

UPSCALING FIRM PERFORMANCE THROUGH ORGANIZATIONAL CREATIVITY IN THE NIGERIA FINTECH INDUSTRY

Francis E. NDUDI, (CA)

Dennis Osadebey University Asaba, Delta State

ejindudi@gmail.com

&

Uzoma H. ONONYE,

Dennis Osadebey University, Asaba, Delta State

ononye.uz@gmail.com

Abstract

The study unscaled technically, firm performance through effective organizational creativity with two objectives of organizational climate and leadership indices. Hypotheses were raised and statistically tested using descriptive and inferential statistics with a sample size of 375 determined using Krecee and Morgan's position. Findings revealed a significant relationship between both predictor variables of organizational climate and leadership indices that affect firm performance with the obvious statistical outcome. The study recommended that the socio-environmental context of the workplace should be equipped while Leaders and decision makers should effectively communicate the set vision.

Keywords: *Firm Performance, Creativity, Fintech, Organisational Climate, Leadership Structure.*

DOI: 10.31039/jgss.v3i11.68

1. Introduction

The phenomena of technological advancement, global competition and deregulation have brought about unprecedented fast-paced change being witnessed in today's business landscape. All over the world, organizations are encountering a joint challenge on the need to improve their performance by capitalizing on new opportunities, and to establish or recapture competitive advantage for profitability and survival in a dynamic competitive environment. As a result, creativity and its offshoot innovation are increasingly recognized as a key source of sustainable competitive advantage that organizations can use to withstand the rapidly changing

business environment (Ghosh, 2015). The demand for creativity has shifted from an individual to an organisational level, covering work contexts where businesses are increasingly under pressure to innovate due to the rapid speed of change as they compete for customers and clients. Individual creativity is described as creativity undertaken by individuals to enhance their performance, organizational creativity mechanisms refer to the extent to which the organization has instituted formal approaches and tools, and provided resources to encourage meaningfully novel behaviours within the organization. Organizational creativity has generated a lot of interest from academic scholars, management executives and social psychologists as research on it has burgeoned over the past few decades and increasingly represents a research domain in its own right. Blomberg, Kallio & Pohjanpää (2017) discovered via Scopus (www.elsevier.com) that the number of peer-reviewed studies mentioning 'organizational creativity' in all search fields was 31 in 1990, 357 in 2000, and 2,430 in 2010. El-Murad and West (2004) also ascertained that the yearly number of articles featuring the word creativity in the title multiplied by five times during the period 1985-1995. Thus, organizational creativity is emerging as a separate area of academic inquiry, although the speed of the emergence of new publications hints at the potential danger of fragmentation.

The notion of firm performance is connected to the survival and success of an organization. It is considered to be the sum of accomplishments that have been achieved by all departments and the organizational goals that have been set in a given period, usually a year (Lee & Huang, 2012). Lately, the fintech industry in Nigeria is witnessing a high level of creative and innovative offerings, particularly in lending, savings and investments segments. Lending activities are burgeoning because with payment data fintech companies can easily ascertain lending risk and utilize smartphones as a distribution channel (McKinsey, 2020). For instance, fintech startups such as Carbon and Renmoney have profitably leveraged alternative credit scoring algorithms to provide instant, unsecured, short-term loans to individuals. As regards savings and investments, fintech are assisting consumers to democratize their options for better returns by providing flexible products with attractive interest rate.

There is no doubt that organizational creativity is one of the seedbeds of long-term survival of the business as seen in strands of studies and literature on the concept (Andriopoulos, 2001; Bharadwaj & Menon, 2000; Blomberg et al. 2017; Ghosh, 2014; Zhou & Hoever, 2014). Adopting an organizational focus on the study of creativity entails an increasing consideration of contextual influences and their links to work outcomes. Therefore, the study aims to fill this

yearning gap by examining the relationship between organizational creativity and firm performance in Nigeria's Fintech industry.

The Problem

Over the years, organizations' managers and executives have increasingly embraced creativity as a tool to improve business performance, available information shows that many firms set unrealistic goals and fail to generate the expected returns from organizational creativity initiatives. Perhaps to be effective, business owners may need to have different approaches to creativity, learn from their past mistakes and set reasonable goals. A critical challenge with creativity in many organizations is that it is often regarded as the sole responsibility of functional groups, like Research and Development or Product Development. This misconception that one functional group is more suited to creativity than others is a severe hindrance to the pace of creativity since each department provides a unique perspective on the problems of customers. By extension, this is also a barrier for employees to interact with people from different departments which could provide information that is beneficial for the generation of ideas.

On the other side, in a few organizations where creativity is taken as an activity which cut across different functional areas, lack of collaboration arising from empowering employees and workplace diversity are becoming challenging issues. It stands to reason then that internal collaboration and building of diverse teams that can provide the organizational creativity initiatives with a wealth of ideas generated from different perspectives tends to suffer.

Creativity when duly implemented, organizations are better placed on a strong trajectory of growth since creative employees have a broader approach to work situations and opportunities. However, the absence of creativity in the firm leads to dwindling organizational fortunes. This happens because individual strengths are not used collectively in a way that enables an organization to achieve more than that which can be accomplished by the combined work of group members working individually. Based on the problems highlighted it can be nested in the fact that the measures of organizational creativity have not been integrated into a cohesive strategy. Therefore, the study seeks to examine the impact of organizational creativity on firm performance in the Nigeria Fintech industry, with a special focus on selected Fintech firms in Nigeria

Hypotheses

1. **H₀₁:** Organizational climate has no positive significant effects on firm performance in Nigeria's Fintech industry.
2. **H₀₂:** There is no positive and significant relationship influence of leadership style on firm performance in Nigeria's Fintech industry.

2. Review of Related Literature

Conceptual Review

Organizational Creativity

Creativity is seen as one's ability to produce new thoughts, visions and effective acts which have a high social, economic and scientific function (Castiglione, 2008). Creativity can also be thought of as the interaction between talent, process and the environment which produces an understandable product that is both novel and useful and defined as a social context (Makel & Plucker, 2008). According to Rashidi and Shararay (2008), creativity is the combination of four aspects including fluency (the ability to form a relationship between thought and expression); originality (the ability of unusual thinking and contrary to common habits); flexibility (the ability of thinking in different ways to solve a new problem); and elaboration (the ability of attention to the details during an activity). In other words making talent unique and creatively essential (Kifordu and Igwe, 2022).

Firm Performance

What firm performance means is an issue subject to debate among academic scholars, practising managers and researchers. As a recurrent theme of great interest, it is affiliated with the endurance and success of an organization. Firm performance can be defined as the "organization's ability to attain its goals by using resources efficiently and effectively" (Daft, 2000) or as "the ability of the organization to achieve its goals and objectives" (Richard, Devinney, Yip, & Johnson, 2009). It is also a measure of the change in the state of an organization or the outcomes that result from management decisions and the execution of those decisions by members of the organization (Upadhaya, Munir & Blount, 2014). The successes of all departments are believed to be added together to determine the performance of the company. The accomplishments associated with each stage are described in the organisational

goals that have been set for a specific time period (Lee & Huang, 2012). The idea of firm performance is affiliated with the survival and success of an organization. Firm performance is "the ability to acquire and process human financial and physical resources properly to achieve goals of the organization"

Fintech Industry in Nigeria

Fintech as an emerging industry is the innovative use of technology (e.g the internet, smartphones, SMS, digital currencies, etc) to deliver financial services. A Fintech ecosystem is composed of Fintech starts-up, financial institutions, consumers, investors, regulators and educational institutions. Nigeria is one of the top three Fintech hubs in Africa the others being South Africa and Kenya. At its nascent stage, the Fintech industry began when the first Nigerian bank started employing technology at the back-end and front-end of their operations. In this era, three companies were prominent-Interswitch (founded by Mr Mitchell Elegbe), Etranzact(Founded by Mr Valentine obi) and SystemSpecs(founded by Mr John Obaro).

When the Central Bank of Nigeria (CBN) unveiled the Payment Systems Vision 2020 (PSV 2020) in 2007, the following phase was inaugurated. With this, a clear strategy for a future without cash was presented, one that aimed to hasten the growth of fintech in the nation and encourage the use of electronic payment systems (Lexology, 2019). The popularity of mobile payments, the diversification from switching and payments, greater start-up activity, innovation, a push for financial inclusion, and increased regulation have all been hallmarks of fintech. Paga, Paystack, Kudi, Wallets Africa, PiggyVest, Flutterwave, and Cowrywise are some of the innovators (Monyei, 2019).

Organizational Climate

Studies that concentrate on components of the workplace environment have been combined under the overarching concept "organisational climate." Ekvall (1996) defined organisational climate as the patterns of behaviour, attitudes, and sentiments that are seen and replicated throughout an organisation. It is a set of accepted viewpoints on how individuals assess organisational policies, procedures, and practises (Patterson et al., 2004). Organizational climate, a characteristic of the organisation itself, captures the employees' descriptions of a strategic priority area or aspect of organisational functioning (Parker et al., 2003)

Leadership Style

Due to the crucial part it plays in helping group activities achieve their objectives, the topic of leadership has always been central to human interaction and relationships. According to Khan, According to Khan and Qureshi (2015), leadership is the process of getting an officially organised group to work toward a single goal. Sofi (2015) claims that it serves as a social influence mechanism in an organisational setting where a leader enlists the assistance of subordinates to achieve organisational goals. Leadership is the process of trying to persuade a group of people to cooperate in order to achieve one's, a group's, or an organization's goals. To motivate others and win their trust and loyalty in order to achieve organisational goals is to be a leader (Kim & Maubourgne, 1992).

Democratic leadership style, also known as participatory leadership, is a style of leadership in which the boss promotes employee participation in decision-making. Employees participate in decision-making and problem-solving duties and are educated about every aspect of their work. According to Khan et al. (2015), this leadership style calls for the leader to be a coach who has the last word but consults with the staff before making a decision.

Transformational leadership is a style of leadership in which a leader inspires followers to go above and beyond what is expected of them by playing a charismatic role and taking initiative. The followers of transformational leaders are inspired to engage in extra-role behaviours because they have faith in, admiration for, devotion to, and respect for them (Bass, 1985; Fieldler,1996).

A transactional leadership style is one that is built on the leader and his followers exchanging rewards. Followers who perform better are rewarded, and those who perform poorly are in some way disciplined (Harris & Ogbonna, 2013). The leader's primary focus is on the duties necessary to accomplishing organisational goals; the uplift and development of followers is not a priority.

Organizational Climate and Firm performance

Organizational climate is an integral part of the work environment which has a direct bearing on employee behaviour, and which in turn impacts the aggregate outcomes of the organization as a whole. Permarupan et al.(2013) suggested that the organizational climate perceived by employees influences the motivation of employees and motivation will result in higher

productivity so, a positive climate is said to encourage employees' productivity and decrease turnover. According to Watkin and Hubbard, (2003) High-performing organizations have climates with particular measurable characteristics revealing how organizational climate can directly account for up to 30 per cent of the variance in key business performance measures”.

Leadership style and Firm performance

It is widely believed that the whole essence of leadership is influence; an art where other people are mobilized to struggle for shared aspirations. Koech and Namusonge (2012) asserted that unless the influence, mobilization and struggle result in meaningful outcomes in line with shared aspirations, leadership cannot be regarded to be successful within an organizational setting. Hence, leadership is all about results with recyclable sustainability(Kifordu, 2022).

Achieving organizational results in today's ever-evolving and the highly competitive business world requires a different approach to what is obtainable in the past. Furnham (2002) maintains that leaders are to simultaneously act as agents of change and centres of gravity, keep internal focus and enable people and organizations to adapt and be successful, while at the same time never letting go of the customer focus and external perspective. Therefore, the appropriate measurement outcome from leadership quality is effectiveness (reflecting the leader's efficacy in achieving organizational outcomes, objectives, goals and subordinates“ needs in their job)

3. Theoretical Review

Componential Theory of Creativity

The componential theory of creativity was introduced by Teresa Amabile in 1983. It is a thorough theory that suggests the psychological and sociological elements required for someone to do creative work in an organisational context. According to the notion, any creative response requires four components: three from within the individual and one from outside of the individual. The three within-individual components are task motivation (specifically, the intrinsic motivation to engage in the activity out of interest, enjoyment, or a personal sense of challenge), creativity-relevant processes (cognitive and personality processes conducive to novel thinking), and domain-relevant skills (expertise in the relevant domain or domains). The external factor is the environment around the person, particularly the social environment..

According to the theory, creativity necessitates the convergence of all factors; creativity should be at its peak when an individual who is intrinsically motivated and who possesses a high level of domain competence and creative thinking ability works in an environment that fosters

creativity. The idea, according to Amabile (2012), is predicated on two key tenets. The highest levels of creativity can be found in historically significant inventions, performances, scientific discoveries, and works of art. First, there is a continuum from low, ordinary levels of creativity found in everyday life to these heights. The second underlying premise is that there are different levels of originality in any one person's work, even within a single field. The degree of creativity a person exhibits at any particular time depends on the elements of creativity that are active at that time both inside and outside of the individual. The componential theory is a perfect match for the study. It is relevant to the study because the constructs of organizational creativity adopted in the study such as organizational climate, leadership style, organizational culture, organizational resources and organizational structure are an aspect of the surrounding or social environment components in the theory. Specifically, these are the work environment created by management which influences the process and outcome of creativity. In the postulations of the theory, the interplay of favourable social contexts and psychological processes within creative individuals usually yields significant work-related outcomes.

Empirical Review

A study on the evaluation of Entrepreneurial Education and Diversity Management: A Gateway to Sustainable Development in Firms in Delta State, Nigeria, was conducted by Kifordu et al. (2017). The study evaluated how entrepreneurship education programmes impacted the development of informal entrepreneurs' management and entrepreneurial abilities as well as diversity management. Because they are unable to advance academically, informal entrepreneurs are people who have graduated from technical or vocational institutions and hold certifications that allow them to conduct their business. The study's two main research questions were. Due to the study's small sample size, 41 unregistered entrepreneurs in Delta State's Delta North Senatorial District served as the population. A questionnaire with 140 questions served as the data gathering tool. The mean was utilised to analyse the data. The findings indicated that while the informal entrepreneurs' understanding of entrepreneurship was enough, it was not reinforced, and some of the trade areas did not receive as much as they should have. The study was subsequently advocated. The technological component needs to be taken into consideration as well. The unofficial entrepreneurs in their respective industries value entrepreneurship education highly. On the basis of this, suggestions were made.

Through group projects, Taggar (2002) investigated how creativity is experienced in the workplace. Over the course of a year, the performance of 94 groups on 13 various open-ended activities was examined. The finding demonstrates that while a group must include creative individuals, team creativity-relevant processes that develop as a result of group interaction are also crucial. In fact, without this latter kind of behaviour, the advantages of assembling a team of highly creative people are negated.

Abu-Taieh (2003) investigated the link between personal innovation and leadership style. The survey included 430 managers from a sample of five sizable industrial companies in Jordan. It was discovered that there is a statistically significant link between individual inventive behaviour and leadership power. However, no statistically significant connection was discovered between individual inventive behaviour and legitimacy and reward power..

Kim et al., (2004) reported that culture was found to impact a variety of organizational processes and performance. The strength of cultural values was found to be correlated with the organizational performance of firms in a few cases. For example, it was correlated with return on assets in manufacturing firms, growth in annual premiums and sum assured in insurance firms. There were no significant correlations with hospital performance.

4. Tools and Methods

The study adopted a survey research design method, which is usually concerned with the systematic gathering of information from respondents for understanding and/or predicting some aspects of the behaviour of the population of interest (Olannye, 2017). The population of 15,008 is drawn from managers and key personnel who are privy to the employee registers in their respective companies. The entire population was determined using Krejcie and Morgan's (as cited in Kenpro, 2012) sample size determination table/formula. based that stood at 375. Disproportionate stratified random sampling was also adopted while the adjusted Likert rating scale of point 5 is used for the closed-ended questions. Similarly, a Cronbach's Alpha test score of above 0.8 was obtained confirming instrument reliability. Descriptive and Inferential statistical analysis was used in understanding the relationships between the study variables under review.

Further Data Analysis

Table 4.1 Model Summary of Multiple Regression Analysis with Durbin-Watson Statistic

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.557 ^a	.311	.302	3.08105	1.696

a. Predictors: (Constant), ORGANIZATIONAL CLIMATE AND LEADERSHIP STYLE,

b. Dependent Variable: FIRM PERFORMANCE

Source: SPSS output of field survey data, 2022.

The Durbin-Watson statistic value computed in table 4.1 above is 1.696 which is within the acceptable region. This implies that the independence of error terms assumption was satisfied.

Table 4.2 Model summary of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.311	.302	3.08105

a. Predictors: (Constant), ORGANIZATIONAL CLIMATE, LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, ORGANIZATIONAL RESOURCES, ORGANIZATIONAL STRUCTURE

Source: SPSS output of field survey data, 2021.

As shown in table 4.2, the R² (coefficient of determination) value of 0.31 shows that 31% of the variance in firm performance is accounted for by the joint predictive power of organizational climate and leadership style, while the remaining percentage is explained by exogenous factors. The adjusted R² of 30% proves that the additional predictor variable improves the regression model.

Table 4.3 Multiple Regression Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1403.430	5	350.857	36.960	.000 ^b
	Residual	3113.651	327	9.493		
	Total	4517.081	332			

a. Dependent Variable: FIRM PERFORMANCE

b. Predictors: (Constant), ORGANIZATIONAL CLIMATE AND LEADERSHIP STYLE,

Source: SPSS output of field survey data, 2021.

The ANOVA table ($F=(4, 162)36.960, P < 0.01$) indicates that the overall regression model is statistically significant and fits the data well. In other words, it tells us that the model allows us to predict firm performance at a rate better than chance

Table 4.4 Multiple Regression Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.336	.993		5.375	.000
	ORGANIZATIONAL CLIMATE	.324	.140	.291	2.314	.000
	LEADERSHIP STYLE	.494	.057	.468	8.625	.000

a. Dependent Variable: FIRM PERFORMANCE

Source: SPSS output of field survey data, 2021.

The results in table 4.24 above show that the two components of organizational creativity used here have positive effects on firm performance which are organizational climate and leadership style showed obvious significant predictors of firm performance. The relative importance of the significant predictors was determined by the size of the standardized beta coefficient. According to Tabachnick and Fidell (2001), beta weight is useful because it uses a unit of measurement that is the same for all variables. On this note, leadership style is the most important predictor of firm performance ($\beta = 0.468, P < 0.01$), followed by organizational resources ($\beta = .364, P < 0.01$). The equation of the regression model for predicting any level of firm performance becomes;

Test of Research Hypotheses

The two null hypotheses formulated for the study were answered and tested methodologically. Hypothesis testing, alternatively called significance testing, involves testing claims about a parameter in a population by statistical means using sample data. The P values reported in the regression coefficient table are used for testing these study hypotheses.

The Decision Rule—The condition under which the null hypothesis is rejected or accepted is stated as ;

“Reject the null hypothesis (H_0) if the Probability value (P-value or calculated value) is less than ($<$) the established significance level (critical value) and accept the null hypothesis if it is greater than ($>$) the critical value” (Mason et al, 1999). P-value is the probability of the test statistic while the significance level or Alpha (α) is the tolerable error in estimation. The researcher adopts .05 (5%) which is typical in behavioural research studies". It means that we are willing to tolerate up to 5% of type 1 errors (i.e. error of rejecting true H_0).

Test of hypothesis one

Hypothesis 1 (H_{01}): Organizational climate has no significant effect on firm performance in Nigeria’s Fintech industry.

Based on the results, the organizational climate has a positive effect which is statistically significant on firm performance ($\beta = 0.291$ $P < 0.01$). The beta value of 0.291 means that a 1 unit increase in the organizational climate variable will result in a 0.291 increase in firm performance and vice versa.

The p-value of .000 is significant and more than the acceptable 95% confidence interval. Thus, **the null hypothesis (H_{01}) is rejected and the alternate hypothesis is accepted.** This implies organizational climate has a positive and significant effect on firm performance.

Test of hypothesis two

Hypothesis 2 (H_{02}): There is no positive and significant influence of leadership style on firm performance in Nigeria’s Fintech industry.

From the regression coefficients in table 4.14, leadership style has a positive and statistically significant effect on firm performance ($\beta = .468$, $P < 0.01$). Leadership style exerts the strongest effect on the dependent variable. Since the calculated p-value recorded (0.00) is less than the critical value of 0.05. **The null hypothesis (H_{02}) is rejected and the alternate hypothesis is accepted.** This implies that leadership style has a significant and positive relationship with firm performance.

5. Discussion of Results

In line with data analysis conducted in the previous literature review, pertinent outcomes of this study are discussed here in a bid to answer the research hypotheses raised.

Organizational climate and Firm performance

Based on the data analysed relating to research question one and hypothesis (H0₁) one, the effect of organizational climate on firm performance of Fintech companies in Nigeria is positive and significant ($\beta = .291, P < 0.01$). This assertion was supported by the result of the hypothesis testing done on it. The beta coefficient value of 0.291 means that for every unit increase or decrease in organizational climate, firm performance will increase or decrease by 0.291. The overwhelmingly positive result is provided supported by Parker et al (2006). They opined that an organizational climate that provides a shared vision and encourages participation in decision-making is important to team members' commitment which in turn increases productivity in the organization. Findings from Kessel, Kratzer and Schultz's (2012) study also show that the climate for favourable relationships such as friendly ties and friendship ties influence the creative functioning of the organization.

Leadership style and Firm performance

Findings from table 4.1 indicate that leadership style has a strong positive and significant influence on the firm performance of Fintech companies in Nigeria. With a beta coefficient of 0.468 leadership style exerts the greatest impact on firm performance among other constructs of organizational creativity. Sample evidence was able to provide convincing evidence to support this claim from hypothesis testing. These outcomes were corroborated by the assertion of Morales, and Sifi's (2015) statement that transformational leadership has a positive effect on firm performance through the application of organizational learning and innovation. In like manner, Andriopoulos, (2001) statement that a democratic and participative leadership style promotes and enhances the creativity of employees lends credence to this finding.

Summary of Regression Results and Hypotheses Decision

Hypothesis	Relationship	β	t	P-value	result
H0 ₁	Organizational climate—firm performance	.291	2.314	.000	Not supported
H0 ₂	Leadership style— firm performance	.468	8.625	.000	Not supported

Source: researcher’s compilation, 2021

Organizational climate has a positive and significant effect on firm performance in Nigeria's Fintech industry ($\beta=0.291$, $P=.000 < 0.05$). This indicates that the positive association between the two variables is weak and when organisational climate increases, firm performance in Nigeria's Fintech industry will also occur by chance.

Leadership style has a positive and significant influence on firm performance in Nigeria's Fintech industry ($\beta=0.468$, $P=.000 < 0.05$). This implies that leadership style is a significant predictor of firm performance in Nigeria's Fintech industry and the relationship between the two variables is fairly strong with confidence level attached to it.

6. Conclusion and Recommendations

The study concludes that an organizational climate where vision is shared, employee participation is encouraged and relationship ties are strengthened leads to higher levels of firm performance. This is because they foster organizational members' commitment to creating initiatives which in turn improve performance.

Top management and organizational leaders who assumed transformational and participative kinds of leadership styles get the best out of their subordinates' creative output than other leaders who are not disposed to these leadership styles.

The study recommends thus:

1. The socio-environmental context of the workplace should be equipped with necessary facilities to improve employees' openness of communication that permit sharing of expertise, and ideas and receiving emotional/functional support that fosters innovative creativity in the firm.
2. Leaders and decision-makers should effectively communicate the set vision to their subordinates to allow them to take full responsibilities and initiatives for their jobs

through sharing of authority. In addition, the individual employees should be exposed to mentoring, on-the-job coaching and role model ship for them to replicate similar traits.

REFERENCES

- Alam, I.(2013). Customer interaction in service innovation: Evidence from India. *International Journal of Emerging Marketing*,8(1), 41-64.
- Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology*, 4(5), 997-1013.
- Amabile, T.M.(2012) Componential Theory of creativity. *Harvard Business School, Working paper 12-096*.
- Andriopoulos, C. (2001). Determinants of organizational creativity: A literature review. *Management Decision*, 39(10), 834–840.
- Bass, B. (1985). *Leadership And Performance Beyond Expectations*. New York: Free Press.
- Bass, B. M., & Avolio, B. J. (1995). *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks, Ca: Sage Publications.
- Bass, B.M.(1990). From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics*, 19(3), 19-31.
- Bharadwaj, S. & Menon, A.(2000) Making innovation happen in the organization: Individual creativity mechanisms, organizational creativity mechanism or both?*Journal of Product Innovation Management*, 3(5), 112-124.
- Blomberg, A., Kallio, T. & Pohjanpää, H. (2017) Antecedents of organizational creativity: drivers, barriers or both? *Journal of Innovation Management*, 5(1), 78-104.
- Daft, R. L. (2000). *Organization Theory and Design*.(7th Ed.)South-Western College Publishing, Thomson Learning. The U.S.A.

- Ekvall, G. (1996), "Organizational climate for creativity and innovation", *European Journal of work and Organizational Psychology*, 5 (1), 105-123.
- El-Murad, J. & West, D.C. (2004). The definition and measurement of creativity: what do we know? *Journal of Advertising Research*, June, 188-201.
- Ghosh, K. (2015) Developing organizational creativity and innovation toward a model of self-leadership, employee creativity, creativity climate and workplace innovative orientation. *Management Research Review*, 38(11), 1126-1148.
- Hall, R. (1992). The strategic analysis of intangible resources. *Strategic Management Journal*, 13,135-144. Retrieved from [HTTP:// dx.doi.org/10.1002/smj.4250130205](http://dx.doi.org/10.1002/smj.4250130205)
- Harris, L.C. & Ogbonna, E. (1999). *Developing a Market Oriented Culture: A Critical Evaluation*, Journal of Management Studies
- Igweh F and Kifordu A.A (2022). Talent Management Strategies, A Panacea For Stemming Nigeria Youth Exodus in the Health Sector: Federal Medical Centres in Focus, Journal Of Global Economics and Business 3 (10) Pp 1-15.
- Kaplan, R., & Norton, D. (1992). The balanced scorecard: The measures that drive performance. *Harvard Business Review Jan-Feb*, 71-79.
- Khan, J. Khan, M. & Qureshi, M. (2015) Impact of leadership style and emotions on subordinate performance, *Leadership Quarterly*, 17, 232-245.
- Kifordu A. A (2022). Recycling Sustainability on Organizational Performance of Publishing Firms: A Survey-Based Approach. *Journal of Global Social Sciences*, 3, (10)103-118
- Kifordu A.A, Sadiq A and Ohiomu S. (2017). Assessment of Entrepreneurial Education and Diversity Management: A Gateway to Sustainable Development. *International Research Journal of Management, IT & Social Sciences (IRJMIS)*. 4(1), 46-51
- Kim, W. K., & Maubourgne, R. (1992). Parables Of Leadership. *Harward Business Review*, 123.
- Klijn, M., & Tomic, W. (2010). A review of creativity within organizations from a psychological perspective. *Journal of Management Development*, 29(4), 322-343.

- Koech, P.M. & Namusonge, G.S. (2012) The effect of leadership styles on firm performance of state corporations in Kenya, *Journal of Business and Management* 2(1), 1-12.
- Lee, Y. J, & Huang C.L. (2012). The relationships between balanced scorecard, intellectual capital, organizational commitment and firm performance: Verifying a mediated moderation model. *Amsterdam Journal of Business Management*, 1(3), 140-153.
- Lexology (2019, September 6) Fintech landscape and initiatives. Retrieved from www.lexology.com
- Makel, M., & Plucker, J. (2008), *Handbook of Giftedness in Children*. New York, NY: Springer. 247-270.
- Mason, R.D. et al (1999). *Statistical Techniques in Business and Economics* (10th Ed.) Boston: Irwin/McGraw-Hill.
- Monyei, C. (2019, September 6). Lessons from Nigeria's Fintech History: Part 1. *Future Africa*.
- Olannye, P.A. (2006). *Research methods for business. A skill-building approach*. Lagos: Peejan Publication.
- Patterson, H., Warr, N., & West, U. (2004). Organizational climate and company productivity: the role of employee effect and employee level. Centre for Economic Performance London School of Economics and Political Science, 626.
- Rashidi, E., & Shararay, M. (2008), The study of the relationship between creativity and locus of control. *Journal of New Ideas in Education*, 3(3), 81-99.
- Richard, C. (2002). Experiments with New Teaching Models and Methods. *International Public Management Review*.
- Richard, P.J., Devinney, T.M, Yip, G.S. & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management*. 35(3), 718-804.

- Sofi, M.A. & Devanadhen, K. (2015) Impact of leadership style on firm performance: an empirical assessment of banking sector in Jammu & Kashmir (India) *Journal of Business and Management*, 17(8), 31-45.
- Tan, A.G. (2007), *Creativity: A Handbook for Teachers*, World Scientific Publishing, Rosewood Drive, Danvers.
- Upadhaya, B., Munir, R. & Blount, Y. (2014). Associations between performance measurement systems and organizational effectiveness. *International Journal of Operations and Production Management*, 34(7), 853-875.
- Watkin, C., & Hubbard, B. (2003). Leadership motivation and the drivers of share price: The business case for measuring organisational climate. *Leadership and Organization Development Journal*, 24(7), 380-386.
- Yildiza, S., Baştürk, F., & Boz, I.T. (2014). The Effect of Leadership and Innovativeness on Business Performance. 10th International Strategic Management Conference, *Procedia-social and behavioural sciences*, 785-793.
- Zhou, J. & Hoever, I. (2014) Research on workplace creativity: a review and redirection. *Annual Review of Organizational Psychology and Organizational Behaviour*, 1(333-359)