

Entrepreneurial Creativity and Organisational Survival of Selected Paint Manufacturing Firms in Port Harcourt

Dr. Amadi, Foundation
Department of Management
Faculty of Management Sciences
Ignatius Ajuru University of Education, Port Harcourt, Nigeria
ezenwoamadi@gmail.com

DOI 10.56201/ije_bm.v10.no4.2024.pg248.262

Abstract

For economic growth and national development, entrepreneurial creativity in the official and informal sectors is of critical importance. This study examined the entrepreneurial creativity and organisational survival of selected paint manufacturing firms in Port Harcourt. Entrepreneurial creativity was used as the dimension while innovation, adaptability and leadership support were used as the measures of organisational survival. Three research questions and three research hypotheses were used by the researcher. This study adopted a descriptive research design. The population of interest for this research consisted of 114 staff of selected from five paint manufacturing firms in Port Harcourt. The sample size of the study was 89 employees drawn from the use of random sampling technique. Questionnaire instrument was used to elicit data from respondents. Cronbach Alpha was used to determine the reliability coefficient, which 0.84 was obtained. The instruments were validated by four lecturers from the department of management in Ignatius Ajuru University of Education. The reliability of the instruments was determined by the data collected with the use of test re-test method and analysed with the aid of Pearson Product Moment Correlation statistical tool. Mean and standard deviation were used to answer the research questions while Spearman's Rank Order correlation coefficient was used to test the hypotheses at 0.05 level of significance. The study revealed among others that creativity is positively and significantly correlated with innovation, adaptability and leadership support. The study concluded that creativity plays an important role in all business and creativity promotes innovation, thus, helping organizations to adapt to challenging environment by advancing the support of leadership and empowering organizations. It was therefore recommended among others that; Entrepreneurs should be creative and innovation in the business environment they operate, in other for them to survive the competition that exist in business.

Keywords: Entrepreneurial Creativity, Organisational Survival, Innovation, Adaptability and Leadership Support

INTRODUCTION

For economic growth and national development, entrepreneurial creativity in the official and informal sectors is of critical importance. As the driving force behind indigenous entrepreneurship, micro and small businesses play an important role in the development of the global economy by enhancing technical competence building, the transmission of new ideas, and the mobilization of capital (Nabiswa & Mukwa, 2017). At the same time, manufacturing enterprises face a variety of obstacles, such as market unpredictability, a rise in both local and foreign rivals, and a growth in human and financial resources, which necessitates the development of entrepreneurial creativity. In order for an organization to survive, a person must possess a variety of underlying qualities, such as new ideas, improve old ideas, motivates, self-images, social roles, and other abilities. Individual traits, such as ideas, attitude and conduct, that enable an entrepreneur to be successful and survive in business environment are referred to as entrepreneurial creativity.

According to Johnson (2014) creativity is a type of thinking that enables people to generate ideas, invent new ideas, improve old ideas, and recombine existing ideas in a novel fashion.

Jones (1972 in Brennan & Dooley, 2005) defines creativity as a “combination of flexibility, originality and sensitivity to ideas which enable the thinker to break away from the usual sequence of thought, into different and productive sequences, the result of which gives satisfaction to himself and possibly others (Brennan & Dooley, 2005). Developing creativity is according Houman Andersen & Kragh (2005) about “exploring new possibilities and following what may often be vague ideas or hunches”. The main task of managers and employees is to fundamentally challenge existing ways of doing things within/across organizations (Houman Andersen & Kragh, 2013).

Many authors point to a link between creativity and innovation, for example, Baer states that “creativity can be viewed as the first stage of an innovation process” (Baer, 2012). Sundgren & Styhre argue that “innovation is at the bottom line, based on the firm’s ability to manage creativity” (Sundgren & Styhre, 2007), and Rosenfeld et al. claim that “creativity is the starting point for any innovation” whereas creativity is an individual and solitary process and innovation is a more inclusive process involving many people (Brennan & Dooley, 2005). Brennan and Dooley indicate that “ability to stimulate innovation is highly dependent upon the stock of potential ideas and problem solutions” (also called “seedlings of innovation”) that are products of the organization’s creative processes (Brennan & Dooley, 2005). In order to promote innovation as an output of creativity, the organisation must on itself be creative and imbibe a culture of innovativeness (Tej, Alitaha & Sirková, 2013). Creativity is a term used in different organizational contexts, in the context of strategy, innovation, organizational development or leadership. Creativity and creative solutions are important especially in the (unusual) situations when experience or established routines do not work. In this context, creativity is perceived almost as a prerequisite to manage change and renewal.

It is helpful to describe creative entrepreneurs as social, political and technical systems. In order to identify creative outlets and implementation a set of mechanisms, the leadership in organizations must have the skills to appreciate knowledge at the individual, team and organization levels simultaneously.

There are some survival techniques that must be used to ensure one's own survival, according to Wale-Oshinowo. (2018), such as constantly monitoring the surroundings for enough and up-to-date data on environmental elements. Product innovation and, by extension, product quality are made easier with the use of strategic intelligence. Improvements in product quality, according to Senbabaoglu (2017), may boost consumer happiness, desire to recommend the product to others, and the propensity to buy the product again. Sales, earnings, and a company's ability to compete may all benefit from improved product quality. However, it does not seem that the importance of product quality in ensuring the survival of manufacturing companies in Rivers State has been experimentally studied. It's not only Haji (2017); it is also Nataya & Sutanto (2018) and Zizile & Chimucheka (2019) that have done this (2018).

Customer loyalty is characterized by a strong "attitudinal commitment" to purchase the goods again. Pishgar (2013). To maintain the company's long-term viability, loyal consumers are held on to. The literature on the use of customer loyalty as a survival strategy in manufacturing enterprises is, however, scarce. Toufaily (2013), Adedokun & Fasoye, 2021, Pan, 2012, Senbabaoglu, 2017, and Zizile & Chimucheka, both published in the year of their studies (2018). A company's ability to stay in business depends heavily on its ability to maximize profits. In the person of Foyeke (2016). Product quality and customers loyalty go hand in hand when it comes to increasing a organisational survive. As a means of attracting new clients and growing the business, it has the potential to be a viable survival strategy.

Leadership and its role are pertinent issues for the business and organizational survive nowadays. The Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction's outcomes (Conger, 1992). The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of features owned by the leader or it is a social phenomenon that comes from relationship. Organizational survival depends heavily on the entrepreneurial environment, which includes elements such as political instabilities, government policies, tax invasion, and inflation, as well as aspects like import and export. Several of the x-ray issues listed above may have a negative impact on a manufacturing company's ability to innovate and survive. In light of the aforesaid, these studies are attempting to find a long-term solution to the issues impacting entrepreneurial competency in relation to the survival of manufacturing enterprises in Rivers State

Statement of the Problem

There are a number of issues that might hinder the ability of a manufacturing firm to be entrepreneurial. Insufficient entrepreneurial training and educational opportunities are examples of what need to be handle as the problem of entrepreneurs and firm's survival.

Lack of role models hinders the ability of younger entrepreneurs to learn from more experienced, successful role models, which is detrimental to the long-term viability of a business. Younger entrepreneurs look to more experienced, successful role models for guidance and inspiration, and when these more experienced role models aren't available, the younger entrepreneurs are unable to learn as quickly. For many, the term "entrepreneurship" connotes the early stages of startup

development. Despite popular belief, there are no absolutes when it comes to business. Entrepreneurs in manufacturing enterprises have easy access to capital.

Urban entrepreneurs have financial challenges in creating new products and services, according to Poornima, (2006). Urban entrepreneurs have a particularly difficult time obtaining finance at acceptable rates and for a decent length of time.

Several works have been done on organisational survival but when it comes to entrepreneurial creativity and organisational survival this study will locate the critical research lacuna by exploring the impact of entrepreneurial creativity and organizational survival of selected paint manufacturing firms in Port Harcourt. Hence, bridge the existing gap.

Aim and Objectives of the Study

The aim of this study is to determine the relationship between entrepreneurial creativity and organizational survival of selected paint manufacturing firms in Port Harcourt.

The specific objectives are to;

1. Determine entrepreneurial creativity and innovation of selected paint manufacturing firms in Port Harcourt.
2. Ascertain entrepreneurial creativity and adaptability of selected paint manufacturing firms in Port Harcourt.
3. Examine entrepreneurial creativity and leadership support of selected paint manufacturing firms in Port Harcourt.

Research Questions

1. To what extent does entrepreneurial creativity influence innovation of selected paint manufacturing firms in Port Harcourt?
2. How does entrepreneurial creativity influence adaptability of selected paint manufacturing firms in Port Harcourt?
3. What is the degree to which entrepreneurial creativity influence leadership support of selected paint manufacturing firms in Port Harcourt?

Research Hypotheses

- 1 **HO₁**: There is no significant relationship between entrepreneurial creativity and innovation of selected paint manufacturing firms in Port Harcourt.
- 2 **HO₂**: There is no significant relationship between entrepreneurial creativity and adaptability of selected paint manufacturing firms in Port Harcourt.
- 3 **HO₃**: There is no significant relationship between entrepreneurial creativity and leadership support of selected paint manufacturing firms in Port Harcourt.

Significance of the Study

This study is relevant to researchers and entrepreneurs, it will help to increase creativity, improve the quality of work; improve skills and knowledge. Hence, make organizations to survive strategically.

REVIEW OF RELATED LITERATURE

Entrepreneurial Creativity

According to Gallagher (2014) creativity is a type of thinking that enables people to generate ideas, invent new ideas, improve old ideas, and recombine existing ideas in a novel fashion.

Jones (1972 in Brennan & Dooley, 2005) defines creativity as a “combination of flexibility, originality and sensitivity to ideas which enable the thinker to break away from the usual sequence of thought, into different and productive sequences, the result of which gives satisfaction to himself and possibly others” (Brennan & Dooley, 2005). Developing creativity is – according to Houman Andersen and Kragh – about “exploring new possibilities and following what may often be vague ideas or hunches”. The main task of managers and employees is to fundamentally challenge existing ways of doing things within/across organizations (Houman Andersen & Kragh, 2013).

Organizational Survival

Organizational survival can be defined as an organizational ability or state of continuing to live or exist, often despite difficulty, challenges or dangers. Organizational survival has many connotations-both subjective and objective. The most objective way to measure survival in organizations is to observe their continuing existence. This is problematic given the nature of mergers and acquisitions (Delacroix & Carroll, 1983). An organization is seen as having survived as long as it “acquires inputs from suppliers and provides output to a given public (customers, clients etc). The organization is seen as a failed one when coalitions of its resource providers cannot be induced to supply resources and the firm cannot repay resource providers for past support (Sheppard, 1989).

Generally, a firm is considered to have failed once it has entered bankruptcy proceedings (Moulton, 1988). In other words, the firm has failed to return investors’ and creditors’ capital in the agreed manner to provide workers with job security, to provide states with tax revenues, etc. So, for the purposes of this study survival is simply non-failure that is, non-bankruptcy, of an existing organization. Therefore, survival can be seen or viewed as non-failure. Indices of organizational survival include profitability, innovativeness, growth, liquidity, leadership and adaptability.

Innovation

Innovation can be defined as the adoption or creation of new ideas. At the organizational level, process of innovation is strongly associated with organizational learning and refers to the ability of organization to generate, accept and implement new ideas, processes, products or services. However, the nature of innovation in services is different from in manufacturing. Innovations in services are rarely radical and are mostly small improvements of products and processes (Olugbor,.,

2015). It has been demonstrated that innovations in services are more complex and integrated. They are often product, process and organizational.

Innovations are adopted by public organizations to improve the services delivered to users and citizens, with the broad aim of improving quality of life and building better and stronger communities. Knowledge on the processes of innovation adoption and the characteristics of innovative organizations is developing in public services settings (Oke, Prajogo and Jayaram, 2013).

Adaptability

“Adaptations can be defined as behavioural modifications made by one company, at the individual, group or corporate level, to meet the specific needs of another organisation.” Although this focuses appropriately on organizational change, it overly restricts adaptations to serving the undefined “needs” of another entity. Despite the importance of interfirm adaptations (Halle’n, Johanson & Seyed-Mohamed, 1991), we see no reason to restrict the meaning of organizational adaptation to business-to business relations.

A further complication is that the concept of adaptation has acquired different meanings in biology and organization studies. In biology, adaptation refers to change in a whole population, including population changes resulting from natural selection. In organization studies and business economics, it has shifted its meaning to changes performed by any one organization, to refer to the process or outcomes of adjustment of the characteristics of an individual organization in a given environment.

Leadership Support

leadership is either a person who is in charge and has authorities to take decision and also has powers to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of the person, but also on the social and cultural factors along with his/her exposure towards life (Kouzes & Posner, 2007).

Effective Leadership

Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (CabezaErikson, Edwards, & Van Brabant, 2008) Leaders are the one who control and take charge of the operation of an organization and good leaders are able to set optimistic goals and objectives while steering the operation of the company towards those goals through effective strategies. Other than that, good leaders can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instance health care insurance, worker compensation, leave benefit and others.

METHODOLOGY

Descriptive survey research design was used for the study. The target population of interest for this research consisted of 114 staff of selected paint manufacturing firms in Port Harcourt. The sample size of the study was 89 employees drawn with the use of stratified random sampling technique. This study focused on the managers and supervisors of five paint manufacturing firms currently operating in Port Harcourt. The random sampling technique was adopted for the study. The sample size was determined by Taro Yamane's formula. The primary source of data was questionnaire cored by the researcher while the secondary source of data is from journals, publications, and other relevant literatures to the study. The data information received through the management level were validated through experts and supervisors. The two set of score was then analyzed using Cronbach's alpha to obtain the reliability coefficient. A reliability coefficient of 0.84 was obtained. The Statistical Package for Social Sciences was used for data analysis.

Table 1; Population of the Study

S/N	Name of Manufacturers	Management Staff an Supervisors	Address
1	Terra Paint	19	Ogbunu Abali, Port Harcourt
2	Ebeths Paint international,	27	Elelenwo, Port Harcourt
3	Sloak Paint Nigeria Limited	18	Borikiri, Port Harcourt
4	Inter Colour Quality Paint	31	Iriebe, Oyibo, Rivers State
5	Finecoat	19	Rumuola, Port Harcourt
	Total	114	

Field Survey (2024)

DATA PRESENTATION AND ANALYSIS

Table 2; Questionnaire Distributed and Returned

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Terra Paint	16	20.78	20.78	20.78
Ebeths Paint international,	17	22.08	22.08	42.86
Sloak Paint Nigeria Limited	15	19.48	19.48	62.34

Inter Colour Quality Paint	16	20.78	20.78	83.12
Finecoat	13	16.88	16.88	100
Total	77	100.0	100.0	

Source: Research data, 2024

From table 2 above a total number of seventy-seven copies were retrieved from the five paint manufacturing firms in Port Harcourt as shown above. The distribution indicates that Terra Paint had 16 respondents (20.78%), Ebeths Paint international had 17 respondents (22.08), Sloak Paint Nigeria Limited had 15 respondents (19.84), Inter Colour Quality Paint had 16 respondents (20.78%) and finally, Finecoat had 13 respondents (16.88).

Table 3; Weighted Response on Creativity (n=77)

S/No	Statement	SA	A	N	D	SD
1	Employees have creative abilities	38	28	5	4	2
2	Acquiring basic skills is more important than fostering creativity	44	16	10	3	4
3	We include the assessment of creativity when designing assessment tasks	31	32	10	3	1
4	Creativity can be developed in work settings	17	40	11	5	4
	Total	130	116	36	15	11

Researcher's Field Survey Data (2024)

Table 4; Summary of Statistical Analysis on Creativity (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
Employees have creative abilities	77	1	5	327	4.25	0.97
Acquiring basic skills is more important than fostering creativity	77	1	5	324	4.21	1.13
We include the assessment of creativity when designing assessment tasks	77	1	5	320	4.16	0.88
Creativity can be developed in work settings	77	1	5	292	3.79	1.02
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2024

Table 5; Weighted Response on Innovation (n=77)

S/No	Statement	SA	A	N	D	SD
1	Our company designs product functionalities totally differing from the current ones	31	37	5	3	1
2	Research and development (R&D) activity have been performed on a continuous basis	40	21	9	1	6
3	Our company increases manufacturing quality in components of current products	34	17	14	9	3
4	Our company develops newness for current products leading to improved ease of use for customers	50	12	8	7	0
Total		155	87	36	20	10

Researcher's Field Survey Data (2024)

Table 6; Summary of Statistical Analysis on Innovation (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
Our company designs product functionalities totally differing from the current ones	77	1	5	325	4.22	0.83
Research and development (R&D) activity have been performed on a continuous basis	77	1	5	319	4.14	1.17
Our company increases manufacturing quality in components of current products	77	1	5	301	3.91	1.20
Our company develops newness for current products leading to improved ease of use for customers	77	1	5	336	4.36	0.99
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2024

Table 6; Weighted Response on Adaptability (n=77)

S/No	Statement	SA	A	N	D	SD
1	This organization embraces a continuous improvement mindset	30	30	9	8	0
2	This organization provides wide visibility into current or planned efforts so others can contribute or adapt	44	15	8	7	3

3	This organization has a diverse pool of people to draw perspectives and ideas from	38	28	7	1	3
4	This organization learns from mistakes, viewing them as learning opportunities	39	33	2	2	1
Total		151	106	26	18	7

Researcher's Field Survey Data (2024)

Table 7; Summary of Statistical Analysis on Adaptability (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
This organization embraces a continuous improvement mindset	77	0	5	313	4.06	0.96
This organization provides wide visibility into current or planned efforts so others can contribute or adapt	77	1	5	321	4.17	1.17
This organization has a diverse pool of people to draw perspectives and ideas from	77	1	5	328	4.26	0.96
This organization learns from mistakes, viewing them as learning opportunities	77	1	5	338	4.39	0.78
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2024

Table 8; Weighted Response on Leadership Support (n=77)

S/No	Statement	SA	A	N	D	SD
1	I delegate the authority and responsibility of decision-making to my subordinates and generally take on a more passive role.	37	19	10	9	2
2	I create a good working environment for my employees, so the relationship between us is tight-knit and built out of loyalty	43	14	5	6	9
3	I consult employees before making decisions	49	21	3	0	4

4	I often give my employees complete freedom to make their own decisions regarding their work, and step in only when requested to do so.	29	39	6	3	0
	Total	158	93	24	18	15

Researcher's Field Survey Data (2024)

Table 9; Summary of Statistical Analysis on Leadership Support (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
I delegate the authority and responsibility of decision-making to my subordinates and generally take on a more passive role.	77	1	5	311	4.04	1.14
I create a good working environment for my employees, so the relationship between us is tight-knit and built out of loyalty	77	1	5	307	3.99	1.41
I consult employees before making decisions	77	1	5	342	4.44	0.97
I often give my employees complete freedom to make their own decisions regarding their work, and step in only when requested to do so.	77	0	5	325	4.22	0.75
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2024

Testing of Hypotheses

Decision: if $\text{sig} = p > 0.05$ the hypothesis is rejected

If $\text{sig} = p \leq 0.05$ the hypothesis is accepted.

Table 10; Correlation between Creativity and Innovation

	Creativity	Innovation
Spearman's rho	Correlation Coefficient	1.000
	Sig. (2-tailed)	.823*
	N	.
		.000
		77
		77

Innovation	Correlation Coefficient	.823*	1.000
	Sig. (2-tailed)	.000	.
	N	77	77

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypotheses is accepted which states that;

HA₁: There is a significant relationship between Creativity and innovation of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.823 shows the strength of relationship between Creativity and innovation is very strong.

Hypothesis 10

HO₂: There is no significant relationship between creativity and adaptability of selected paint manufacturing firms in Port Harcourt.

Table 11; Correlation between Creativity and Adaptability

			Creativity	Adaptability
Spearman's rho	Creativity	Correlation Coefficient	1.000	.683*
		Sig. (2-tailed)	.	.000
	N		77	77
	Adaptability	Creativity	Correlation Coefficient	.683*
Sig. (2-tailed)			.000	.
N		77	77	

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypothesis is accepted which states that;

HA₂: There is a significant relationship between Creativity and Adaptability of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.683 shows the strength of relationship between Creativity and Adaptability is strong.

Hypothesis 11

HO₃: There is no significant relationship between creativity and leadership support of selected paint manufacturing firms in Port Harcourt.

Table 12; Correlation between Creativity and Leadership Support

			Creativity	Leadership Support
Spearman's rho	Creativity	Correlation Coefficient	1.000	.597*
		Sig. (2-tailed)	.	.000
		N	77	77
	Leadership Support	Correlation Coefficient	.597*	1.000
		Sig. (2-tailed)	.000	.
		N	77	77

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypothesis is accepted which states that;

HA₃: There is a significant relationship between Creativity and Leadership Support of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.597 shows the strength of relationship between Creativity and Leadership Support is moderate.

Creativity and Organizational Survival

The study further revealed that creativity is positively related with Innovation, Adaptability and Leadership Support. This is supported by the findings of Abou-Moghli (2015) who deduced that at the level of the organization, creativity is an essential factor for innovation, employee retention and consequent organizational success. Afrah (2016) considered it as a critical element for the survival of many companies, in view of the challenges generated by globalization, growing competition and accelerated rhythm of change.

Additionally, Baer (2012) opined that creativity plays a critical role in the innovation process, leaders support and innovation that markets value is a creator and sustainer of performance and change. Amah (2014) concluded that in organizations, creativity drive ability and employee empowerment.

CONCLUSIONS

Survival for business organizations is a critical issue in the present global environment and beyond. The study determined the relationship between entrepreneurial and organizational survival of selected paint manufacturing firms in Port Harcourt.

Creativity plays an important role in all business. Creativity promotes innovation, thus, helping organizations to adapt to challenging environment by advancing the support of leadership and empowering organizations

Our ability to better collaborate in physical and virtual teams, as creativity entrepreneur, is driving the process of new knowledge creation. Ideas can now be turned into innovative products and services much faster. Organizations need to have certain abilities that will make them survive in today's business world.

The study concluded that creativity is positively related to innovation, promoting adaptability in organization, leadership support and empowerment

RECOMMENDATIONS

Based on the findings and conclusion of the study, the following recommendations were made;

1. Entrepreneurs should be creative and innovation in the business environment they operate, in other for them to survive the competition that exist in business.
2. Entrepreneurs should learn how to adapt in the digital business world to enable them overcome any obstacle that may come their way.
3. Entrepreneurs should be properly trained and equipped with leadership skills in other for them to properly manage their businesses and survive in the business environment.

REFERENCES

- Ackoff, R. L., & Emery F, E, (1972), *On Purposeful Systems*. London: Tavistock
- Baer, M., (2012), Putting creativity to work: the implementation of creative ideas in organizations, *Academy of Management Journal*, 55(5), 88-103.
- Conger, J. A., (1992). "Reflections on Leadership and Spirit", *Conference on Leadership and Spirit*, Boston, 5-20.
- Doucoulagos, C., (1997). The aggregate demand for labour in Australia: A meta analysis. *Australian Economic Papers*, 36(69): 224-242. Available at: 10.1111/j.1467-8454.1997.tb00847.x.
- Josan, L. J., (2013). Human capital and organizational effectiveness. *Manager Journal*, 17(1): 39-45.
- Kouzes, J. M & Posner. B (2007). *The Leadership Challenge*. San Francisco: Jossey-Bass
- Malloch, K., & Melnyk, B. M. (2013). Developing high-level change and innovation agents: competencies and challenges for executive leadership. *Nursing administration quarterly*, 37(1), 60-66.
- Marimuthu, M., L., Arokiasamy & Ismail, M, (2009). Human capital development and its impact on firm performance: Evidence from developmental economics. *Journal of International Social Research*, 2(8): 265-272.
- Nwachukwu, C. C., (2000). The challenges of managing in Nigerian work environment; the human resources factor. *Lecture Paper Presented at the 24th Inaugural Lecture of University of Port Harcourt, River State Nigeria.*
- Nwachukwu, C. C., (2006). *Management theory and practice*. Onitsha, Nigeria: African First Publishers Limited.

- Nwaeke, L.I., & Obiekwe, O, (2017). Impact of manpower training and development on organizational productivity and performance: A theoretical review. *European Journal of Business and Management*, 9(4): 154-159.
- Obiekwe, O., (2012). Human capital development and organizational survival in Nigerian banking industry. Unpublished MSc. Thesis presented to Department of Management, University of Port Harcourt, Rivers State Nigeria.
- OECD, (2001). *The wellbeing of nations: The rate of human and social capital*. Paris: OECD.
- OECD/Eurostat. (2005). *Oslo Manual: Guidelines for collecting and interpreting innovation data* (3rd Ed.). Paris: OECD Publishing. [Online]. Available: http://www.oecd-ilibrary.org/science-and-technology/oslomanual_9789264013100-en.
- Oforegbunam, T.E., & Okorafor, G, F. (2010). Effect of human capital development on the performance of small and medium scale enterprises in the South Eastern Region of Nigeria. *Journal of Sustainable Development in Africa*, 12(8): 49-58.
- Ojo, L., & Olaniyan, D, (2008). Training and development, impact of the performance of home economics teachers and school improvement in District II of school division in Lagos State, Nigeria. *Pakistan Journal of Social Sciences*, 5(5): 484-488.
- Olufemi, A.J., (2009). Human capital development practices and organizational effectiveness: A focus on the Nigerian banking industry. *Journal of Social Sciences*, 6(4): 194-199.
- Olughor, R. J., (2015). Effect of Innovation on the Performance of SMEs Organizations in Nigeria, *Management*, 5 (3), 90-95
- Organization for Economic Co-operation and Development (OECD), (2001). *The wellbeing of nations: The rate of human and social capital*. Paris: OECD.
- Oribabor, P., (2000). Human resources management, a strategic appraisal. *Human Resources Management*, 9(4): 21-24.
- Robbins, S.P., & Coulter, M, (2007). *Management*. New Delhi: Prentice Hall of India.
- Sheppard, J.P., (1989). *The strategy of corporate survival: A resource dependence approach*. University of Washington.
- Tessema, A. D., (2014). The impact of human capital on company performance case of the footwear sector in Ethiopia. *Journal of Business Administration*. 6(2), 76-103.
- Tim, M., & Brinkerhoff, R, O, (2008). *Courageous training: Bold actions for business results*. Colorado: Berrett-Koehler