

Edifying the Culture of Innovation in Entrepreneurship Development in Nigeria

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ABSTRACT:

Innovation is the key to growth, without it, most organization would forever be stuck doing the same old things the same old way. New products, new services and new ways of doing business would never emerge. Entrepreneurship activities brings about business innovation with resultant development in enterprises which also serves as a panacea to economic growth in developing countries.

Entrepreneurship development in Nigeria came up early in the 70s immediately after independence. The promulgation of Nigeria Enterprises Promotion Decree of 1972 provides stimulus for entrepreneurship development via Small and Medium Scale Enterprises (SMEs) promotion. This paper attempts to examine the culture of innovation in entrepreneurship development using Osun State in Southwest Nigeria as a case study. Personal interview combined with analysis of primary and secondary data were applied to reach to this understanding. It was discovered that entrepreneurship development still remains the strong policy option for developing Nigeria's manufacturing, service and industrial sectors. The finding shows that dedicated people achieve innovation with a shared passion for problem solving and for turning ideas into realities. Companies that continuously innovate will create new markets, products, services and business models that lead to undeniable growth.

Keywords: *Business culture, Innovation, Entrepreneurship development*

INTRODUCTION

Entrepreneurship started when people produced more products than they needed, as such, they had to exchange these surpluses. For instance, if a blacksmith produced more hoes than he needed, he exchanges the surplus he had with what he had not but needed; maybe he needed some yams or goat etc, he would look for someone who needed his products to exchange with. By this way, producers came to realize that they could concentrate in their areas of production to produce more and then exchange

with what they needed. Through this exchange of products, entrepreneurship started. A typical Nigerian entrepreneur is a self made man who might be said to have strong will to succeed, he might engage the services of others like; friends, mates, in-laws etc. to help him in his work or production. Through this way, Nigerians in the olden days were engaged in entrepreneurship. Early entrepreneurship is characterized with production or manufacturing in which case the producer most often started with a small capital,

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most of it from his own savings. Early entrepreneurship started with trade by barter even before the advent of any form of money.

Modern entrepreneurship in Nigeria started with the coming of the colonial masters, who brought in their wears and made Nigerians their middlemen. In this way, modern entrepreneurship was conceived. Most of the modern entrepreneurs were engaged in retail trade or sole proprietorship. One of the major factors that have in many ways discouraged this flow of entrepreneurship development in Nigeria is the value system brought about by formal education. For many decades, formal education has been the preserve of the privileged. With formal education people had the opportunity of being employed in the civil service, because in those days the economy was large enough to absorb into the prestigious occupation all Nigerians their goods. As such, the system made Nigerians to be dependent on the colonial masters.

Again the contrast between Nigerian and foreign entrepreneurs during the colonial era was very detrimental and the competitive business strategy of the foreign entrepreneurs was ruinous and against moral standards established by society. They did not adhere to the theory of "live and let's live". For instance, the United African Company (UAC) that was responsible for a substantial percentage of the import and export trade of Nigeria, had the policy of dealing directly with producers and refused to make use of the services of Nigerian entrepreneurs. The refusal of the expatriates to utilize the services of local businessmen inhibited their expansion and acquisition of necessary skills and attitude. Because of this, many eventually folded up. Those that folded up built up resentment against business, which became very demoralizing to other prospective entrepreneurs. As a result, the flow of entrepreneurship in the country was slowed down. But, with more people being educated and the fact that government could no longer employ most school leavers, economic programs to encourage individuals to go into private business and be self-reliant were initiated.

Such economic policy programs that are geared towards self reliance for individuals are programs as Open Apprenticeship Scheme, Graduate Employment Programs etc and other

policies that encourage or make it easy for entrepreneurs to acquire the needed funds e.g.; Peoples Bank of Nigeria, Funds for Small-Scale Industries (FUSSI), co-operative societies etc were established to assist entrepreneurs in Nigeria.

Literature Review- Notion of Entrepreneurship

Literature abounds as to what entrepreneurship is all about. Davis in 1983, as cited in Igbo (2005) sees entrepreneurship as the creation and running of one's own business. Timmons in 1987 also cited in Igbo (2005), sees it as the creation, building and distribution of something of value from practically nothing to individuals, groups, organizations and society. He summed up by stating that it involves planning and organizing small business ventures through the mobilization of people and resources to meet people's needs.

According to Schumpeter (1995), entrepreneurship is a process of change where innovation is the most vital function of the entrepreneur. It is the basic requirement for economic development in a free enterprise or mixed economy where innovation is the basis of development. Innovation in a system can increase the marginal productivity of the factors of production. UNIDO (1999) defined entrepreneurship as the process of using initiative to transform business concept to new venture, diversify existing venture or enterprise to high growing venture potentials.

The above definitions and discussions point to the fact that entrepreneurship involves innovation, development, recognition, seizing opportunities and converting opportunities to marketable ideas, value while bearing the risk of competition.

Entrepreneurial development is a catalyst for economic, social and industrial development. Peter and Clark in 1997 as cited in Egai (2008) affirms that entrepreneurial development is a disposition to accept new ideas, new methods and making people more interested in present and future than the past.

The entrepreneurial class provides leadership in resource change, innovation, technical progress and capital formation to produce new knowledge, new production techniques/possibilities, profits and economic growth. Historically entrepreneurship development

Nigeria has remained excluded from industrial policy until changes began to occur in 1980s due to an bivalency of competition and increasing service sector.

According to Audretsch and Thurik (2001) the role of the entrepreneurial sector changed when industrial comparative advantages shifted towards knowledge-based economic activities. Large firms lost their competitive edge while smaller and more flexible entrepreneurial firms gained new importance in the increasing knowledge-based economy. New dynamic ventures are acknowledged to be drivers of innovation.

Associated with entrepreneurship is the concept of *intrapreneurship*. This involves entrepreneurship ingenuity and spirit within an organization rather than outside. It provides opportunities to hard-to-find key employees of an organization to unfold their potentials, performance and hard work to earn a reward or share in the profit or revenue generated by his ingenuity for the enterprise. The concept of intrapreneurship is beginning to spread rapidly in modern times.

The actor at the center of entrepreneurship is the entrepreneur who possesses the following characteristics and traits.

Personal attributes and traits:

An entrepreneur should be hard working, self discipline, confident, determined, innovative, visionary, risk-taker, consistent, independent, lead, amenable to change or flexible and God-fearing. All these traits prepares him against the odds to success

Creative attributes or technical skills:

The entrepreneur requires unique skills as prowess in communication, writing, engineering technology, environmental management monitoring, interpersonal relation, building, Networking, coaching, organizing, art making, technical drawing etc.

Business management skills:

These are specific skills for decision making such as accounting/finance, managerial, marketing/sales, information and operational/logistics skills.

The entrepreneur should be able to keep proper accounting records, financial/investment

details, promote sales, communicate effectively to give clear instructions and direction and build a good feasibility studies. He should be able to exploit the Strengths, Weaknesses, Opportunities and Threats (SWOT) in his environment for survival of competition. 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, improve on existing ones, open up new markets, explore new source of raw materials and design new techniques of management. Research and Development Programs 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 Entrepreneurship Process- Revisiting Literature

The process of entrepreneurship starts from the generation of business idea, through implementation to the realization of output and profit.

Business Ideas

Business ideas and opportunities come from a variety of ways according to Hisrich and Peters (2002). These include:

i. Consumers: Opinions, information and complaints of consumers can be useful source of information as to what the consumer wants. The entrepreneur can obtain this from market survey of preferences, discussion, age, socio-cultural background, biological and wealth status of the consumers etc. The entrepreneur can map out critical areas of consumer's need, deficiency and inefficiency and exploit it.

ii. Existing business: Entrepreneurs and intrapreneurs can get business clues by constantly monitoring and evaluating market performance of products and services of existing businesses.

iii. Research and development: The entrepreneur as an agent of change, should constantly explores and gets involved in research to

develop new products, improving on existing ones or establish new ways of production.

iv. Distributive channels: Distributive trade both at local and international levels provide opportunities for ancillary industries to spring up.

v. Governmental activities: Governmental activities such as registration of business, patent right and government agencies provide opportunity for business. Also government programs of economic, social and community development provides opportunities for business/entrepreneur.

vi. Adverts: Advertisement in News print and radios/TV, bill boards are a source of new line of business to the entrepreneur.

vii. Sundry activities: The entrepreneur can lean about things needed by the consumers but which are not supplied from activities such as marketing, seminars/symposia, marriages, burial ceremonies, picnic centers, traveling, sporting activities, catalogues etc.

Culture and Strategic Differentiation

Culture is the collective programming of mind, which distinguishes the members of one group or category of people from those of others. Hofstede (2001) identifies five values that differ considerably between cultures. These values are: (1) power distance (2) collectivism-individualism (3) masculinity (4) uncertainty avoidance (5) long-term/ short-term orientation.

- ✓ **Power distance** is the degree to which people expect and accept that power and status are distributed unequally among members. Business organization in countries where high power distance is prevalent tend to be more hierarchic and favor highly centralized decision-making and less participative decision-making, whereas in low power distance culture opposite is said to be true (Hofstede, 2001).
- ✓ **Individualism-Collectivism** measures the extent to which individuals derive identity from self versus the collectivist (Hofstede, 2001). In individualistic cultures, a great emphasis is generally placed on high

autonomy, individual achievements and freedom to make decisions. In collectivist cultures, strong ties between members of a group exist. Of these characteristics the concepts of freedom, autonomy and independence probably have the strongest impact on innovation (Jones and David, 2000).

- ✓ **Masculinity** is the degree to which masculine values like assertiveness, achievement, competition, recognition, and competitiveness prevail over feminine values like caring for others and interpersonal relationships. Research have shown that positive relationships between the masculinity of a society and implementation stage exists, whereas femininity is related to initiation stage of product development (Nakata and Sivakumar, 1996)
- ✓ **Uncertainty Avoidance** is the degree to which a society as a whole accepts uncertainty in daily life (Hofstede, 2001). Countries which score high in uncertainty avoidance try to control uncertainty through technology, rules and religion. Cultures, which is score low on the dimension show higher tolerance of ambiguity. People are more willing to take risk and are generally more open to pursue new ways than individuals in high uncertain avoidance. Thus, high uncertainty avoidance hinders the organization capacity to innovate, while the precision and rigor that goes along with high degrees of uncertainty avoidance will be beneficial when it comes to the exploitation of existing capabilities (Nakata and Sivakumar, 1996)
- ✓ **Confucian Dynamism** represents a Confucian like values on a bi-polar scale. It indicates either a dynamic, future oriented mentality (long-term orientation) or a more static stance (short term orientation). A dynamic future-oriented mentality is characterized by such things as persistence, hard work, thrift, shame, while societies in which static mentality prevails plays more emphasis on the past and present. Long-term orientation will always support innovation while short-term orientation will hinder innovation (Nakata and Silvakumar, 1996).

As more and more companies recognized the power of culture in driving innovation, new practices are emerging that accelerate the culture change process. Companies that use technology to communicate the importance of innovation, gather ideas and share results can achieve in days what used to take months. By managing the strategic levers of culture, and by practicing the strategies of envisioning, communicating and sponsoring, it becomes possible to create a culture of innovation and drive long-term strategic advantage.

The 7-S Model of Building Culture of Innovation to improve Organizations' Effectiveness

The seven-Ss are a framework for analyzing organizations and their effectiveness. It looks at seven key elements that make the organizations successful, or not: Strategy; structure; systems; style; skills; staff and shared values.

The theory helped to change manager's thinking about how companies could be improved. It says that it is not just a matter of devising a new strategy and following it through. Nor is it a matter of setting up new systems and letting them generate improvements.

To be effective, your organization must have a high degree of fit or internal alignment among all the seven Ss. Each S must be consistent with and reinforce the other Ss. All Ss are interrelated, so a change in one has a ripple effect on the others. It is impossible to make progress on one without making progress on all. Thus, to improve your organization, you have to pay attention to all the seven elements at the same time.

Role of Government in Entrepreneurship Development in Nigeria

Economic growth rates are often attributed to the role of the duo of government and entrepreneurs, which is complementary and not mutually exclusive. In Nigeria, like some other economies, government helps to develop transportation, power, financial inducement, subsidies and other utilities to encourage entrepreneurship development. Furthermore the government provides security to safe guard life and property; maintaining law and order and

freedom to do business. The role of government in entrepreneurship development in Nigeria became significant only after the Nigeria civil war (1967-1970).

Since the mid 1980s there has been increased commitment of government to entrepreneurship development especially after the introduction of the Structural Adjustment economic Program (SAP) in 1986. Added to this, is the establishment of the National Directorate of Employment (NDE), National Open Apprenticeship Scheme (NOAS), Small and Medium Enterprise Development Association of Nigeria (SMEDAN), Small and Medium Enterprises Equity Investment Scheme (SMEEIS) etc.

Fundamentally Nigerian government promotes entrepreneurial culture through initiatives that builds business confidence, positive attitude, pride in success, support and encouragement of new ideas, social responsibility, providing technological supports, encouraging inter-firm linkages and promotion of R&D. Others are cheap financial resources, free access to market, prompt registration/ advisory service to businesses, promotion of entrepreneurial skills acquisition through education and manpower development, production of infrastructure, export incentives, stable macroeconomic environment, security of investment, stable political climate etc. In early 2000s, entrepreneurship studies have been introduced into the Nigerian educational system especially higher institutions as a mandatory course. The Centre for Entrepreneurship Development (CED), which has the objective of teaching and gingering students of higher institutions (especially in science, engineering and technological (SET)) to acquire entrepreneurial, innovative, and management skills, was established. This is to make the graduates self-employed, create job opportunities for others and generates wealth.

UNESCO-TVE Programs in Nigeria is aimed at fostering linkage and cooperation between higher institutions and industries such that academic research findings can readily be taken up by industries for production and product development.

Table 1: Entrepreneurship development program/activities in Nigerian (1999–2006)

ITEM	1999	2000	2001	2002	2003	2004	2005	2006
Unemployment (%)	-	-	-	2.7	2.7	2.6	12.6	12.3
Entrepreneurship development program (EDP) beneficiaries	105,000	95,000	39,551	21,551	36,000	NA	NA	NA
Vocational skill dev. of national open apprenticeship scheme (NOAS) participants	20,649	20,877	9,300	11,624	15,354	NA	NA	NA
Unemployed youths trained under NOAS	-	-	-	15,255	36,105	30,211	38,219	25,000
Trained youths provided with tools to establish own Business	-	-	-	25	120	13	1,901	1,480
National open Apprenticeship scheme NOAS								
(a) Registered	-	-	-	37000	37000	37000	37000	37000
(b) Beneficiary	-	-	-	15265	36105	30211	38223	25000
School on wheel								
(a) Registered	-	-	-	2625	2250	-	4500	1125
(b) Beneficiary	-	-	-	1205	615	-	1468	407
Entrep. Dev. Prog. (EDP)								
(a) Registered	-	-	-	111,000	111000	111000	111000	111000
(b) beneficiary	-	-	-	50,502	58000	106,000	63000	-
Start your own Business								
(a) Register	-	-	-	7400	7400	34229	25706	7400
(b) beneficiary	-	-	-	185	370	34229	25706	203
Women co-operatives								
(a) Register	-	-	-	3700	3700	3700	3700	3700
(b) Beneficiary	-	-	-	500	3700	3700	3700	-
Rural Agric Dev and training scheme								
(a) Registered	-	-	-	12580	12580	12580	12580	12580
(b) beneficiary	-	-	-	1222	3867	4977	9737	1020
Rural handcraft								

scheme								
(a) Register.	-	-	-	-	5550	5330	11100	-
(b) beneficiary	-	-	-	-	-	3791	9285	-
Environmental Beautification scheme								
(a) Register.	-	-	-	3700	3700	3700	3700	3700
(b) Beneficiary	-	-	-	540	-	1850	1850	1850
Graduate attachment prog.								
(a) Register.	-	-	-	5550	5550	5550	5550	5550
(b) Beneficiary	-	-	-	-	-	-	-	-
Community dev. Scheme								
(a) Register.	-	-	-	925	925	925	925	925
(b) beneficiary	-	-	-	-	-	925	925	-

a. NBS (2007) *Annual Abstract of Statistics*, pp. 216–226

Table 1 shows that government supports various entrepreneurship programs. The number of participants registered over the period of analysis (1999-2006) is constant while the number of beneficiaries out of the total number of graduates of the programs is however very low.

Entrepreneur in Innovation and Economic Development

Innovation is the conversion of new knowledge into new products and services. And in the process creating values and increasing efficiency, companies that continuously innovate will create and re-invent new markets, products, services, and business models- which lead to more growth. Virtually all company recognizes that they need to create an organizational culture in which innovations thrive. The question for leaders today is not if culture is important for success but how work culture can drive successful innovation- and what, specifically, leaders can do to influence the kind of culture that leads to behavior that is truly innovate.

The popular strategies for shaping culture conducive to innovation includes *training program* that will convey vision and values statements of the company that helps assimilate new employees; *leadership development programs* which will provide managers with tools for becoming “better leaders”; and *change*

management initiatives help drive new structures and programs designed to increase organizational effectiveness.

It is noteworthy that effective communication of the vision is another step in building culture of innovation. Communicating for innovation is much more than the traditional “corporate communications” which serve a limited purpose of communicating concerns of the organization but communications for innovation means a dialogue with stakeholder about “how things really work” and “what’s really valued”. Once effective communications channels are established, identification of opportunities becomes easily and to tap these opportunities for innovation could be sponsored.

According to Schumpeter (2001) capital and output growth in an economy depends significantly on the entrepreneur. The quality of performance of the entrepreneur determines whether capital would grow rapidly or slowly and whether the 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 (land, labor and capital) are said to be dormant or indolent without the entrepreneur who organize them for productive ventures.

The entrepreneur is therefore an important

agent of growth of innovations and technical progress. The development and utilization of these technical and commercial skills 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 entrepreneur. Business set ups have become informal and oriented towards survival and self-employment. Technical progress essentially results in increase in production, employment of labor, stimulation of export and overall growth of GDP. The contribution of entrepreneurship to the growth and development of Asian countries (China, Malaysia and Singapore) and African countries (South Africa and Nigeria) cannot be over emphasized.

In Nigeria entrepreneurship development and innovations have been manifested in all aspects of the economy viz; micro businesses, micro finance institutions, small, medium industries, cottages, crafts, information/telecom services, personal services in food vending/restaurant, garments making, embroidering, agricultural produce, music, film production etc.

Empirical Evidences

In this paper, a modest attempt has been made to study innovative culture in both private and public sector in Osun State, Southwest Nigeria, among educational institutions, public institutions, Agricultural sector, young entrepreneurs, and other related field of endeavors. A primary survey was conducted based on a specially designed questionnaire and an interview guide on a randomly selected sample of two hundred (200) respondents (employees) ranging from senior executives to junior workers. The questionnaire consisted of a set of questions on work culture and managerial practices. The questionnaire and the interview guide are mentioned below as tables 2 and 3.

The evidences from the study can be revealed as follow:

The Stepping-Stone of Innovative Culture: Inspiration Leadership and Sense of Ownership

The data collected and responses reveal that all the respondents enjoy their work and find

their immediate senior supportive to them and about 70 percent feel they have freedom to take initiatives. In short the work culture in their work places is supportive to take initiative and innovate. This shows that inspiration leadership creates culture within organization supportive to innovation and help in developing entrepreneurship skills. The inspiration leadership share vision and inspire people to achieve more than they may ever dreamt possible. People change when they are emotionally engaged and committed and above all inspirational leaders create 'can-do' attitude and make business fun. These attributes in the work force are necessary to sustain commitment.

To develop sense of ownership among employees and young entrepreneur, it is necessary to involve them in decision making, the responses of employees revealed that this is a well established practice in the investigated organization, as about 70 percent respondents revealed that they participate in decision making. It is noteworthy here to mention that all middle and senior level executives mentioned that they do participate in decision making.

Building Capacities to Innovate and Freedom to Fail

The survey further revealed that organization also organize capacity building programs for their employees, and about 90 percent respondents mentioned that they have benefited from these trainings. The respondents have also learnt the lesson that failures are indicative of not charting a particular course of action, and they have to be taken as part of the game but have didactic value. It was discovered that this attitude of management have helped to build a culture of innovation.

Harnessing the Power Diversity to Innovate

Diversity of thought, perception, background and experience enhance creativity and innovation. It was revealed through those interviewed, and about 70 percent of their workers enjoy working with people of diverse cultural background.

Table 2: Questionnaire building culture of innovation in entrepreneurship development in Nigeria

S/No	Attribute	Total No. of Respondents (200)	Percentage
1.	Nature of Business/ Organization		
	Manufacturing	50	25
	Service	60	30
	Marketing	20	10
	Public Service	70	35
2	Status		
	Senior Manager	20	10
	Middle Manager	80	40
	Lower Manager	100	50
3	Enjoying the work		
	Very Much	60	30
	Good	120	60
	Somewhat	18	9
	Not at all	02	1
4	Support of the Immediate Senior		
	Very Much	70	35
	Good	110	55
	Somewhat	14	0.7
	Not at All	14	0.7
5	Capacity Building		
	Helps	192	96
	Does not help	4	2
	Can't say	4	2
6	Freedom of Initiative		
	Freedom to take Initiative	140	70
	Do not have Freedom	60	30
7	Participation in Decision Making		
	Have Participation	140	70
	Does not have Participation	60	30
8	Feeling about working with people of diverse culture		
	Very much comfortable	70	35
	Comfortable	60	30
	Neutral/ Indifferent	40	20
	Uncomfortable	10	5
9	Work Atmosphere		
	Relaxed Atmosphere	130	65
	Not Relaxed Atmosphere	70	35
10	Attitude of Senior towards Junior failure		
	Usual	36	18
	Mildly didactic	60	120
	Harsh	44	22
11	Management Style		
	Collective decision making	90	45
	Analyzing of strength & weaknesses before assigning work	50	25
	As situation Demands	40	20
	Autocratic	20	10
12	Freedom to take Initiative		
	Encouragements and appreciation as value	60	30
	Generally encouraged and appreciated	100	50
	Average encouragement on success	40	20
	No encouragement	20	10

Table 3: Interview guide building culture of innovation in entrepreneurship development in Nigeria

Demographic Data	
1.	Name of Establishment
2.	How many workers in your establishment?
3.	Nature of business/organization?
4.	Status

General Data	
5.	How much are you enjoying your work in your organization?
6.	Do you think your boss is highly supportive towards you?
7.	Do you agree training program is going to enhance creativity, skills and innovation?
8.	How much freedom does your organization avails you?
9.	How much participation in your decision making do you get from your top management?
10.	How comfortable do you feel working with employees belonging to different cultural background?
11.	How does your superior respond when you are unable to accomplish work properly at times?
12.	What kind of facilities has your company provided you apart from work to make you more relax?
13.	How do you take initiative when your organization assigns you a new project?
14.	What is your management style?
15.	In your view what changes should be required to improve work culture?

Management Style

Leadership of the top management lifts subordinates vision to higher sight- the raising of a subordinates performance to a higher standard, and builds subordinates personality beyond its normal limitations. The functioning of these respondents reveals that they have learnt management lesson very well. As we might have been aware management is a judicious blend of collective decision making and professionalism to see that the task is well done in time relative to the organizational norms. About one quarter of the respondents mentioned that their management assignment takes after analyzing the capabilities to deliver and about 20 percent opined that they devise management practice as situation demands and about 45 percent mentioned that management takes collective decision. Only 10 percent complained that their boss is autocratic in their management style. These responses have made it clear that most

organizations have a culture of appreciating initiation but before venturing into any initiatives they assess the capabilities and other implication. This has led to the development of entrepreneurship ability within organizations.

The Fun Factor

At the core of successful innovation is the hard work combined with hard play- at every level, from executive down and back up again. People do work hard, but also has lots of fun at the same time. They are not just having fun, but planning it and making it part of their culture. This is the spirit that truly enables relentless innovation and creates innovation adept culture. The survey revealed through the respondents that their organizations have imbibe work culture with fun as about 60 percent mentioned that they work in relaxed atmosphere, while 35 percent differs.

Perception of Employees on Improvement of Innovative Work Culture

The majority of the respondents supported participatory management, and that training and development should be encouraged and improved. Also motivation through increase in salary and benefits and some other supports division of labor and specialization as factors that will lead to improvement of innovative work culture and will eventually necessitate entrepreneurship skills development in organization. Few of the respondents about 35 percent together support factors such as;

- ✓ opinion and new ideas should be welcomed by the management,
- ✓ team work should be encouraged
- ✓ employers should provide a conducive work environment
- ✓ employees should be allowed to take initiative without interference from management
- ✓ responsibility and accountability for work action taken by both superior and subordinates
- ✓ attitudinal change towards work culture
- ✓ There should be mutual understanding between superior and subordinates.

These and other related factors according to the respondents will improve innovative work culture and in essence help in developing entrepreneurship skills among workers in developing country such as Nigeria.

CONCLUSION

Building the culture of innovation in the business organization in Nigeria depends upon many vital factors as aforementioned. There should be allowance for freedom to work and take more quick and proactive initiative and responsibility towards work. Management should not take failure attempts of employees too seriously, because organization requires strong and supportive leadership from top management, encourage a feeling of ownership among all employees and let them participate in important decision-making. Employers should create a relaxed working atmosphere and also make work more enjoyable by providing necessary facilities to all the employees of the organization.

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