

The Place of Entrepreneurship Creativity and Innovation on Business Performance through Industrial Collaboration a Study of Selected Commercial Banks in Nigeria

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ABSTRACT

Creativity and innovation are two great veritable tools of an entrepreneur that drives performance towards economic growth and development in any business concern. This study was designed to investigate the place of entrepreneurship creativity and innovation on business performance in commercial banks. The study population comprised of 132 staff of selected banks in South-South Nigeria. All the population was used as the sample because of the manageable size. Two research questions were raised and two hypotheses were formulated and tested at 0.05 level of significance. The questionnaire was adequately validated by experts and the instrument had a reliability coefficient of 0.93. Data from the respondents obtained were analyzed using mean and standard deviation. The study findings revealed that creativity and innovation plays a key role in the quality, time management and service delivery in business concerns. Recommendations were also made along that lines that management of banks should encourage exceptional ingenious entrepreneurial skills devoid of bias and sentiments. Also, creativity and innovation of individuals should be appropriately rewarded as a panacea for greater performance.

Keywords: Entrepreneurship, Creativity, Innovation and performance

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1. INTRODUCTION

Entrepreneurship is as old as mankind. This virtue of creation by God is characteristic of entrepreneurship. At a point in man's life, man started satisfying not only his own needs but equally accommodated the needs of a second party. This point marked the real human origin of entrepreneurship. Actual entrepreneurship development, Akpomi (2009) believe, could be hinged on that early period in the development of human race when individuals became conscious of the fact that they could not satisfy themselves by producing all items individually.

This means that the end of subsistence living marked the beginning of entrepreneurship that gave rise to creativity and innovativeness. Creativity and innovation are twin words that depict the ability to come up with new and improved ways of doing things. The banking industry by its very nature is aimed at creating wealth, and it is associated with high level of competitiveness. Banks and customers spend a lot of time in making and effecting transactions because of the antiquated methods of operation. This greatly affects performance. As a result of this, survival in the banking industry and other businesses without creativity and innovation will be difficult. Creativity and innovation are key areas of organizational continuous existence because by it, income is optimally generated. People will always patronize and invest in a bank that is creative and innovative. According to Egwuenu (2009), a lot of people and organization generate income through innovation and a typical example is the internet that replaces so many things such as, e-mail box replacing post office box, mobile banking replacing manual banking, Bank Verification Number (BVN) replacing multiple registration amongst others. The speed of delivery of text messages in mobile phone and e-mails, electronic transfers, customer's identifications, real and online banking, on/ offshore banking are wonderful innovations that attracts people to invest in this global competitive market.

In the midst of competition, organizations that have saleable ideas borne out of innovation with creativity and good management will always excel. In business, the ability to solve customers' problems is one of the measures of organizational performance because of the very reason that in every problem there is opportunity. According to Ijeoma (2014) "...wherever there are problems there are opportunities, and where there are opportunities, creativity has found a birth place". In the banking industry, series of problems exist which calls for attention to meet performance objectives. Generally, opportunities emanates from the ability to solve human problems. Creativity involves solution. Creativity comes in form of revolutionary approach, through a revolutionary innovator like the case of creative accounting. In his expose` on the concept of creative accounting, Akani (2012) recounts how a private company, Brentford Nylon collapsed shortly after reporting profit of 130,000 pounds sterling. A study by Leung and Cooper (1995), highlighted that creative accounting is considered one of the major ethical problems of the accounting profession in such institutions .Innovation and creativity in accounting profession came to fore due to loopholes of accounting regulations, companies producing accounts which flattered their financial performance by management that boosts performances and enhances growth.

In Nigeria, small-scale businesses represent about 90% of the industrial sector in terms of the number of enterprises. They also account for 70% of national industrial employment if the threshold is set at 10 - 50 employees; contribute 10% of manufacturing output and a meager 1% of gross domestic product (GDP) as the 2001 statistics put it (Imide, 2005). Similarly, they have also contributed significantly to economic development through employment, job creation and sustainable livelihood (Nigerian Investment Promotion Commission, 2003). As Akpomi (2009) note, government's concern for the development of small industries in the country really started in the early 1970s when in the National Development Plan (1970 - 74), the Nigerian government accorded high priority to the sector considering its significant potentials in the industrialization process. By 1972, entrepreneurship received a tremendous boost, with the promulgation of the Nigerian Enterprise Promotion Decree. Prior to the decree, ownership and management of enterprises in Nigeria were dominated by aliens. But with the decree banning alien ownership in some sectors, indigenous ownership of business on a large scale became imminent. Moreover, subsequent deliberate economic policies of Nigeria fueled entrepreneurship even as many businesses were established. However, business mortality rate was equally high. A major factor associated with such failure rate was poor management. In the recent time, other factors tend to play alongside poor management in accounting for the massive business failures of the past decades in Nigeria.

1.1 Statement of the Problem

There is now a very serious attention paid to entrepreneurship skills in Nigeria due to poor performances of most banks in the country which are facing a lot of operational challenges due to economic recession, the inability to create, innovate or re-generate new methods and ways of doing things right. Banks are folding up and unemployment rate is hitting alarming rates in Nigeria. Secondly, there is a problem of wastage of time and poor service delivery against international best practices leading to unavoidable queues, discomforts and overall low public perception and confidence, etc in the bank. Similarly, some customers prefer to rather patronize banks whose services are quicker, and better despite the size, name, location or status.

Moreso, global trend in developed countries have evolved practices that would make banking so robust and customer friendly to bring out the best customers, promote real-time and online-banking towards an efficient financial strengthening of that sector.

All of these therefore have called for urgent need for bank management to adopt millennium trends in banking practices, promote entrepreneurial skills and sustain our claim of a viable financial economy driven by creativity, innovation and sound regulatory framework in the comity of nations.

1.2 Justification of the Study

Previous studies on innovation and creativity in the banking industry mainly focused on its impact on investors' decisions in the stock market without highlighting the reasons for such practices. More so, most of these studies were foreign and not reflective of the current Nigerian situation. On the other hand, the few indigenous studies on these concepts were on areas like the stock market, companies and business entities. This study therefore will contribute significantly to the existing body of knowledge as it attempts empirical examination of innovation and creativity practices in the Nigerian banking industry

1.3 Purpose of the Study

The major purpose of the study was to ascertain the place of creativity and innovation on business performance in commercial banks. Specifically the study intends

- To ascertain the extent to which creativity and innovation through bank products such as cash deposit teller machine and point of sale machine reduced the problem of cash handling.
- To determine the extent to which innovation and creativity through banks product such as e-banking via cash deposit teller machine; point of sales (POS), and the ATM have reduced the problem of time wasting in banking transactions.

1.4 Research questions

- What are the ways innovation and creativity reduce cash handling challenge for effective performance in the banking industry?
- What can innovation and creativity do to reduce poor time quality for effective service delivery in the banking industry?

2. CONCEPTUAL ISSUES

2.1 Concept of Creativity.

Creativity according to Sloane's (2010) is the capability or act of conceiving something original or unusual while innovation is the implementation of something new. It went to describe creativity as the organization of thought in a way that leads to different understandings of a situation, and that innovativeness often associated with generating new product or service. Creativity precedes innovation which is also the bed rock of innovation to become a reality. According to Sternberg (2012), Creativity has evolved from origins in mysticism and divine inspiration to being a key performance contributor in helping organizations adapt to changing environments. There have been many conceptualizations of creativity over time, but research over the past fifty years has produced some consistent themes. It has been defined variously as a process, as a product outcome, and in social constructionist terms. Creativity is most commonly described today as the generation or production of ideas that are *novel* and *useful* (Amabile, 1988).

In order to be useful, creative ideas must also be *appropriate*, that is, of potential value towards accomplishing desired goals. These ideas may reflect either a recombination of existing materials or an introduction of new materials to the organization. Selection among alternatives is important; the task to be completed "must be open ended, rather than having a single, obvious solution" Although various qualifiers have been attached to creative activity, it remains central to the innovative capacity of modern organizations. In organizational contexts specifically, Duxbury (2012) assert that creativity is the "production of high-quality, original, and elegant solutions to problems". Their definition emphasizes the performance nature of creativity and further implies that it is a *problem-solving* activity involving cognition at high levels, from which *decisions* will be made. This view underscores the deliberate undertaking of creativity as a means for generating better solutions, rather than a "flash out of the blue".

The conditions of novelty, usefulness, and appropriateness remain valuable criteria in helping distinguish creativity from other organizational routines. Wild ideas for example, while novel, are not viewed as creative unless (or until) they are useful to an organization. As George (2007) put it:

"Novelty for novelty's sake therefore is not the same thing as creativity. Similarly, effective problem solving is certainly useful in organizations but does not necessarily reflect creativity; in order for problem solving to be creative, generated solutions must be novel."

Creativity can be considered to exist along a continuum, with activities ranging from incremental (minor adaptations) to radical (major breakthroughs). In considering the type of problems requiring creative thought, Duxbury (2012) list five problem characteristics; they are: i) ill defined, ii) novel, iii) demanding, iv) complex, and v) exploitable. The definition of a creative strategy or solution varies by the field or job involved, but it can be said that creative behaviours result to some degree in identifying original and better ways to accomplish something useful. Some level of creativity might be expected as a requirement across a wide spectrum of occupations (Brag and May, 2008). Examples of organizational-creativity contexts might include business models, strategic decision making, problem solving, product development, managerial activities, marketing, operational processes, financing, and everyday improvements in workplace routines. It should be recognized that there are opportunities to infuse creativity throughout most organizational functions.

2.2 Relationship to Innovation

Creativity is distinguished in the literature from *innovation*, considered the crafting of creative solutions into new products, processes, or services (Woodman et al., 1993). Innovation is commonly regarded as the *successful implementation* of creative ideas and its acceptance by various stakeholders in organizations (Oldham and Cummings, 1996). Creativity is considered a necessary, but not sufficient pre-condition for innovation (Mumford et al., 2012). The innovation literature often refers to ideation processes as the "fuzzy front end" of innovation, reflecting an unclear understanding of creativity as an initial process step (e.g., Kim and Wilemon, 2002). Although innovation is often an important end goal of organizational structures supporting creativity, scholars have been careful to maintain separation in the literature of these two constructs (Mumford et al., 2012).

Creativity, as the generation of new ideas that are novel, useful, and appropriate, is therefore the *precursor* to innovation, the successful commercial exploitation of those ideas. Ideas that do not meet those three criteria at a point in time, from the vantage point of one applying the label, remain as simply ideas. The *process* of ideation and selection has been conceptually modeled after Darwinian evolutionary theories, in which ideas mutate freely; however only those ideas that are well adapted to the host environment survive. Under Campbell's (1960) evolutionary perspective for example, the creative process may be divided into three components: i) variance: the generation of many ideas through brainstorming, flashes of insight or other means; ii) selection: deciding which ideas are pursued as opportunities; and iii) retention: the ability to perpetuate the idea.

These three process stages (VSR: variation, selection, retention) are identifiable inside every organization that turns creative ideas into market innovations. It is important to recognize that threshold-level competency in all three VSR stages is critical to overall ideation performance; the "host environment" needs to be favorable internally. Entrepreneurial organizations are particularly adept at lowering the both the latency and cycle time of ideation, relative to established players. Thus, an organization may generate many ideas but be poor at selecting which ones to implement; alternatively they may demonstrate brilliant operational execution but have little creative capability to initiate the process.

2.3. Converting Business ideas into Entrepreneurial Reality

Just as it is often very difficult choosing the best business to pursue, so also is the difficulty to get it started? It may take many years to get a business plan off the ground and running. The entrepreneur needs to strive to obtain the basic and necessary facilities to get the new business off the ground. He should not spend the whole time planning but review his initial plan. Jump in and get started. He has to stop talking about the business instead of starting it up. Action they say speaks louder than voice.

The entrepreneur needs to execute his business plan with excellence, focusing on customers' needs/satisfaction. There is the need to avoid mistakes and when they are made, correction should be quick and unrelenting. Entrepreneurs should avoid initiating or promoting cut-throat competition especially with older successful entrepreneurs but instead should get involved in life time friendship and possible franchise. To attain business reality from ideas, entrepreneurs must explore and access government policies and infrastructural supports that will help them translate innovative need to constantly search for new, competitive and innovative ideas to remain relevant in the business. Entrepreneurs also need to avoid going into huge debt in starting a business

2.4 Concept of Innovation

Innovation is the key to economic development of any company (Hirsch, et al, 2008). Innovation becomes imperative as a result of changes in technologies and this invariably, leads to decrease in the sale of old products, thus, negatively affecting the product industry. Eric et' al (2004), also defined innovation as new things and ideas and new ways of behaving and interacting with things. Sandy (2002) saw innovation as the ideas and business practices such as quality management innovation which occurs when there is a new way of doing business, especially new product. Banks improve on its product innovatively through service delivery to customers. Generally, innovation is a unique function of entrepreneurs, through which they generate income for business survival. This innovative ability gives the tact to think out the box and it leads to adjustment in the market (Ashimolowo, 2006). The organization that is not creative may not survive when new ways of doing things emerge, it affects the thinking of everybody and people will make a change in choices when such innovation is commendable than the original or initial method. The various types of innovation include; Breakthrough, Technological and Ordinary (Higrdh et' al 2008).

2.5 Concept of Innovation and Entrepreneurship Process

Fundamentally innovation has to do with changes leading to improvement in the quality and quantity of products as well as techniques of doing things. Innovation is dynamic and creates new things out of existing ones. Through innovation, the entrepreneur introduces new production techniques, new commodities; improves on existing ones; opens up new markets; explores new sources of raw materials; and designs new techniques of management. Research and Development Programmes are formal avenues of introducing or inculcating innovative skills in the entrepreneur. These skills are what the entrepreneur translates into business establishment and development. The process of entrepreneurship starts from the generation of business ideas, through implementation to the realization of outputs and profit.

3. THE ROLE OF ENTREPRENEURSHIP IN INNOVATION

Entrepreneurship is considered in several quarters as the channel through which individuals and nations attain and consolidate a high wealth status. Schumpeter (2001) states that capital and output growth in an economy depends significantly on the entrepreneur. The quality of performance of the entrepreneur determines the extent to which capital would grow, and whether such growth involves innovation where new products and production techniques are developed. The difference in economic growth rates of countries of the world is largely due to the quality of entrepreneurs in the countries. Production factors of land, labour and capital are likely to be dominant or indolent without the entrepreneur who organizes and harnesses them for productive ventures. The entrepreneur is therefore an important agent of growth, innovation and technical progress. The development and utilization of his technical and commercial skills help create growth potentials in micro, small and medium scale enterprises.

The present day economy is knowledge-driven, operating on the pragmatic and innovative thoughts of the entrepreneurs. Business set-ups have become informal and oriented towards survival and self-employment. Technical progress essentially results in increase in production, employment of labour, stimulation of export, and overall growth of GDP. The contribution of entrepreneurship to the growth and development of Asian countries like China, India, Malaysia and Singapore; and African countries like South Africa and Nigeria cannot be over-emphasized. In Nigeria, entrepreneurship development and innovations have manifested in all aspects of the economy viz; cottages, crafts, information/telecom services, personal services in food vending/restaurant, music/film production etc.

3.1 Getting into an Innovative Frame of Mind

For entrepreneurs to live up to the society's expectation as agents of change, they must get into an innovative frame of mind. Gundry and Mantia (2001) state that regardless of whether the entrepreneur feels his business needs a subtle change or a drastic one, building "change-ability" into a core business is possible if he actually practices change. Katz and Green (2007) suggest some techniques an entrepreneur can try as he practices the business of innovation:

- Reading magazines or trade journals outside one's area.
- Inviting someone never included before to a meeting at which problem-solving or searching for new opportunity is discussed. Trying a supplier or a friend who works in a different field may be necessary.
- Having a 'scan the environment' day in which one discusses trends and happenings that could impact the business.
- Trying a mini-internship. The entrepreneur could ask a colleague or friend if he can spend a week at his or her business to see what could be learnt that may be applicable.
- Instead of trying to simply sell one's own product or service to customers, the entrepreneur can put himself in the customers' shoes and ask them what frustrates them most or what problems they cannot seem to solve that relate to his own business.
- Redesigning one's work environment. The entrepreneur needs to get a room with a view. This does not necessarily have to cost a bundle in remodeling or even redecorating cost. He should try to bring in some items from nature and add colour and inspirational objects or quotations.

3.2 Other Entrepreneurship Fostering Factors

Other factors that foster entrepreneurship, even among indigenous entrepreneurs in Nigeria include the following:

- Entrepreneurial success
- Training and development
- Inevitable need for survival amidst ravaging unemployment
- Technological know-how
- Access to resources
- Desire to exhibit one's entrepreneurial potential
- Desire to create wealth
- Independence and self-worth perception
- Hunger for practice of entrepreneurship
- Desire to create a pro-human and appreciable social legacy.

3.3 Concept of Performance

The concept of performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. In a contract, performance is deemed to be the fulfillment of an obligation in a manner that releases the performer from all liabilities under the contract (Van de Ven, 1989).

3.4. Theoretical Framework

This study is based on the Dynamic Entrepreneurship Innovation Theory, and the Law of Obsolescence. The dynamic innovation theory according to Desai (2000) was advocated by Schumpeter. This theory holds that by embarking upon 'new combinations' of the factors of production through innovation, the entrepreneur activates the economy to a new level of development. The author went further to state that:

The concept of innovation and its corollary development embraces five functions :(1) introduction of a new good. (2) Introduction of a new method of production, (3) opening of a new market, (4) conquest of a new source of supply of raw materials and (5) carrying out of a new organisation of any industry. Furthermore, the law of obsolescence according to Tracy (2002), states that "whatever exists is already becoming obsolete". In other words, service, skills, and methods of business operation is becoming obsolete with time. This calls for innovation through creativity, without which, business will crumble.

3.5. Empirical Review

Anyadike, Emeh and Ukah (2012) conducted a study on Entrepreneurship development and employment generation in Nigeria: Problems and prospects. The study was concerned with Nigeria's growing unemployment situation and how it increasingly dwindles the potentials of the country, especially following official figures from the Bureau of statistics that puts the figure at about 20% (about 30million), which still did not include about 40million other Nigerian youths captured in World Bank statistics in 2009. By implication, it means that out of the 150 million Nigerians, 50% are unemployed, or worse still, at least 71% of Nigerian youths are unemployed. Employment creation is no longer the prerogative of government but, a joint effort between the public and private sectors. The study recommended among others that government should make entrepreneurship sellable to the people by inculcating it into the educational curriculum at every stratum of the educational sector and also utilize a re-modeled NYSC scheme to educate the youths more on the importance, essence and need for entrepreneurship development especially on a practical basis and then find a means of supporting these entrepreneurship projects cutting across all spheres of the country; create enabling environment for entrepreneurship to thrive by ensuring social security and adequate infrastructural facilities.

Duru (2011) carried out a study on Entrepreneurship Opportunities and Challenges in Nigeria. The study sees entrepreneurship as the process of creating something new with value by devoting the necessary time and effort, with the accompanying financial and social risks, and receiving in return monetary rewards and personal satisfaction and independence. The study showed that there is increasing interest in entrepreneurship by consumers, business people and government officials which manifests in increasing research on the subject and the realization that it quickens the process of industrialization, employment creation and poverty reduction. The analytical tool adopted for the study was descriptive method, which centered on looking at the different theories of entrepreneurship and drawing inferences from them. The study identified three main ingredients that can facilitate entrepreneurship opportunities in Nigeria. They include: Creating a Vision, Leveraging Your Strength, and Figuring out What the Market Needs are. The study concluded that entrepreneurship is essential for rapid and sustained economic growth but there is urgent need to change the mindset of the average Nigerian especially the youths towards embracing Self Employment and deemphasize the search for white collar jobs that are nonexistent.

Muhanmad (2008) carried out a study on Technology Strategy and Firm's Revenue Growth: Empirical Evidence of Malaysian Industrial Automation Industry. Technology strategy was found by many researchers to be a way of improving competitiveness. The study was undertaken to relate strategic view and resource-base view theory to the firm performance of industrial automation company looking at technology selection, technology competence, technology posture and the moderating effects of the resource deployment. The empirical results based on 61 Malaysian industrial automation companies indicate that, technology selection has positive impact towards revenue growth (measuring firm's performance). However, technology posture was found to be a negative predictor towards revenue growth, and technology competence has no significant impact on revenue growth. Resource deployment on the other hand was identified to only moderate technology selection and technology posture but not technology competence.

4. METHODOLOGY

The study adopted a descriptive survey design which assessed the place of entrepreneurship creativity and innovation on business performance in commercial banks. The population of the study comprised 132 staff of the selected bank in South-South Nigeria. All the selected bank staff population because they were of manageable size was used as sample study. A questionnaire containing 28 items was used for data collection. It has two sections A and B, section A has 3 items on demographic variables while section B has 25 items concerning the research questions. The questionnaire was validated by two experts in Business Administration Department in Edo University to determine instrument reliability; the questionnaire was administered to ten selected bank staff at Warri, Delta State Nigeria. The data collected were further subjected to Cronbach Alpha which has coefficient value of 0.93. The data were analysed using mean and standard deviation. The instrument for data collection which was questionnaire was structured on a 4 point rating scale of Strongly Agreed-4points, Agreed- 3points, Disagreed -2 points and Strongly Disagreed -1 point. In the result, any item with a mean score of 2.50 and above was accepted while means scores which have below were rejected. T-test was used to test the hypotheses at 0.05 level of significance.

If the calculated value (c_v) is less than table value (t_v) the hypothesis was accepted. On the other hand, if the calculated value (c_v) is greater than table value (t_v) the hypothesis is rejected.

5. RESULTS

Research question 1: What are the ways innovation and creativity reduce cash handling management challenges for effective performance in the banking industry?

Table: Mean rating of staff on ways creativity and innovation can reduce cash handling management challenges for effective business performance in the banking industry? N = 132.

S/N	Ways of creativity and innovation reduce cash handling management challenges for effective business performance	X	SD	RMK
1	Competent knowledge about banking	2.80	0.90	Accepted
2	Competent knowledge in ICT	2.79	0.87	Accepted
3	Acquire sufficient standards in banking	2.82	0.76	Accepted
4	Attending conferences and training in banking	2.69	0.81	Accepted
5	Undergo professional programmes in banking	2.79	0.79	Accepted
6	Possessing a degree in management sciences	2.85	0.75	Accepted
7	Possessing a higher executive degree in management sciences	2.89	0.85	Accepted
8	Adequate knowledge of office equipment	2.90	0.81	Accepted
9	Having satisfactory remuneration	2.76	0.79	Accepted
10	Promoting career development of staff	2.64	0.85	Accepted
11	Recognition of hard work	2.70	0.69	Accepted
12	Enhanced staff welfare	2.81	0.86	Accepted
13	Regular supervision and control	2.97	0.89	Accepted
14	Being a member of professional body	2.78	0.83	Accepted
	Grand mean	2.82	0.80	Accepted

(Source: Survey, 2016)

All items in table 1 are ways creativity and innovation can reduce cash handling towards effective performance in the banking industry, since the mean ranges from 2.50 and above, grand mean of 2.82 further confirmed this statement.

Table 2: Mean rating of ways creativity and innovation can reduce time wasting for quality service delivery in the banking sector? N = 132.

S/N	Ways innovation and creativity can reduce time wasting on quality service delivery in the banking industry	X	SD	Remark
1	Internal facilities	2.89	0.79	Accepted
2	Effective and efficient e-banking application	2.87	0.81	Accepted
3	Adequate banking hall	2.87	0.82	Accepted
4	Model banking offices	2.70	0.86	Accepted
5	Staff competences	2.81	0.73	Accepted
6	Sizeable number of desk staffs	2.79	0.79	Accepted
7	Customers bankers relationship	2.80	0.91	Accepted
8	Activity checklists	2.87	0.91	Accepted
9	e-communication equipment	2.89	0.78	Accepted
10	Customers corner	2.69	0.89	Accepted
11	Adequate ventilation	2.81	0.73	Accepted
12	Adequate relation equipment	2.83	0.91	Accepted
13	Screens for projection	2.80	0.84	Accepted
14	Customers inducing	2.73	0.72	Accepted
15	Customers service unit	2.72	0.68	Remark
16	e-banking services	2.79	0.70	Accepted
17	Student ATM machines	2.85	0.80	Accepted
18	Good banking culture	2.85	0.89	Accepted
19	Active security personnel	2.89	0.83	Accepted
20	Regular control	2.90	0.89	Accepted
	Grand mean	2.77	0.79	Accepted

(Source: Survey, 2016)

All items in table 2 are ways innovation and creativity can reduce time wasting for effective service delivery in the banking industry. Since the mean ranges from 2.50 and above, it statistically stands. The grand mean of 2.77 further confirmed this statement.

Hypothesis I

There is no significant difference between creativity and innovation and cash handling for quality performance in banks.

Table 3: T-test result of the difference on respondents mean rating of staff cash handling for quality performance in banks (N=132)

Variable (staffs)	N	Mean	SD	Of	t-cal	t-tab	Remark
Males	77	34.8	9.14	130	1.54	1.96	NS
Female	55	33.10	10.20				

In table 3, the calculated t-value of 1.54 is less than the t-tabulated value of 1.96 at 130 degree of freedom at 0.05 level of significance. This means that there was no significance difference in the mean rating of male and female respondents on ways of handling cash for effective performance in banks.

Hypothesis 2

There is no significant difference between male and females staff perception on ways creativity and innovation can reduce time wasting for quality service delivery in banks.

Table 4: T-test results of the difference on respondents mean rating of male and female staff on ways creativity and innovation can reduce time wasting for quality service delivery in banks

Variable (staffs)	N	Mean	SD	Of	t-cal	t-tab	Remark
Males	77	36.20	10.18	130	1.58	1.96	NS
Female	55	35.04	10.20				
				10.06			

In table 4, the calculated t-value of 1.58 is less than the t-tabulated value of 1.96 at 130 degrees of freedom at 0.05 level of significance. This means that there was no significant difference in the mean rating of male and female respondents on the ways creativity and innovation can reduce cash handling in the banking halls.

5. DISCUSSION OF FINDINGS

The study focused on the place of entrepreneurship creativity and innovation on business performance in commercial banks in Nigeria. The study revealed that competent knowledge in banking, competent knowledge in ICT, standards and practices of banking, attending conferences and seminar, professional programmes, acquisition of basic and higher degrees, adequate knowledge of office equipment, recognition of hand work, enhanced staff welfare, regular supervision, control and membership of professional body are basic tools in checking cash handling. This study is consistent with the earlier study of Duru (2011) on the effect of the law of obsolesce.

The study also revealed that provision of internal facilities, effective and efficient e-banking, adequate banking hall, model banking offices, staff competences, quality of desk staffs, customers bankers relationship, activity checklists, e-communication equipment, adequate ventilation screens projections, e-banking services, sufficient ATMs good banking culture, active security personnel and regular control largely reduces time wasting and its antecedent hazards.

This assertion supports the work of Akani (2012) that incidents of armed robberies attacks in the banks will greatly reduce if cashless initiatives are introduced.

Lastly, the study revealed the value electronic banking has brought to modern banking in Nigeria. This culture has introduced international best practices, cashless economy for capacity building, growth and development, (World Bank, 2000).

6. CONCLUSION

Entrepreneurship skills like creativity and innovation fosters economic growth and development towards the attainment of vision 20-20-20 in our country. Organizational performance depends among other things on innovation and creativity. Innovation and creativity plays a major role in the performance and quality services delivery of commercial banks. Through creativity and innovation, customers will have maximum satisfaction which in return leads to capacity building, sustainable growth, greater efficiency and economic development.

7. RECOMMENDATION

The following recommendations are made based on the findings from the research

- Management of banks should encourage creative and innovative individuals through non-monetary motivational means such as recognition from both staff and customer.
- Banks should abreast themselves with modern technology that gives maximum satisfaction to bank customers as it will invariable lead to high performance.
- Management of banks should adopt international best practices in service delivery.

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