respondents representing 6% disagreed.

Table 5: Descriptive Statistics of Creativity and Innovation

variable	Mean	Standard deviation	Number of Entrepreneurs
Creativity	1.18	0.52	50
Innovation	1.26	0.60	50

Table 5: Shows the descriptive statistics of the creativity and innovation with mean response of 1.18 and standard deviation of 0.52 for creativity value, there is a mean response of 1.26 and standard deviation of 0.60 for innovation and number of respondents (50). From the observation of standard deviation values, there is not much difference in

terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 6 shows that the null hypothesis is rejected and alternative are accepted, which says that there is a significant relationship between creativity and innovation.

Table 7: Relationship between Innovation and Competitive Advantage.

S/N	STATEMENT	AGREED	%	DISAGREED	%	TOTAL (%)
1.	There is a significant positive relationship between innovation and competitive advantage	48	98	01	2	50 (100)
2.	There is no significant positive relationship between innovation and competitive advantage	02	04	48	96	50 (100)
3.	Innovation is one of the success drivers for competitive advantage	45	90	05	10	50 (100)

Source: Researchers field work, 2015

Table 8: Descriptive Statistics of the Relationship between Innovation and Competitive Advantage.

Variable	Mean	Standard deviation	Number of Entrepreneur
Innovation	1.40	0.67	50
Competitive advantage	1.30	0.68	50

Source: Researchers field work, 2015 using SPSS Version 17

Table 9: Correlations of the Relationship between Innovation and Competitive Advantage.

	Innovation	Competitive advantage
Innovation Pearson correlation	1	0.54 (**)
Sig (2-tailed)		0.00
N	50	50
Competitive advantage: Pearson correlation	0.54 (**)	1
Sig (2-tailed)	0.00	
N	50	50

Source: Researcher field work, 2015 using SPSS Version 17

Table 7: 49 respondents representing 98% agreed with the fact that there is a significant positive relationship between innovation and competitive advantage and 1 respondent representing 2% disagreed.

Item 2: 2 respondents representing 4% agreed with the statement that there is no significant positive relationship between innovation and competitive advantage, and 48 respondents representing 96% disagreed with the statement.

Item 3: 45 respondents representing 90% agreed that innovation is one of the success drivers for competitive advantage while 5 respondents representing 10% disagreed.

Table 8: Shows the descriptive statistics of the innovation and competitive advantage with a mean response of 1.40 and standard deviation

of 0.67 for innovation and a mean response of 1.30 and standard deviation of 0.68 for competitive advantage. From the calculation of the mean response and standard deviation for the two variables, there is not much difference in terms of the standard deviation scores.

Table 9, shows correlation coefficient of 0.54, the value indicates that there is the positive relationship between innovation and competitive advantage. The null hypothesis is rejected while alternative is not rejected which indicates that there is a significant relationship between innovation and competitive advantage.

Discussion of Findings

Based on the result of analyses carried out, the following findings were made,

Table 1, 2, & 3 revealed that there is significant positive relationship between innovation and entrepreneurship development. The findings are in agreement with Sanusi (2007). He examined the relationship between creativity/innovation in entrepreneurial development in Nigeria. Who considered Agro-Allied Companies quoted suggested a positive significant relationship between creativity/innovation in entrepreneurial developments in Nigeria.

Similarly, Dabson (2005) in her study on promoting sustainable entrepreneurship in emerging market observed that innovation is the key factor for success. She further suggested that a high degree of integration is

required among variable units of an enterprise for innovation to be successful.

Table 4: Items: 1 and 3, table 5 and 6, showed that there is significant correlation or relativity between creativity and innovation. The finding totally agreed with the view of Iyayi, Akinmayowa & Enaini (2012) and Ezenwakweh & Ikon, (2014). This confirms the central role of creativity and innovation to the entrepreneurial process (Barringer & Ireland, 2006).

Table 7: Items: 1 and 3 revealed a positive relationship between innovation and competitive advantage. Also from the descriptive statistics and Pearson Correlation Coefficient, it indicates a positive relationship between innovation and competitive advantage. The finding is in line with theoretical studies of Wang, Lin and Chi (2011). It also agreed with the empirical studies of Ezenwakwelu, (2014) and Salege and Vera (2012) which points out that innovation is positively linked to productivity, quality market share and competitiveness. The finding of Suliyento (2011) and Pardi, Iman & Zaina (2014) also agreed that there is a significant positive effect of innovation on competitive advantage.

Conclusion

This paper has provided an insight into innovation and entrepreneurial development, creativity and competitive advantage. The research has demonstrated a positive relationship between entrepreneurial development

and innovation, creativity and innovation and innovation and competitive advantage. Innovation is seen to be instrumental in increasing the country's competitiveness and wealth creation. Small and Medium Scales Enterprises are at the core of the economic growth of several industrial countries. These small and medium scale firms rarely engage in research and development. For SMEs to grow and contribute meaningfully to the economic development of Nigeria, innovation is the key factor. It propels growth and prosperity. This can only be achieved through providing new ways of maximizing their current level of productivity.

Recommendations

The following recommendations were proffered.

- i. Government, individuals and private organizations should invest in education as innovation and entrepreneurship require an intelligent and creative workforce.
- ii. Government should create a friendly or an enabling environment for entrepreneurship and consumer goods to boost the economy through the creation of new small businesses.
- iii. Competitive advantage cannot work in isolation of innovation; it should be complemented and assisted by various organizations.

- iv. Government should focus on research and development for the benefit of innovation and entrepreneurship.

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