
EMPLOYEES CREATIVITY AND ENTREPRENEURIAL PERFORMANCE OF SELECTED SMEs IN OFFA LOCAL GOVERNMENT KWARA STATE, NIGERIA.

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ABSTRACT

*The paper examined employee creativity as a tool for entrepreneurial performance in some selected Small and Medium Enterprises (SMEs) in Offa Local Government Area of Kwara State. The survey and documentary research methods were used in this study. Through the use of structured questionnaires, data from existing records of SMEs operators on the subject topic was collected for the survey research. The respondents for the study were chosen using basic random selection. The population of the study consists of 180 registered SMEs operators in Offa Local Government and the paper used Taro Yamane sample size determination techniques to come up with 124 respondents. The information gathered was examined using a mean frequency count and percentage. The data acquired in the field was analyzed using SPSS. Investigate employee creativity on entrepreneurial performance. The findings revealed that there is a link between creative thinking and SMEs' entrepreneurial performance. In view of this finding, employees of both public and private organizations should be more creative in thinking and developing new ways of solving problems both within the internal and external business environments and organizations should motivate their employees enough to be able to bring forth new ideas. **Keywords: Employees creativity, Small and medium enterprises, Motivation, Entrepreneurial performance, creative thinking and expertise***

INTRODUCTION

1. BACKGROUND TO THE STUDY

Creativity is defined as the ability to use one's imagination to come up with a creative idea that is beneficial to society and necessary for the long-term survival of any small or medium-sized business. It is also seen as the bedrock of entrepreneurial activities that can help SMEs improve their competitive advantage and performance in both the public and private sectors. Creativity demonstrates the potential for new ways of doing things, new products and processes that are beneficial to economic growth and development. In the developed world, such as the United States of America, Japan, and Germany, creativity plays an important role in the survival of small and medium-sized enterprises, job creation, and the industrialization of their economies, and developing countries, such as Africa, are no exception. SMEs are noted to be prominent in terms of employment generation, reduction in poverty level and added value to gross domestic product, as a result of this awareness, SMEs has become an important issue that policy makers around the world debated, notably in Africa. In emerging economies, SMEs are critical economic tools for reducing unemployment and providing opportunities for unskilled people to gain employment and enhance their well-being, particularly in Africa. Performance is tied to a small business's ability to produce a profit and grow in order to accomplish its goals and objectives. The interaction of operations in regard to competitive forces enables the firm to adapt to the external environment, combining competence and utility. In a changing business climate, SMEs desire to improve business performance and maintains competitive advantage that encourages innovation and creative thinking.

Employee creativity in the workplace simply refers to having strong ideas from employees who are capable of improving product quality or delivering better service to the firm.

Employees must be motivated to think creatively in order to bring better suggestions and new methods of doing things for the organization's betterment and efficiency, according to (Fairbank & Williams, 2001).

The financial assistance provided to small businesses required them to become key engines of innovation and technical growth. SMEs that are effectively supervised become sources of employment and wealth creation, as well as the establishment of a higher standard of living. SMEs are a trustworthy source of supplies and are familiar with procurement patterns. In a dynamic business environment, creativity is a method and a driving factor for business venture growth and survival. The brain behind the start-up of new SMEs and the expansion of existing ones is the introduction of unique ideas and new ways of doing things. The ability of employee to be creative and transform such creativeness turned to be beneficial to society and national economy which serve as a key factor in growth and development of any nation.

(Ussahawanitchaki, 2012).

Nigeria, like many other developing countries, has recognized the importance of SMEs for economic development and poverty reduction due to their flexibility in starting up and capacity to incorporate technological ideas in developing organization mode of operations efficient and effective manner. Creative thinking entails thinking outside the box (Alison. 2020). Entrepreneurship is an important tool in any society that promotes economic growth and improve standard of living of the citizenry in term of poverty reduction. (Praag, Versloot, 2007). Employee creativity is critical to a successful business model (Ghio, Guerini, Lehmann & Lamastra, 2015).

Creativity enables an enterprise to have competitive advantage over other competitors in achieving goals and objectives. However this research is to examine the impact of employee creativity on the entrepreneurial performance of selected SMEs in Nigeria, using Offa Local Government area as a case study.

STATEMENT OF THE PROBLEM

In most developed countries, it has been noticed that employees are always given opportunities through the process of intrapreneurship, where employees are creative enough to come up with new ideas and are always held accountable for the organization's success.

We have realized that creativity is an important component of entrepreneurship development in the past. Employees of both private and public businesses in Nigeria seem to be lacking intrapreneurship process where employees are not giving opportunity to be creative in their routing operation due stringent rules and administrative bottleneck of Nigeria system. This has been a major challenge to come up with fresh ideas for resolving crucial issues facing their enterprise. However, employees, on the other hand, are just concerned with their monthly remuneration and jettison organization's performance. Employees in both public and private enterprise are expected to come up with novels and robust ideas that will improve ways of doing things and help the enterprise of solving crucial problems. The empirical findings show that creative thinking, expertise and motivation have been very successful in transforming economic growth and development in the developed world like America, Asia and European countries, as posited by Lucas and Spencer (2017).

Ariyo (2000), stated that there are obstacles preventing indigenous SMEs from thriving in Nigeria include a lack of cash, lack of transparency and accountability, inadequate security, poor manpower training and development, decay infrastructure and hostile business environment all of these constituted a severe threat to SMEs' survival in Nigeria.

OBJECTIVES OF THE STUDY

1 To determine the relationship between creative thinking and entrepreneurial performance.

- ii To determine whether employee motivation has an effect on entrepreneurial performance.
- III. To assess the effect of employees expertise on entrepreneurial performance.

RESEARCH HYPOTHESES

H01 There is no significance relationship between employee creative thinking and entrepreneurial performance.

Ho2: There is no link between employee motivation and entrepreneurial performance

Ho3: There is no significant relationship between employee expertise and entrepreneurial performance

2. LITERATURE REVIEW

Conceptual Review

Employees creativity is a viable tool used to describe enterprise performance behavior and outcomes in which employees engage in bringing about contributions toward the achievement of organizational goals. Creativity is the initial stage towards innovation, which is critical to achieving long-term corporate goals. The capacity to conceive and come up with unique ideas and put them into profit-generating commercial activities is referred to as Creativity. (Odesola, 2016)

Creativity is defined as the ability to generate new ideas and discover new ways of looking at a problem in order to propose a solution. It also refers to the use of imagination or original ideas to create something inventive. Entrepreneur's creativity must enable them to make some ground-breaking discoveries, making it easier for them to gain new perspectives on a financial or operational difficulty. Creativity is critical to economic growth and development in developed countries such as the United States of America, Japan, and Germany, which led to the invention of technology, paving the way for intellectual property and the industrial revolution in the developed world. (Okpara 2007)

Rao (2012), creativity is the result of a lot of mental effort, going beyond the four walls of classroom and gradually altering and refining things through time in order to find something that is better, improved and widely accepted by millions of people all over the world. For an entrepreneur to break even in dynamic business environment is depend on his/her level of creativity. In the Nigeria context, it is not so. Most graduates in Nigeria believe in acquiring an academic certificate without being creative and innovative. However, they always depend

on a white-collar job to survive. Entrepreneurial creativity encompasses a variety of stages, including new financial services, new distribution, new products development and new management procedures.

According to Udeh(1999), the concept of creativity can also be equated to generating business ideas, identifying business opportunities, developing a plan for exploiting such chances, and achieving business objectives and goals, all of which can help to ensure the long-term viability of businesses.

According to (Agbatu 2011), the lack of corporate creativity is the primary cause of the slow growth of entrepreneurial activity and development in Nigeria. Lack of confidence, fear and anxiety in a dynamic corporate environment are other variables that may reduce the rate of creativity in Nigeria.

According to Ajagbe. Isiawe, Ogbari, & Sholanke, (2015) opined that creativity is key to the success of entrepreneurial business ventures and it is a dynamic discipline that cut across in many fields from academic to industries and business organizations, creativity refers to a situation where an individual invented a new product, new idea and a new way of doing things which is capable of proffer a solution to a particular problem.

According to (Botella & Lubart, 2019) said that creativity is defined as a concept that has three components: it must be unique, beneficial or suited for the situation in which it is designed and must be implemented. Potential condition that discovered new method of doing things, or new products and processes that provide value to economic growth and development are examples of creativity. As a result, creative thinking provide strategic ways to build employee knowledge and improve the performance of SMEs, which drives the organization resilience in terms of developing new ideas and putting them into action to improve economic activities and achieve the necessary goals to shape performance.

In a global society where creative thinking is seen as a key factor for economic success, creativity has played a critical role in driving productivity development and boosting competitiveness. As a result it contributes considerably to job creation, investment growth, indigenous enterprise competitiveness, and the establishment of a foreign direct investment base in Nigeria, as well the creation and application of new knowledge and technology advantage.

The term innovation refers to the process of important factor that promotes social development and aiming to provide quality research in national and global for effective and efficient delivery

of service. Creativity influence entrepreneurial performance through creative thinking which enhance performance of business opportunities. This is in line with the study of (Dessie & Ademe.2017) assert that an increase in creativity and creative thinking affect business performance.

According to (Sadikoglu & Zehir, 2010) cited in (Zhao 2002) stated that organization practicing creativity are able to respond to the needs of their customers and satisfied their customers' needs and have competitive advantage in a dynamic business environment . Therefore, creative thinking leads to customer satisfaction and retention. Moreover, when the organization is successful in satisfying and retaining their customers may results in high performance.

Employee expertise is regarded as the most valuable asset in the organization, ensuring that a business organization's goals and objectives are met, is of the view to know that organization employees' knowledge, skills and creativity are crucial to the success of such an organization in terms of having competitive advantage over competitors in the business environment. Employee expertise, organizational processes and other intangibles all contribute to an enterprise performance and achievement rate. Intellectual capita refers to the intangible assets that contribute to the profile of a corporate organization. (Wang, 2014)

These assets include staff expertise, good organizational processes and the sum of the organization's assets Employee creativity is viewed as a valuable asset and a collection of all informational resources available to a firm that can be used to increase profits, attract new customers, develop new products and improve existing ones. On the other hand, employee skills, organizational procedures, and other intangible values all contribute to the achievement of the organization's goals and objectives. Business organizations devote time and resources to establishing managerial knowledge and training their personnel in specific areas that are critical to their operations, as well as improving their mental ability to complete specific tasks. There were several methods for evaluating employees' intellectual expertise, but there was no consistency or universal criteria accepted in the company organization to assess their performance. However, as part of its efforts to quantify intellectual capital, industrial performance metrics evaluate four perspectives of an individual. Financial, client, internal process and organizational capacity are the points of view. All of an organization's personnel knowledge and experience is referred to as intellectual expertise. It is made up of the employee's education, life experience, and work experience and training capacity. Intellectual

and technical expertise refers to a set of intangibles owned and legally protected by a company for use outside of the company. It is defined as an intangible value of an organization comprised of its knowledge, learned techniques, procedures and innovation. Technical expertise refers to the specific skills and knowledge required to complete complicated actions, tasks and processes in the fields of computation and physical technology, as well as a wide range of other businesses. Experts are commonly used to describe those who have certain unique abilities. Technical skills can also refer to the experts of a specific sort of market player that buys and sells stocks, bond futures and other financial assets using technical analysis signal

Entrepreneurial Performance

According to Van Vuuren (19973) cited in (Kagame Vincent Sebikari2014), entrepreneurial performance is the achieving an entrepreneurial set of goals and objectives. However, entrepreneurial performance utilizes the available resources, opportunities to grow and develop business ideas. Creativity can be defined as the generation of ideas, which lead to the establishment of new business ventures; there is a historical link between creativity and entrepreneurial performance (Lee et al. 2004).

According to Runco & Sakamoto (1999), creativity is one of the most difficult human behaviors to influence. It can be influenced by a wide range of social developmental and educational experiences that lead to stronger entrepreneurial performance in a variety of ways, which can lead to liver products and the prosperous use of such ideas capable of solving problems. Entrepreneurial performance can be measured in terms of market share, profitability, and sales growth of the business, which can be used as a metric to evaluate entrepreneurial performance.

Mathews (2007), creativity and entrepreneurial performance have been recognized as important factors that contributed to the growth of the economy and development. This is why creativity is so important in the business incubation process and also in corporate venturing processes. Entrepreneurial innovation necessitates intrinsic and extrinsic motivation, which can motivate individual team members within an organization to give their all in the pursuit of goals and objectives. Motivational synergy has been shown to significantly boost levels of personal intelligence.

According to Pardi, Iman & Zaina. (2014), in the business environment, creativity and entrepreneurial performance are vital factors that necessitate critical thinking for survival and profit maximization. Entrepreneurial creativity occurs before, during and after the life cycle of business. Entrepreneurial management influences creativity by creating a workable and conducive environment in which creative individuals and teams can thrive.

Theoretical Review

According to (Amabile 1997), the componential theory suggests that everyone has the ability to conceive at least a smidgeon of creative work. However, various factors such as the working environment and time may influence the level and frequency of creative behavior.

According to theory, creativity consists of three main components that are incredibly valuable in any situation: know-how, intrinsic and extrinsic motivation, and creative thinking abilities.

In a fast-paced business setting, creativity emerges when an individual's skills are complemented by strong intrinsic and extrinsic motivation, resulting in increased productivity and profit margins. Inside the organization, creative individuals and groups are the ones who come up with innovative approaches and techniques to carry out their task by coming up with unique ideas and enhancing. Inside the organization, creative individuals and groups are the ones who come up with innovative approaches and techniques to carry out their task by coming up with unique ideas and enhancing.

Shalley, & Gilson (2004) mentioned that expertise is seen as the foundation of creative labor, as inventive ideas are not generated out of thin air, but rather from domain-specific knowledge and a set of required talents.

(Simonton, et al., 2000) stated that ability to approach issues and give answers, as well as their capacity to mix existing ideas in innovative ways, are all examples of creativity. The ability is heavily influenced by a person's personality, as well as how he or she thinks and works.

Creativity is driving force and bedrock of entrepreneurial activities which be explaining competitive advantage and performance of SMEs in both developed, developing countries.

High-technology organizations also cited creative thinking capabilities as a significant driver of small and medium enterprise performance. (Laforet. 2011).

According to (Sadikoglu & Zehir, 2010) referenced in (Zhao 2002), organizations that practice creativity are better able to respond to their customers' demands, satisfy those requirements, and gain a competitive advantage in a dynamic business environment. As a result, creative

thinking contributes to customer retention and satisfaction. Furthermore, when a company is successful .

Motivation can be defined as an action or a willingness to accomplish something with all of one's strength and enthusiasm. Motivation, on the other hand, stimulates, empowers, coordinates, and supports organizational behavior and strategic plan execution. (Suma & Lesha, 2013)

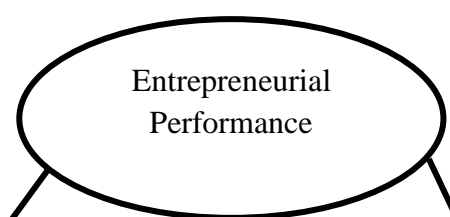
Fairbank & Williams (2001) stated in their study that employee motivation is a driving force toward creativity which stimulate employee toward solving critical problem in the organization with the aim of achieving desire results.

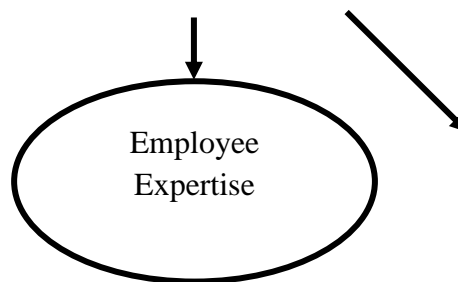
According to Ahmad, Wasay & Jhandir (2012) Mentioned that motivation becomes increasingly important in a dynamic business environment, where organizations must encourage their workforce or employees to get a competitive advantage over their competitors and to ensure their survival.

Robbins (2010) opined that motivation is the mechanism through which a person's efforts are sparked. Also Motivation comprises two types: one is extrinsic motivation: it refers to motivation which attracts a person to do well; it could be money, some kind of prize and awards that motivate employees to perform optimally (Deci & Ryan, 1985) cited in (Muhammad, Aami, Raheel, Hafiz & Madiha. 2019) motivation is defined as an inner desire to solve a problem, which leads to solutions that are considerably more inventive than the external incentives. Intrinsic motivation is the term that is most directly influenced by the workplace.

Azar & Shafighi (2013) cited in (Muhammad et al., 2019). The second type of motivation is intrinsic motivation, which occurs when an employee is enthusiastic about achieving a goal or achieving an aim using his or her own creative abilities. Organizations, on the other hand, rely on employee performance to complete certain duties. Motivation leads to creativity, which is the ability of an individual's originality and thinking capability, which is boosted and looked at differently at the workplace.

CONCEPTUAL FRAMEWORK





Source: Authors, 2021.

3 . METHODOLOGY

Documentary analysis and other research approaches were used in this work. This survey study approach involves obtaining data from existing records and using structured questionnaires to determine respondents' opinions. Documentary analysis entails a thorough assessment of existing records on creativity and entrepreneurship. The area covered consisted of small and medium businesses in Offa Local Government area of Kwara State. Number of people used for this study consists of 180 SMEs operators within the area of study while the sample size of 124 respondents was arrived at using Taro-Yemen's sampling determination technique. Only 120 respondents counted valid for the study while the other 4 were not returned. Data collected were analyzed using frequency table through the use of statistical package for social science (SPSS).

Model Specification

For this study multiple linear regression analysis is to be employed, and the model for this analysis is :- $Y = a_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$

$$Y = a_0 + \beta_1 X_1 (CT) + \beta_2 X_2 (EM) + \beta_3 X_3 (EE) \dots \dots \dots \beta_n X_n$$

Entrepreneurial performance f(creativity)

Y = entrepreneurial performance

X = creative thinking

X₂ = employee motivation

X₃ = employees expertise

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \dots \dots \dots \beta_n X_n$$

4. DATA PRESENTATION AND ANALYSIS

A total of 124 copies of questionnaire were sent and 120 were retrieved. A successful rate after careful scrutinize. A successful response rate of 100% was achieved as 120 of the questionnaire were considered acceptable.

Demographics of Respondents

Table 1: Summary of Respondents' Demographics (n=120)

Source: Researcher survey, 2021

Characteristic	Frequency	Percent
Age		
18-25 yrs	41	34.2
26-35 yrs	43	35.8
36-50 yrs	21	17.5
51-60 yrs	9	7.5
60 above	6	5.0
Total	120	100.0
Sex		
Male	33	27.5
Female	87	72.5
Total	120	100.0
Education		
HND/BSC	50	41.7
MSC/MED	13	10.8
PHD	6	5.0
ND/NCE	45	37.5
OTHERS	6	5.0
Total	120	100.0
Job status		
SENIOR OFFICER	37	30.8
JUNIOR	35	29.2
TOP MANAGEMENT	20	16.7

UNSKILLED	12	10.0
NONE OF THE ABOVE	16	13.3
Total	120	100.0
Marital status		
MARRIED	64	53.3
SINGLE	48	40.0
DIVORCE	3	2.5
WIDOW/WIDOWER	5	4.2
Total	120	100.0
Interest		
PARTNER	56	46.7
EMPLOYER	64	53.3
Total	120	100.0
Enterprise years		
1-3	42	35.0
4-5	29	24.2
6-7	24	20.0
10 ABOVE	25	20.8
Total	120	100.0

The age range of the respondents 26-35 year's makes up to 35.8%, the second highest age range of 18-25 years make up to 34.2%. the third highest age population are respondents who are 36-40 years (17.5%) the fourth highest age population are respondents who are 51-60 (7.5%) years while respondents of 60 and above of age made up to 5%

The gender distribution constitutes a high population for women (72.5%) while the men made up the remaining 27.5% giving the picture that the respondents are mostly female.

The majority of respondents 41.7% are HND/BSC Holders. The second highest distribution of 37.5% was respondents with ND/NCE. The MSC/MED holders made up to 10.8% followed by PHD and others who made up to 5% for this research work.

The majority of the respondents 30.8% are Senior Officer, the second highest are junior officer with 29.2% followed by the top management who made up to 16.7% then 13.3% of the respondents does not hold any office while 12% of the respondents are unskilled officer

Results of hypotheses testing

Hypothesis one:

The t calculated value 12.296 showed significant values, because it was greater than t-tabulated value of 1.98. The F calculated value is 151.191 which is greater than the F tabulated value indicating significant relationship between variables of hypothesis one. The null hypothesis is rejected while the alternative hypothesis is accepted which states that there is significant effect of Creativity on entrepreneurial performance in Kwara State, Nigeria.

Table 2: impact of Creative thinking on entrepreneurial performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.562	.558	.88988

a. predictors: (Constant), Employees Creativity

Source: Researcher survey, 2021

Table:3

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.725	1	119.725	151.191	.000 ^b
	Residual	93.442	118	.792		
	Total	213.167	119			

a. Dependent Variable: entrepreneurial performance

b. Predictors: (Constant), Employees Creativity

Source: Researcher survey, 2021

Table: 4

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.158	.164		.964	.337
	Employees Creativity	.837	.068	.749	12.296	.000

a. Dependent Variable: entrepreneurial performance

Source: Researcher survey, 2021

Decision rule: reject the null hypothesis if p value is less than the level of significant otherwise do not reject.

Decision: since p value is less than the level of significant i.e $0.000 < 0.05$, we therefore reject the null hypothesis and conclude that there is significant relationship between creative thinking on entrepreneurial performance in Offa Local Government

Hypothesis two:

The t calculated value 10.666 showed significant values, because it was greater than t-tabulated value of 1.98. The F calculated value is 113.757 which is greater than the F tabulated value indicating significant relationship between input and output variables. The null hypothesis should be rejected while the alternative hypothesis is accepted which states that there is significant effect of Creative thinking on entrepreneurial performance of SMEs in Offa Local Government.

Table 5: Employees motivation on entrepreneurial performance in Offa Local Government

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.491	.487	.84497

a. Predictors: (Constant), Employees Motivation

Table: 6

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.219	1	81.219	113.757	.000 ^b
	Residual	84.248	118	.714		
	Total	165.467	119			

a. Dependent Variable: entrepreneurial performance

Predictors: (Constant), Employees Motivation

Source: Author field survey, 2021

Table 6: impact of employees expertise on entrepreneurial performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.562	.568	.89988

c. predictors: (Constant), Employees Expertise

Source: Researcher survey, 2021 survey, 2021

Table:6

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	119.725	1	119.725	151.191	.000 ^b
Residual	93.442	118	.792		
Total	213.167	119			

a. Dependent Variable: entrepreneurial performance

d. Predictors: (Constant), Employees Expertise

Source: Researcher survey, 2021

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
3 (Constant)	.158	.164		.964	.337
Employees Expertise	.837	.068	.749	12.296	.000

b. Dependent Variable: entrepreneurial performance

Source: Researcher survey, 2021

Decision rule: reject the null hypothesis if p value is less than the level of significant otherwise do not reject.

Decision: since p value is less than the level of significant i.e $0.000 < 0.05$, we therefore reject the null hypothesis and conclude that there is significant relationship between employees expertise on entrepreneurial performance of SMEs in Offa Local Government

Discussion of Findings

The findings conclusions show that the level of significance is less than 0.05 at the critical value. We therefore accept the alternative hypothesis that says, there is a relationship between creative thinking and entrepreneurial performance. The level of significance also confirmed that a parameter we used is less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis and concluded that strengthening employees' knowledge has a significant relationship to entrepreneurial performance. This was in line with Ajagbe, Isiawe, Ogbari, & Sholanke,(2015) findings that creativity have positive effect on entrepreneurial performance.

5. CONCLUSION ANDRECOMMENDATIONS

The article has provided insight into SMEs' entrepreneurial performance. Aligned with the findings, there is a favorable connection between creativity and entrepreneurial performance. Creativity and innovation are viewed as critical to SMEs' growth and development. Creativity and innovation are the main success factors for SMEs and industries to expand and contribute effectively to a country's economic development. This can only be accomplished through the promotion of innovative idea generation, creative thinking and new ways of maximizing present levels of production.

Governments, individuals and private organizations should invest in innovations and creativity activities as they serve as tools for wealth creation, reducing unemployment, economic growth and development. For the advantage of small and medium businesses, the government should prioritize research and development.

The government should create a conducive or an enabling environment for SME operators to thrive through provision of necessary basic infrastructure in order to break-even.

This paper concluded that employees' creativity has a positive significant influence on entrepreneurial performance, which adequately contributed to it creating an avenue for small and medium enterprises to have a competitive edge or an advantage over competitors in a dynamic business environment. Profitability and survival of the business

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