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CREATIVITY AND THE PERFORMANCE OF FAMILY BUSINESS: A STUDY OF ABC TRANSPORT PLC., NIGERIA

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Abstract
The study focused on the effects of creativity on the performance of ABC Transport Plc. The specific objectives were to: ascertain the effect of expert knowledge on quality of transport-related infrastructure and business intelligence and examine the effect of creative thinking on the diversification operations of ABC Transport Plc. The study adopted survey research design and primary sources of data were used. The population of the study consisted of all the managers and supervisors of ABC Transport Plc. Snowball sampling techniques were adopted. Content validity and Cronbach Alpha reliability test were used. Multiple Regression analysis was used. Findings revealed that: At 1% level (Sig < .01) of significance, expert knowledge has a significant effect on quality of transport-related infrastructure and business intelligence. At 1% level (Sig < .01) of significance, creative thinking has a significant effect on diversification operations of ABC Transport Plc. The study concluded that creativity has a significant effect on the performance of ABC Transport Plc. However, the study recommended that: The management of ABC Transport Plc. needs to sustain their expert knowledge. Management need to ensure that ABC Transport Plc. business process is guided by conventional models and practices. Training and development need to be adopted to enhance the competency and effectiveness of their management team and staff. Thus, Organizational structure that breeds performance through knowledge sharing and learning should be encouraged. Management need to foster an open, creative work environment, encourage diversity and collaboration.

Keywords: Creativity, Creative thinking skill, Expertise, Motivation, Family business and Organizational performance

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1.1 Introduction

Creativity is *sine qua non* to the performance and sustainability of family business. Creativity is a phenomenon that has always fascinated lay people as well as scientists. It is valued as a property of pieces of art or literature, musical compositions, scientific works, narrations, witty comments and technical or social inventions. In all these various facets, creativity is a prime source of cultural progress and responsible for a multitude of contributions to many successful businesses. Creativity allows the entrepreneur to act on opportunities in ways that will give the company a competitive advantage. Creativity serves as a foundation for creativity and business development of family business (Ballor & Claar, 2019). Family businesses are very significant because they hold the linkage for social and economic wealth, creation of communities, states, nations and maintenance of regions and competition across the globe. Family businesses are fundamental drivers of the business era, territorial financial coordination, employment creation and social security. It is an important resource for economic development and growth in many countries as they help to define the level of employment, demand models, portfolio choices and educational schemes (Bennedsen, Kasper, Francisco & Daniel Wolfenzon, 2007 cited in Olga & Elena, 2021). The presence of its peculiar features helps to differentiate a family firm from other types of firms. These features can be traced back to: A family's bond with the firm; the differences between family members and external managers in terms of time horizon, pursued objectives, motivations, interest in the success of the company; the strategic decision-making process, the degree of centralization and the intensity of the control activity; the relationship between family members and other stakeholders and the relationships within the family.

However, irrespective of the prominence of family business, its performance and sustainability hover on its ability to regenerate/renew themselves; creativity. Creativity is key to firms' enduring competitiveness (Gong, Huang & Fahr cited in Ponroy & Welsh, 2020). Creativity espouses new and useful business ideas, finding investment opportunities, deciding how to capitalize on those opportunities, formulating corporate goals and objectives, creating an enterprise, starting real business operations, selling and promoting an organization's products and services, planning and managing human and material capital, risk and uncertainty management and diversification (Gontur, Davireng & Gadi, 2016). Creativity is key in developing new methods, products and process that enable the firm to renew itself, which is of particular importance for family businesses, where trans-generational continuity is at the core of family owners' preoccupations, leading to family business long-term orientation (Le Breton & Miller, 2014 cited in Ponroy & Welsh, 2020). As family business is central to economic development, so does transportation business. The development of most developed nations is built around the transportation industry. It indeed plays a very central role in the development process as nothing can be done without transportation. Thus, integrating creativity into transportation business that is family owned is fashionable, as many transportation agencies are now being called upon by their stakeholders to plan, build and operate transportation systems that in addition to achieving the

important goals of mobility and safety support a variety of environmental, economic and social objectives.

This paradigm shift is driven by the desire for a more integrated and holistic approach to transportation decision-making and advanced technological development which are setting the pace in the transportation industry. In congruence with this development, ABC Transport Plc. has been trendy. Undoubtedly, ABC Transport Plc. is one of the best road transport services providers in the country. Little wonder it brags about its services being in tandem with internationally-accepted standards and specially designed for distinguished travelers who would otherwise use air service. Over the years, ABC Transport Plc. had imbibed the tenets of creativity into its business operations in order to remain competitive in the business.

Lack of creative thinking, insufficient resources, lack of technology and poor management support has been spotlighted as ridding the failure of most businesses in Nigeria. ABC Transport Plc. with the mission to provide both long and short haul bus services, consolidated cargo and haulage services within Nigeria and West African sub-region are not immune to these challenges. As a family business with many shareholders, ABC Transport Plc. is expected to be efficient and performance driven for wealth creation for its teaming investors. As noted in the background, ABC Transport Plc. stakeholders are required to plan, build and operate a transportation system that in addition to achieving the important goals of mobility and safety, supports a variety of environmental, economic and social objectives in the pursuance of the integrated and holistic approach to transportation system and to incorporate advanced technological development in their services in other to remain competitive in the business. All these hover on the organization's ability to remain creative in its business processes.

Furthermore, as many transportation companies continue to mushroom, the ability of ABC Transport Plc. to sustain its performance and remain competitive in the business, may hinge on its ability to explore expert knowledge, creative thinking and motivation in other to diversify its operations, improve the quality of its transport-related infrastructure, business intelligence, sustain employees' competence and quality of services. Thus, there is need to empirically examine how creativity has affected the performance of ABC Transport Plc. to ensure that the organization remains in the pathway of success. Against this backdrop, the study examines how creativity has improved performance of family business using ABC Transport Plc., Nigeria as a focus.

The specific objectives are: to ascertain the effect of expert knowledge on quality of transport-related infrastructure and performance of ABC Transport Plc.; to examine the effect of creative thinking on Performance of ABC Transport Plc. and to evaluate the effect of motivation on the competence and performance of ABC Transport Plc.

2.0 Review of Related Literature

2.1 Conceptual Review

2.1.1 Creativity

Etymologically, creativity derives from the Latin participle "creare" which means "to make, produce", and it is also related to "crescere" which means "arise" or "grow" (Kampylis & Valtanen, 2010). Sawyer (2012) observes that "Creativity is a new mental combination that is expressed in the world". Three distinct features characterize this definition: (1) Creativity must be something new, novel or original; (2) Creativity involves a combination of two or more thoughts or concepts that have never been combined before by the individual; (3) Creativity must be expressed in a certain way in the world. Unexpressed and uncommunicated personal concepts or thoughts cannot be regarded as creativity. Creativity is "the ability to produce work that is both novel (i.e., original, unexpected) and appropriate (i.e., useful, adaptive concerning task constraints)" (Sternberg & Lubart, 1999 cited in Ponroy & Welsh, 2020). In organizations, creativity has been defined as "coming up with fresh ideas for changing products, services and processes so as to better achieve the organization's goals" (Amabile, 1996 cited in Ponroy & Welsh, 2020). Thus, creativity can be analyzed at the individual, group and organizational levels (Dampérat et al., 2016). In the business context, creativity is associated with competitiveness as it is known for being a source of innovation (Amabile, Conti, Coon, Lazenby & Herron cited in Ponroy & Welsh, 2020). In the same vein, Morawski cited in Ponroy and Welsh (2020) defines creativity as the result of the interaction of intellectual competencies, creative talents, personality traits and the widely understood socio-cultural and economic environment. Sart (2013) describes creativity as something unique and useful. Creativity is the act of seeing something that everyone else does but connecting it in ways that no one else has. Creativity is shifting from the familiar to the unfamiliar. Schumpeter and Opie cited in Chiayu and Suechin (2013) proposes that creativity is an important driver for entrepreneur to discover new business opportunity and highlights the key role of innovation and of the entrepreneur as the sources of economic growth.

2.1.2 Organizational Performance

Organizational performance has been commonly focused on two areas of research stream mainly on economic perspective and the organizational perspective. The economic perspective emphasizes the importance of external market factors such as the firms' competitive business position and anything related to financial aspects. The organizational or non-economic perspective builds on behavioural and sociological paradigms and their fit with the environment which includes quality of services (such as employee satisfaction and customer satisfaction), quality of product and competitiveness (Tvorik & McGiven, cited in Sarminah, 2013). According to Richard and Johnson (2009), organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.), and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is perceived as success in realizing

valuable outcomes such as high returns (Memon & Tahir, 2012). As Smith and Sandada (2014) point out, business performance refers to the organization's ability to meet the desired result that is set by the company's major shareholders. Organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share. The concept of organizational performance is core to businesses because the major objective of businesses is to make profits. Business performance can be measured in two ways through objective performance measurement and subjective performance measurement (Skokan, Pawliczek & Piszczur, 2013). Objective performance measurement involves the use of financial indicators sourced from firm financial records while subjective measures focus on the perception of managers regarding the performance of the organization (Skokan, Pawliczek & Piszczur, 2013).

2.1.3 Family Business

The term "family" refers to a group of people related to each other by blood or marriage (Belenzon, Patacconi, & Zarutskie, 2015). Zahra, Hayton, and Salvato (2012) define family business as those businesses that report some identifiable share of ownership by at least one family member and having multiple generations in leadership positions within that firm. Combining several variables, Poza (2014) defines family business as a unique synthesis of: firstly, ownership control by two or more family members; secondly, managerial influence through active participation, advisory role, board membership or active shareholding; thirdly, concerns for family relationships; and finally, the possibility of continuity across generations. Reay and Whetten (2011) define family business as a corporation that is majorly owned by the members of a single family. In other words, a family business is a business in which members of a family have significant ownership interest and significant commitments towards the business' overall well-being. European Family Businesses (2012) sees family business as any business in which majority of the ownership or control lies within a family and in which two or more family members are directly involved. It went further to posit that it is also a complex, dual system consisting of the family and the business. According to International Finance Corporation (2012), family businesses range from small and medium-sized companies to large conglomerates that operate in multiple industries and countries.

2.1.4 Transportation

Transportation, according to Grabara, Kolcun and Kot (2014), represents the most important logistics activity and in order to enable the smooth running of a transportation process, a series of activities has to be integrated into one coherent whole. Transportation is, according to Borzacchiello, Torrieri and Nijkamp (2009), a natural and dynamic part of any modern space-economy, offers great economic benefits and improves economic development, as confirmed by Ghiani, Laporte and Musmanno (2004), emphasizing that freight transportation plays a key role in today's economies. According to Stevic, Pamucˇar, Zavadskas, C´ irovic´ and Prentkovskis (2017), transportation represents the most expensive logistics subsystem, the subsystem that causes the largest percentage of logistics costs, as confirmed by Guasch and Kogan (2006) who states that transportation costs represent the most significant item in total logistics costs.

2.1.5 Three Components of Creativity

Most experts provide frameworks and hypotheses on the sources of creativity yet it appears that the vast majority of their important contributions to the theory can be categorized as falling within Amabile's three intersecting circles below:

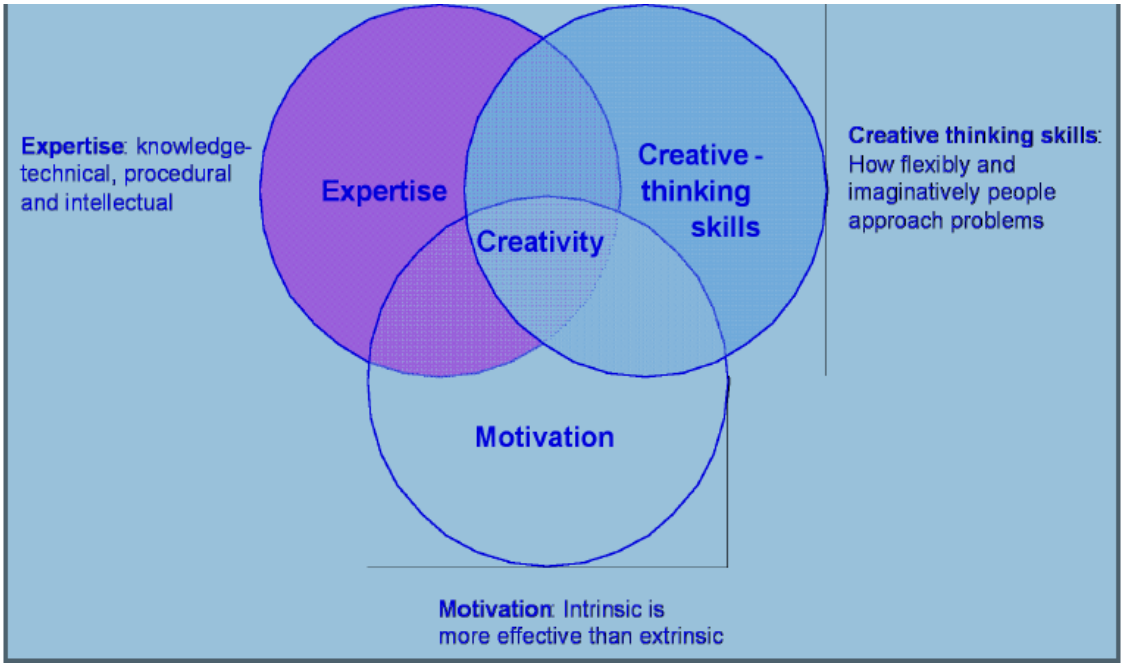

Fig. 1: Three Components of Creativity
Source: National Center on Education and the Economy (NCEE) (2005).

i. Knowledge

Amabile (1996) describes knowledge as all the relevant information that an individual brings to bear on a problem. Gardner (1993) goes deeper into the topic and explains that there are two types of knowledge that may be required for creativity. On one hand, in-depth experience and long-term focus in one specific area allows people to build the technical expertise that can serve as a foundation or playground for creativity within a domain. At the same time, creativity rests on the ability to combine previously disparate elements in new ways, which implies a need for a broader focus and varied interests. Thus, perhaps the best profile for creativity is the T-shaped mind with a breadth of understanding across multiple disciplines and one or two areas of in-depth expertise. Indeed, Johansson (2004) explains that "we must strike a balance between depth and breadth of knowledge in order to maximize our creative potential". He further suggests that one way to improve breadth is to team up with people with different knowledge bases. The educational implications of this recommendation are perhaps in the realm of greater focus on interdisciplinary study and having students collaborate on group projects with team members of varied interests (NCEE, 2005).

ii. Creative thinking

While both Amabile (1996) and Gardner (1993) assert that thinking is a key aspect of the creative process, they address this topic at a high level. They suggest that key aspects of creative thinking are:

a) Comfort in disagreeing with others and trying solutions that depart from the status quo.
b) Combining knowledge from previously disparate fields.
c) Ability to persevere through difficult problems and dry spells.
d) Ability to step away from an effort and return later with a fresh perspective ("incubation").

Other theorists have addressed the topic of cognitive function from multiple angles. Sternberg's article, "*Creativity and Intelligence*" in the Handbook of Creativity provides an overview of the multitude of theories that have been proposed concerning the relationship between creativity and intelligence. While there is no consensus on the subject, multiple theories provide insight (NCEE, 2005). Ultimately, Sternberg promotes a "triarchic theory", asserting that there are three main aspects of intelligence that are key for creativity – synthetic, analytical and practical:

a) **Synthetic (creative)**: the ability to generate ideas that are novel, high quality and task appropriate. One aspect of this is the ability to redefine problems effectively and to think insightfully. Sternberg also notes that the basis for insightful thinking involves knowledge acquisition in three forms:
   i. selective encoding: distinguishing relevant from irrelevant information.
   ii. selective combination: combining bits of relevant information in novel ways.
   iii. selective comparison: relating new information to old information in novel ways.
b) **Analytical**: Critical/analytical thinking is involved in creativity as the ability to judge the value of one's own ideas to evaluate their strengths and weaknesses and suggest ways to improve them.
c) **Practical**: Ability to apply intellectual skills in everyday contexts and to "sell" creative ideas.

In his article, "*Creative Thinking in the Classroom*" Sternberg (2003) stresses the importance of these three types of thinking to overall intellectual functioning and successful intelligence. The analytic and practical are separate from and support the synthetic. Studies indicate that when students were taught in a way that emphasized all three abilities, they significantly outperformed students taught in a way that emphasized only analytical abilities. The holistic approach also increased performance on strictly analytical, memory-related questions (NCEE, 2005). NCEE (2005) also explains "Because the analytical, synthetic and practical aspects of abilities are only weakly related, students who are adept in one of these areas might not benefit particularly from instruction aimed at another area and in particular, creative students might not benefit particularly well from instruction as it is given in the schools which typically emphasizes memory and analytical abilities." In an experiment, they found that "high school students who were taught in a way that better matched their own pattern of abilities…tended to achieve at higher levels than

students who were taught in a way that more poorly matched their pattern of abilities," (Sternberg (2003) cited in NCEE, 2005).

d) Motivation

"Even more than particular cognitive abilities, a set of motivational attributes—childlike curiosity, intrinsic interest, perseverance bordering on obsession—seem to set individuals who change the culture apart from the rest of humankind" (Nakamura & Csikzentmihaly, 2009 cited in NCEE, 2005). Indeed many theorists see motivation as the most important component of creativity. Much of Amabile (1996) has focused on the role of intrinsic motivation and ways in which intrinsic motivation can be enhanced in the classroom and workplace. Amabile explains, "[We] have found so much evidence in favor of intrinsic motivation that we articulated what we call the *Intrinsic Motivation Principle of Creativity*: people will be most creative when they feel motivated primarily by the interest, satisfaction and challenge of the work itself—and not by external pressures [that is extrinsic motivation]" (Amabile cited in NCEE, 2005).

Numerous articles and studies document how intrinsic motivation enhances creativity and how extrinsic rewards hamper it. The principle in operation is best illustrated by Amabile's maze analogy. The extrinsically motivated person will take the shortest, most obvious path to get to the reward at the finish line. The intrinsically motivated person will explore various pathways and alternatives, taking his/her time and enjoying the process along the way. This exploration will lead to novel, alternative solutions, some of which will turn out to be more appropriate and successful than the original, obvious path. One psychological experiment highlights the effect: one group of children were told they could play with a Polaroid camera (a reward) if they promised to tell a story when they were done. Children in a second group were told that there were two unrelated activities: 1) playing with the camera and 2) telling the story. The first group scored significantly lower on creativity throughout the activities, suggesting that extrinsic rewards can actually hinder creativity due to the negative feelings resulting from external control (NCEE, 2005).

2.2 Empirical Review

Okolocha (2020) assessed whether creativity has significantly affected the performance of family businesses in Nigeria. The study employed survey research design. The study was carried out among the families that have been in businesses for a long period of time in Anambra State, Nigeria. A sample size of eighty nine (89) family businesses was randomly selected from among others in the state. The questionnaire was designed in five Likert Scale form. A pre-test on the questionnaire to ensure the validity of the instrument was conducted by the researchers. Data collected were presented in frequency tables and one sample t-test was employed to examine the influence of creativity on performance of family business. The finding revealed that creativity has significantly affected the performance of family businesses. Subsequently, the study recommended that family business should be established in partner with higher institution of learning as this facilitates formal training via workshops on creativity in the country.

Odebiyi, Ijiwole and Abodunde (2017) examined the influence of creativity and innovation on the entrepreneurial performance of family business and also to determine the factors affecting creativity and innovation in the family business. Simple random technique was used to select one hundred and five (105) manufacturing subsectors from one thousand six hundred and sixty (1,660) registered with Manufacturing Association of Nigeria (MAN). Structured questionnaire designed for the study was used to collect data from the owners/managers of the selected manufacturing subsectors. Data analysis was performed with the aid of Ordinary Linear Square (OLS) and Factor Analysis. Results show that creativity and innovation have significant influence on family business performance in terms of profit level, productivity and customer satisfaction. The study also confirmed that lack of infrastructural facilities and lack of knowledge and skills are most factors devitalizing creativity and innovation among entrepreneurs in Nigeria. Subsequently, the study therefore recommended that government should provide enabling environment for family business to employ new technology and a centre for family business to partner with tertiary institutions so as to have training, conferences and workshops on entrepreneurial creativity and innovation on regular basis in the country. This will enable them to adopt creativity and innovation in their daily operations to enhance their productivity.

Kenneth (2018) focused on effect of entrepreneurial networks on family business development: A conceptual consideration. The researcher undertook a literature review and thereafter proposed that: the effect of family network on family business start-up is significant; the effect of intra-industry network on family business formalization is significant; the effect of professional network on family business professionalization is significant; the effect of extra-industry network on family business diversification is significant; the effect of social network on family business internationalization is significant; and the effect of intra-firm network on family business succession is significant. For family business development to be influenced by entrepreneurial networks, budding entrepreneurs, founder and/or descendant CEOs and employees of family businesses need to be actively involved in network relationships that encourage and facilitate resource acquisition and sharing. Moreover, an empirical study is recommended based on these propositions.

Juliana, Hui, Clement, Solomon and Elvis (2021) investigated the relationship between creativity and innovation on entrepreneurship development. A survey design was adopted for the study. A valid sample of 257 impacted the study using Taro Yemane sample size determination formula. The research employed the Ordinary Least Square method and ANOVA Test for data analysis. In this study, they accepted hypotheses H_2 and H_5 due to their significant and mutual relationship on the measured variable whereas H_1, H_3, and H_4 were not accepted owing to their insignificant impact on the independent variable (entrepreneurship development). The most significant variables in this research are technological advancement and strategy. The two measured significant variables can then be considered as major factors or requirements for innovation and the success of a country's entrepreneurship development.

Having established this fact is a call on policy support and framework-specific not only for Nigeria but to any other country which is striving to achieve economic success. Interestingly, the matrix analysis established a strong relationship between creative thinking and innovative ability as well as technological advancement although was negatively estimated on entrepreneurship development. This indicates that technological advancement is support for creativity and innovation. However, its direct effect on entrepreneurship development was not significantly estimated. This can further be investigated to ascertain reality.

2.2.1 Theoretical Review: Resource-Based View

The Resource-Based View was first theorized by Wernerfelt (1984). The resource-based view holds that firms are bundles of productive resources with different bundles of these resources being either very costly to copy or inelastic in supply (Barney, 1991; Ferreira, Azevedo & Ortiz, 2011; Wernerfelt, 1984). Resource-based is defined as the resources and capabilities possessed by competing firms that may be long lasting while a firm's resources are those tangible and intangible assets that are tied semi-permanently to the firm (Barney, 1991; Ichraikie, 2013). No business enterprise has all the resources it requires. Thus, business enterprises need to either obtain the "bought" or "support" resources they need from other entrepreneurs or business enterprises in their business environment. In family business research, the resource-based view has been employed to associate certain features that enhance performance/development in family business to the resources and capabilities displayed by family businesses. The features are family members' commitment and dedication and customers trust and perception. The resources and capabilities are human capital, social capital, patient capital, survivability capital, governance structure and networks. According to the resource-based view, the capabilities of a firm confer upon it the resources to develop (Chuairuang, 2013; Duran-Encalada, Martin-Reyna, & Montiel-Campos, 2012).

The resource-based view holds that firms are bundles of productive resources with different bundles of these resources being either very costly to copy or inelastic in supply and thus, the resources and capabilities possessed by competing firms may be long lasting while a firm's resources are those tangible and intangible assets that are tied semi-permanently to the firm. It maintained that no business enterprise has all the resources it requires. Thus, business enterprises need to either obtain the "bought" or "support" resources they need from other entrepreneurs or business enterprises in their business environment.

Thus, based on the tenets of Resource Base View, the present study argues that if the management of ABC Transport Plc. established good governance structure and networks that are composed of family members who are technocrats with expert knowledge, creative thinking, motivation, commitment and dedication in the management of transportation business, it will be evident in their diversification operations, quality of their transport-related infrastructure, business intelligence, employees' competence and the quality of services rendered to customers. These resources imbedded in their managerial staff will be inimitable, it will skyrocket the performance

of ABC Transport Plc. and ensure that they remain the market leader in the Nigeria transportation industry. The tenets of Resource Based View will be adopted to draw inference based on the empirical results emanating from the study.

3.0 Methodology

3.1 Research Design

Survey research design was used in conducting this research. Survey research design makes use of questionnaire and oral interview. The population of the study consists of all the managers and supervisors of ABC Transport Plc. According to their Human Resource Manager in their head office at Owerri, Imo State, ABC Transport Plc. has a total of one hundred and seventy eight (178) managerial staff and supervisors across the country. Based on the population of one hundred and seventy eight (178) managerial and supervisory staff of the organization, a normal confidence level of 95% and error tolerance of 5% were used to deduce the actual sample size for the study. The sample size was calculated using Taro Yamane's formula which is given as:

$$n = \frac{N}{1 + N\,(e)2}$$

Therefore:

$$n = \frac{178}{1 + 178\,(0.05)^{2}}$$

$$n = \frac{178}{1 + 178\,(0.0025)}$$

$$n = \frac{178}{1.445}$$

$$n = 124$$

The computed sample size for the study is one hundred and twenty four

The researchers adopted snowball sampling techniques. Snowball sampling techniques enabled the research to rely on identified managerial and supervisory staff for referral to other managerial and supervisory staff of the organization for data generation. However, some of the managerial and supervisory staff that the researchers were not able to meet in person were contacted through email and telephone. The researchers adopted both primary sources of data. Primary data were elicited with the help of well-structured questionnaire of closed ended type designed in five (5) point Likert scale form (Strongly Agreed = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD and Neutral = N). The close ended questionnaire has two to five options. The questionnaire were structured into three sections A, B, and C, which captured all the research objectives, research questions and hypotheses of the study.

Multiple Regression analysis was used to Vnalyzed the study objectives and test the study hypotheses with the aid of Statistical Packages for Social Sciences (SPSS) version 23.

3.2 Model Specification

The Multiple Regression analysis used to test the first hypothesis is specified as follows:

$Y_i = \int(X_{1i}, X_{2i}, X_{3i} \ldots\ldots X_{ni}) + \mathcal{C}_i$ *equ1*

Where:

Y = Quality of transport-related infrastructure and business intelligence (Mean score)

X_1 = In-depth experience and long-term focus on transportation business, (Likert scale score)

X_2 = Guided by conventional models and practices (Likert scale score)

X_3 = Competent management team/staff that conform to rules and regulations (Likert scale score)

X_4 = Effective company structure and the drive to improve performance (Likert scale score)

$\mathcal{C}_i$ = error term.

The Multiple Regression analysis used to test the second hypothesis is specified as follow:

$Y_i = \int(X_{1i}, X_{2i}, X_{3i} \ldots\ldots X_{ni}) + \mathcal{C}_i$ *equ2*

Where:

Y = Diversification of operations (Mean score)

X_1 = Persevere through difficult problems and dry spells (Likert scale score)

X_2 = Ideas that are novel, high quality and task appropriate (Likert scale score)

X_3 = Redefine problems effectively and to think insightfully (Likert scale score)

X_4 = Value of one's own ideas, strengths and weaknesses (Likert scale score)

X_5 = Application of intellectual skills and dispense of creative ideas (Likert scale score)

$\mathcal{C}_i$ = error term.

The Multiple Regression analysis used to test the third hypothesis is specified as follow:

$Y_i = \int(X_{1i}, X_{2i}, X_{3i} \ldots\ldots X_{ni}) + \mathcal{C}_i$ *equ3*

Where:

Y = Competency and the quality of services (Mean score)

X_1 = Curiosity, intrinsic interest and perseverance in transportation business (Likert scale score)

X_2 = Exploring various pathways and alternatives for breakthrough (Likert scale score)

X_3 = Deriving immense interest and satisfaction from transportation business (Likert scale score)

$\mathcal{C}_i$ = error term.

4.0 Results

4.1 Return of Questionnaire

The computed sample size for the study is one hundred and twenty four (124) respondents drawn from the managerial and supervisory staff of ABC Transport Company. The table below showed the number of questionnaire sampled and the number that was returned.

Table 1: Showing the Number of Questionnaire Distributed in the Organizations and the Number Returned.

Company	Number Distributed	Number Returned	Number Not Returned	Number Not Properly Filled	Percentage (%)
ABC	124	117	07	2	94.5

Source: Field Survey, 2021.

Table 1 above revealed that one hundred and twenty four (124) copies of questionnaire were distributed and one hundred and seventeen (117) were returned which shows that 94.5% of the total questionnaire distributed was returned. From the one hundred and seventeen (117) returned, one hundred and fifteen (115) were valid, which formed the basis for the data analysis.

Table 2: Effects of Expert Knowledge on Quality of Transport-Related Infrastructure and Business Intelligence of ABC Transport Plc.

	Unstandardized Coefficients		Standardized Coefficients		
Variables	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1.415	0.089		15.890	0.000***
Having in-depth experience and long-term focus on transportation business.	0.478	0.061	0.507	7.869	0.000***
Guided by conventional models and practices in transportation business	0.213	0.044	0.233	4.821	0.000***
Having competent management team and staff that conform to rules and regulations	0.135	0.043	0.171	3.122	0.002***
Maintaining effective company structure and the drive to improve performance	0.133	0.051	0.130	2.585	0.003***
R^2		**90.5%**			
$\overline{R}^2$		**90.2%**			
F-Statistics		**260.667**			

Source: Field Survey 2021.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 2 above showed the effect of expert knowledge on quality of transport-related infrastructure and business intelligence of ABC Transport Plc. The result revealed that: Having in-depth experience and long-term focus on transportation business with the regression coefficient of (0.478); guided by conventional models and practices in transportation business with the regression coefficient of (0.213); having competent management team and staff that conform to rules and regulations with the regression coefficient of (0.135); and, maintaining effective

company structure and the drive to improve performance with the regression coefficient of (0.133) are the components of expert knowledge that are significant and positively related to quality of transport-related infrastructure and business intelligence of ABC Transport Plc. at 1% level (Sig < .01) of significance.

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 90.5% of the total variation in quality of transport-related infrastructure and business intelligence of ABC Transport Plc. was explained by the variation in having in-depth experience and long-term focus on transportation business, being guided by conventional models and practices in transportation business, having competent management team and staff that conform to rules and regulations, maintaining effective company structure and the drive to improve performance while the Adjusted R equally explained the effect of decrease in the degree of freedom arising from the various independent variables. The F-statistics (260.667) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Furthermore, from the content analysis on how expert knowledge has affected the performance of the organization, the interview revealed that ABC Transport Plc. adopting and maintaining international acceptable standard, ensuring that ticketed passengers do not exceed the bus capacity, maintaining departure schedule even when the buses are not fully loaded, having uniformed drivers that are attentive to rules and building terminals differentiated them from their competitors when the organization commenced operation and this model was later adopted as the industry standard. It was also revealed that the quest to create value, convenience, ensuring safer and smarter voyage, having the right people at the right place and blocking leakages have kept them in the business in the long run.

Hypothesis One Testing

Expert knowledge does not have any significant effect on the quality of transport-related infrastructure and business intelligence of ABC Transport Plc. Based on the above results in Table 2, which revealed that at 1% level (Sig < .01) of significance, expert knowledge has a positive and significant effects on the quality of transport-related infrastructure and business intelligence of ABC Transport Plc., the researchers rejected the null hypothesis and accepted the alternate hypothesis which states: "Expert knowledge has a significant effect on the quality of transport-related infrastructure and business intelligence of ABC Transport Plc."

Table 3: Effects of Creative Thinking on the Diversification Operations of ABC Transport Plc.

Table 3 shows Multiple Regression analysis result on the effects of creative thinking on the diversification operations of ABC Transport Plc.

Variables	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.900	0.083		22.980	0.000***
Ability to persevere through difficult problems and dry spells.	0.241	0.050	0.295	4.786	0.000***
Ability to generate ideas that are novel, high quality and task appropriate.	0.127	0.035	0.155	3.580	0.001***
Ability to redefine problems effectively and to think insightfully.	0.040	0.037	0.043	1.078	0.284
Ability to judge the value of one's own ideas, to evaluate their strengths and weaknesses and suggest ways to improve them.	0.309	0.037	0.395	8.354	0.000***
Ability to apply intellectual skills in everyday contexts and to dispense creative ideas.	0.200	0.039	0.192	5.165	0.000***
R^2		**93.9%**			
$\overline{R}^2$		**93.7%**			
F-Statistics		**337.532**			

Source: Field Survey 2021.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 3 above, showed the effect of creative thinking on the diversification operations of ABC Transport Plc. The result revealed that: Ability to persevere through difficult problems and dry spells with the regression coefficient of (0.241); ability to generate ideas that are novel, high quality and task appropriate with the regression coefficient of (0.127); ability to judge the value of one's own ideas, to evaluate their strengths and weaknesses and suggest ways to improve them with the regression coefficient of (0.309) and ability to apply intellectual skills in everyday contexts and to dispense creative ideas with the regression coefficient of (0.200) are the components of creative thinking that are significant and positively related to diversification of operations of ABC Transport Plc. at 1% level (Sig < .01) of significance. However, ability to redefine problems effectively and to think insightfully with the regression coefficient of (0.040) is positive but not significantly related diversification operations of ABC Transport Plc. Thus, at 1% level (Sig < .01) of significance, creative thinking has a positive and significant effect on diversification of operations of ABC Transport Plc.

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 93.9% of the total variation in diversification of operations of ABC Transport Plc. was explained by the variation in ability to persevere through difficult problems and dry spells, ability to generate ideas that are novel, high quality and task appropriate, ability to judge the value of one's own ideas, to evaluate their strengths and

weaknesses and suggest ways to improve them and ability to apply intellectual skills in everyday contexts and to dispense creative ideas are the creative thinking while the Adjusted R equally explained the effect of decrease in the degree of freedom arising from the various independent variables. The F-statistics (337.532) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Additionally, the content analysis based on the interview revealed that with creative thinking, ABC Transport Plc. always embarked on environmental scanning and is in tune with what their competitors are doing which enable them to strategies to be ahead of their competitors. Creative thinking also enables them to make investment and diversification decision wisely by not investing in trendy programmes but programmes with high returns on investment.

Hypothesis Two Testing

Creative thinking does not have any significant effect on the diversification operations of ABC Transport Plc. Based on the above results in Table 3, which revealed that at 1% level (Sig < .01) of significance, creative thinking has a positive and significant effects on the diversification operations of ABC Transport Plc., the researchers rejected the null hypothesis and accepted the alternate hypothesis which states: "Creative thinking has a significant effect on the diversification operations of ABC Transport Plc."

Table 4: Effects of Motivation on the Competence and Quality of Services of ABC Transport Plc.

	Unstandardized Coefficients		**Standardized Coefficients**		
Variables	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1.707	0.070		24.369	0.000***
Having curiosity, intrinsic interest, and perseverance in the transportation business.	0.311	0.046	0.340	6.726	0.000***
Exploring various pathways and alternatives for breakthrough in transportation business.	0.327	0.035	0.366	9.402	0.000***
Deriving immense interest and satisfaction from transportation business.	0.294	0.040	0.357	7.393	0.000***
R^2		**91.7%**			
$\bar{R}^2$		**91.5%**			
F-Statistics		**405.504**			

Source: Field Survey 2021.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 4 above showed the effect of motivation on the competence and quality of services of ABC Transport Plc. The result revealed that: Having curiosity, intrinsic interest, and perseverance in the transportation business with the regression coefficient of (0.311); exploring various pathways and alternatives for breakthrough in transportation business with the regression

coefficient of (0.327) and deriving immense interest and satisfaction from transportation business with the regression coefficient of (0.294) are the components of motivation that are significant and positively related to the competence and quality of services of ABC Transport Plc. at 1% level (Sig < .01) of significance. Thus, at 1% level (Sig < .01) of significance, motivation has a positive and significant effect on the competence and quality of services of ABC Transport Plc.

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 91.7% of the total variation in the competence and quality of services of ABC Transport Plc. was explained by the variation in having curiosity, intrinsic interest, and perseverance in the transportation business; exploring various pathways and alternatives for breakthrough in transportation business and deriving immense interest and satisfaction from transportation business while the Adjusted R equally explained the effect of decrease in the degree of freedom arising from the various independent variables. The F-statistics (405.504) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Hypothesis Three Testing

Motivation does not have any significant effect on the competence and quality of services in ABC Transport Plc.

Based on the above results in Table 4, which revealed that at 1% level (Sig < .01) of significance, motivation has a positive and significant effect on the competence and quality of services of ABC Transport Plc., the researchers rejected the null hypothesis and accepted the alternate hypothesis which states: "Motivation has a significant effect on the competence and quality of services in ABC Transport Plc."

4.2 Discussion of Findings

The results in Table 2 revealed that: At 1% level (Sig < .01) of significance, expert knowledge has a positive and significant effect on quality of transport-related infrastructure and business intelligence of ABC Transport Plc. The result is in agreement with the findings of Okolocha (2020) which assessed whether creativity has significantly affected the performance of family businesses in Nigeria and observed that creativity has significantly affected the performance of family businesses

The results in Table 3, revealed that: At 1% level (Sig < .01) of significance, creative thinking has a positive and significant effect on diversification of operations of ABC Transport Plc. The finding is in consonant with the findings of Juliana *et al.,* (2021) which investigated the relationship between creativity and innovation on entrepreneurship development and observed a strong relationship between creative thinking and innovative ability.

The results in Table 4 revealed that: At 1% level (Sig < .01) of significance, motivation has a positive and significant effect on the competence and quality of services of ABC Transport Plc. The finding is in agreement with the findings of Odebiyi, Ijiwole and Abodunde (2017). They

examined the influence of creativity and innovation on the entrepreneurial performance of family business and observed that creativity and innovation have significant influence on family business performance in terms of profit level, productivity and customer satisfaction.

5.0 Conclusion and Recommendations

5.1 Conclusion

Based on the major findings, the study concluded creativity has a significant and positive effect on the performance of ABC Transport Plc. This conclusion agreed with tenets of Resource-Based View. Based on the tenets of Resource Based View, the study revealed that the management of ABC Transport Plc. established good governance structure and networks that are composed of family members who are technocrats, with expert knowledge, creative thinking, motivation, commitment and dedication in the management of organization, which is evident in their diversification operations, quality of their transport-related infrastructure, business intelligence, employees' competence and the quality of services rendered to customers.

5.2 Recommendations

Based on the research findings, the following recommendations were deemed imperative:

- The management of ABC Transport Plc. need to sustain expert knowledge of the organization as it positively affects the quality of transport-related infrastructure and business intelligence of the organization. However, management need to ensure that ABC Transport Plc. business process are continued to be guided by conventional models and practices in transportation business, continue to adopt training and development to enhance the competency and effectiveness of their management team and staff, ensure that the organizational structure does not inhibit performance but breed performance through knowledge sharing and learning.
- The management of ABC Transport Plc. need to uphold creative thinking as it positively affects their diversification operations. However, they need to improve on their ability to redefine problems effectively and to think insightfully as this component of creative thinking does not support the diversification operations of the organization. Also, management need to foster an open, creative work environment, encourage diversity, create and motivate their innovation team, encourage collaboration. The organization need to be goal leaden and espouse good communication culture.
- The management of ABC Transport Plc. need to maintain their motivation as it has positive and significant effect on their competence and quality of services. However, they need to continue to improve on their exploration to alternatively breakthrough in service improvements. Management should continue to illuminate the organization's vision as they chart ways for service improvement. Outstanding performance needed to be acknowledged and appreciated with impressive benefits and team work needs to be encouraged.

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