



Campus Entrepreneurship, Innovativeness and Business Productivity

Musibau Akintunde Ajagbe

Centre for Entrepreneurship Studies,
Department of Business Management,
Covenant University,
KM 10 Canaan Land,
Ota, Nigeria
Tel: +2349035414257

Email: akintunde.ajagbe@cu.edu.ng & ajagbetun@yahoo.com

E. I. Mercy Ogbari

Department of Business Management,
Covenant University,
KM 10 Canaan Land,
Ota, Nigeria
Tel: +2348060319126

E-mail: Mercy.ogbari@covenantuniversity.edu.ng

Adunola Oluremi Oke

Department of Business Management,
Covenant University,
KM 10 Canaan Land,
Ota, Nigeria

David T. Isiavwe

Department of Accounting,
Igbinedion University,
Okada, Nigeria.
David.isiavwe@gmail.com

The research is financed by University of Johannesburg, Blomfontein, South Africa & Covenant University, Canaan Land, Ota, Nigeria

Abstract

The main purpose of this study is to examine the impact of institutional entrepreneurship and innovativeness on productivity of entrepreneurship ventures particularly those situated in institutions of higher learning in Nigeria. Giving that institutions are expanding beyond their main campuses admitting more students to different satellite campuses with different levels of infrastructures, skills, capabilities and necessities, it sought to find out if there was any significant improvement in business productivity by reason of introduction of innovation in entrepreneurs activities. This study formulated four hypotheses to find the level of relationship among the investigated variables. In order to test the hypotheses, the survey research method was used in a cross sectional design through the use of comprehensive questionnaires which were distributed to entrepreneurs in four tertiary institutions campuses situated in Lagos state. Results from regression analysis finds that innovation adaptation has a significant impact on labor and material productivity. In view of this, the researchers suggested that entrepreneurs should formulate and coordinate policies that will encourage these ideas to be made manifest in the labour capabilities of the enterprises. Hence, findings from this study will be useful for entrepreneurs who do not have adequate capacity to embrace innovation so as to produce at optimum capacity and gain competitive advantage as it would inform them of the innovation-enhancing role of productivity.

Keywords: Campus Entrepreneurship, Enterprise Innovation, Organizational Productivity, Regression Analysis, Nigeria.



1. Introduction

Ample studies revealed that entrepreneurs contribute substantially to national economy of countries. Barringer & Ireland (2005) added that the activities of entrepreneurs lead to profit generation and have ripple effect on the economic system, especially in terms of business operations. Ajagbe & Ismail (2014) opine that this in turn apparently affects three sources of business growth and development. They authors listed the three sources as production, improvements in the efficiency of allocation of inputs across economic activities, and innovation that generates new products, new uses for existing products and brings about increase in the efficient input/output combination within any type of economic system. Ogbari et al. (2015) argued that the role of entrepreneurs in inter-industry can also not be over emphasized particularly, as they affect joint venture, out-sourcing and sub-contracting relationship. The nature of innovative process that affects economic growth emphasizes the active and inactive functions of the entrepreneur. Many researchers have reviewed the entrepreneur differently but more importantly as innovator who is responsible for the creation of new products, new methods of production, new processes and capable of identifying new market (Shane & Venkataraman, 2000; Hannafey, 2003; Ismail et al. 2011; Wang et al. 2012). The entrepreneurs are motivated by different reasons to create their own ventures amongst which are desire for independence, wealth creation, and acquisition, capital adequacy and family influence. Allen (2003) opine that they mix these variables to obtain organizational expectation. Ajagbe (2014) argued that entrepreneurial activities and the intending impact do not occur in isolation. Entrepreneurial activities are engaged within established environmental context. The numerous factors of which the environment is composed exert significant pressure and determination of effort on the entrepreneurial relationships. Coulter (2003) posit that the need for entrepreneurs to proactively create and innovate within and beyond their internal and external environment.

Shane (2003) suggested that entrepreneurs generate new concepts, new technology, new design, new processes that explore numerous possibilities such as machine, material and labour productivity. However, they emerge new market, possible improvement in services which undoubtedly assist in ensuring that environmental opportunities are adequately and timely exploited, hence, leading to generation of revenue. Oliviera et al. (2014) put forward that the role assigned to entrepreneurship in economic growth and development most especially in the developed economies such as America, United Kingdom, Canada, Japan, just to name a few ensures that they tailor their economies to developmental concept and plan aimed at new enterprise development. Entrepreneurship as the engine of economic growth and wheel that pedal the vehicle of economic development has been recognized for its importance in the area of job creation, revenue generation, poverty alleviation and wealth creation (Abdallah et al. 2014; Bjorklund, 2011; Ajagbe et al. 2015b). These authors added further that it has been recognized as the driver of employment and economic growth. In view of this, they are perceived as product innovators, creators, developers, and it will not be out of place to view them as vital function in national and corporate development of any ecosystem. Hence, there is need to investigate the impact of innovation on entrepreneurship and national or corporate productivity.

Drucker (1985) argued that in many organizations, the adoption of varieties of material mixes has led to serious consideration at industry level. For instance many productive organizations evaluate the element of their material component from the perspective of material variance, material cost variance and input-variances so as to be able to generate additional or improved profit. This process in most case would lead to improved productivity. Oliviera et al. (2014) posit that the capacity to manage material variable often differs from industry to industry, depending on level, skill, and intention of management employed. To achieve this, the organizations usually ensure they adopt material productivity with essential idea generator capacity (Oliviera et al. 2014; Abdallah et al. 2014; Ajagbe et al. 2015a). Idea creator can then be employed by the manager of these organizations to ensure that the variables necessary for productivity in the organizations are established. For instance, organizations would wish to perform at their optimum level in terms of profitability, productivity, and the structure that will make this attainable is the ability of the creator to make use of the necessary elements, either by making use of what is available or creating such. The labour hour which is put in will give or have an impact on the output of the organization.

Ku (2014) argued that the implementation of technology in virtually all facets of life is now a global phenomenon. The author added that business managers improve on the obsolete technology so as to advance more. Improving technology adoption through the initiation of new processes and rapidity of change is perceived as a moving force that leads or paves way for organizational productivity. Saffu et



al. (2012) posit that material variance can be improved upon, it is also important to ascertain that improved technology will achieve material productivity. New processes are pointers or key components in improved technology that a manager adopts so as to improve on their level of labour productivity (Ajjan et al. 2013; Bach et al. 2013; Ajagbe, 2014; Cheraghi, et al. 2004). The entrepreneurial manager scans for opportunities in his environment and then exploits the opportunity and makes provision for the implementation of the set goals with human resources, material, and machine availability. Hanafizadeh et al. (2012) argued that the entrepreneur tends to recognize a market opportunity and exploit it by organizing their research study effectively, an outcome that changes existing interactions within a given sector. Giving that dynamism in global business environment requires urgent responses there is need for the right structures to be put in place to respond to such unexpected changes. For an organization to be effective and also efficient, it has to plan, so all organizations would definitely want to achieve its set goals and objectives so it has no other choice than to plan, else he who fail to plan, plan to fail. Organizations tend to improve on its technological ability. However, the general objective of this research is to investigate the significant influence of innovation on productivity among entrepreneurs who operate inside institutions of higher learning in Nigeria.

2. Methodology

The methodology adopted for this study is explanatory because it is a valuable means of finding relationships among variables of research and more importantly to assess the phenomena in a new perspective. The sampled population consist of selected tertiary institutions in Lagos State. These institutions and what comprises the aggregate of entrepreneur based firms in the various institutions are listed in table 1 below. In determining the sample size, different opinions have been expressed by experts on this subject, while some experts have suggested that when population is large the sample size should be 5% of the entire population while others believe that the sample size should be 10% (Otokiti 2007; Meriam & Simpson, 1984; Thomas, 2006). This is due to recommendations of earlier authors that for the most appropriate sample size of a study to be complete, it should include census of the population, because all the components of the population are represented (Asika 1991; Trochim & James, 2006; Muala et al. 2005). The overall population derived for the institutions are a total of 357, of this population, 20 entrepreneurs had moved out of their business offices, 30 business offices were yet to resume for the day and 27 business offices were undergoing renovation. Hence, the population size for this study was reduced to 260. The sample frame for this study are entrepreneurs based in higher institutions in Lagos area comprising of 5 Local Government Areas (LGA) of the state as listed in table 1 below. This study adopted both primary and secondary sources of data, the primary source of data used questionnaire while the secondary data used include textbooks, journals, previous research works, internet and magazines. Trochim & James (2006) suggested that the selection of instrument for a research should consider such factors as the nature of the study. Dana & Dana (2005) added that there are four methods for measuring reliability, they include: test –retest method, split half reliability, parallel/equivalent form method or alternative form method and the Kruder Richardson or Cronbach alpha reliability tests (Creswell, 2012; Yin, 2012). For the purpose of this study, the Cronbach alpha was used because it is a type of reliability test that proceeds by utilizing a single administration of a single form based on the consistency of responses to all items of the test. In table 2 below, Cronbach alpha is for the 27 items analysed together. This shows that the items are highly reliable with .732 as they agree more than the widely accepted score of 0.6 which indicated that the research instrument adopted is reliable.

Table 1: Campus Entrepreneurs

S/N	Institutions	Location	Firms Population		Total Firms
			Trading Firms	Service Firms	
1	LASU 1	Abulegba LGA	55	20	75
2	LASU 2	Ojo LGA	155	50	205
3	COE	Ojo LGA	60	17	87
4	UNILAG	Saba/Yaba LGA	-	-	-
5	LBS	Ibesa-lekki LGA	-	-	-
	Total		270	87	357

LASU: Lagos State University, UNILAG: University of Lagos, COE: College of Education, LBS: Lagos Business School, LGA: Local Government Area.



Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.732	27

3. Analysis of Demographic Data

This section presents discussions of the information gathered from the participant's demographic data. The presentation of demographic data was divided into two; the bio data of the participants were presented before the description of variables raised in the hypotheses. The participants as presented revealed a total of 68 females representing 26% and 192 males representing 74%. This indicates higher number of male participants for the study. The age of the participant's shows that a total of 128 participants are less than 25years of age representing 49%, 76 for 26-44 years accounted for 29%, above 45years were 56 representing 22%. This indicates a higher number of the respondents are within the age group of less than 25years. The marital status of the participants as presented revealed a total of 42 representing 16% as single, 185 married representing 71%, 33 separated accounted for 13% and none divorced. This shows that more women are getting involved in entrepreneurship business in Nigeria. The educational status of the respondents as presented revealed a total of 40 representing 15% as respondents with primary certificate, 160 with secondary school certificate representing 62%, 45 HND/OND accounted for 17% and 15 BSc. representing 6% . From this result, it can be reported that majority of those who participated in this study possess secondary school certificate. In addition, among the 260 respondents who completed the distributed questionnaires about 180 of them are sales representatives representing 69% and 80 top executives representing 31%. This indicates that most of the people who run these enterprises are the sales representatives rather than the top executives. For the nature of the business ventures, about 190 participants representing 73% were involved in services while 70 respondents were involved in trading representing 27%. Therefore majority of the respondents are involved in service provision because they are based in institutions of higher learning.

4. Test of Hypothesis

4.1 Hypothesis One

Objective 1- To investigate the impact of Idea Creation on Material Productivity.

Research question 1- Is there any significant relationship that exists between Idea Creation and Material Productivity?

Hypothesis 1- Idea Creation would not significantly affect Material Productivity.

Table 3: Summary of Regression Analysis

R= .649 R ² = .421 Adjusted R ² =.396 Std. Error of the Estimate= 1.4236					
Variables	Sum of Squares	Df	Mean Square	F	Sig
Regression	9275.4438	1	9275.4438	219.174	.05
Residual	10960.88	259	42.32		
Total	20236.3238	260			

a. Predictors: (Constant), Idea Creation, b. Dependent: Material Productivity

4.2 Hypothesis Two

Objective 2: To determine effect of Idea Creation on Labour Productivity.

Research question 2: Is there a significant relationship between Idea Creations on Labour Productivity?

Hypothesis 2: Idea Creation would not have any level of effect on Improved Performance of Labour Productivity.



Table 4: Summary of Regression Analysis

R= .472 R ² = .222 Adjusted R ² = .213 Std. Error of the Estimate= 1.116					
Variables	Sum of Squares	Df	Mean Square	F	Sig
Regression	4901.71	1	4901.71	198.28	.05
Residual	6402.48	259	24.72		
Total	11304.19	260			

a. Predictors: (Constant), Idea Creation, b. Dependent: Labour Productivity

4.3 Hypothesis Three

Objective 3: To ascertain the impact of Improved Technology on Labour Productivity.
 Research Question 3: To what extent will Improved Technology affect Labour Productivity?
 Hypothesis 3: There is no relationship between Improved Technology and Labour Productivity.

Table 5: Correlation Coefficient

Variation	N	df	R	Sig. Level
Improved Technology	260	259	0.84*	0.05
Labour productivity	260			

*significant

4.4 Hypothesis Four

Objective 4: To determine how significantly Improved Technology achieves Material Productivity.
 Research question 4: How significant will Improved Technology affect Material Productivity?
 Hypothesis 4: Improved Technology has no impact on Material Productivity.

Table 6: Model Summary

Model	Predictors	R	R ²	R ² -Adjusted	Std. Error
1	Improved Technology	.724	.524	.496	.92743

a. Predictors (Constant), Improved Technology, b. Dependent Variable: Material Productivity

Table 7: ANOVA

Model	Sources of Variation	Sum of Squares	df	Mean Square	F-ratio	Sig
1	Regression	16.115	1	16.115	18.735	.000
	Residual	222.79	259	.860		
	Total	238.855	260			

a. Predictors (Constant): Improved Technology, b. Dependent Variable: Material Productivity

5. Discussions of Result and Findings

The adoption of regression analysis for this study is consistent with the suggestion of Trochim & James (2006) who opine it is useful to determine the values of parameters for a function that cause the function to best fit a set of predictable constraints. Mariam & Simpson (1984) argued that in linear regression, the function is a linear (straight-line) equation. This regression analysis was therefore used to model the relationship between material productivity (a response variable) and idea creation as a predictor variable. The regression model adopted to test hypothesis one represents a simple linear regression model because there is just one independent variable 'x', in the model. In this study, regression models, the independent variable was referred to as regressor or predictor variable. The dependent variable 'y', is referred to as the response. The slope, β_1 , and the intercept, β_0 , of the line $E(Y) = \beta_0 + \beta_1 x$ was used as regression coefficient. Whereas our, β_1 , was interpreted as the change in the mean value of Y for a unit change in x .

The result in table 3 provides useful information about the regression analysis as discussed earlier. However, the simple R' column is the correlation between the actually observed independent variable



(Idea Creation) and the predicted dependent variable (Material Productivity, predicted by the regression equation). 'R square' is the square of R and is also known as the 'coefficient of determination'. It states the proportion (or percentage) of the (sample) variation in the dependent variable that should be attributed to the independent variable(s). In this study, 42.1% of material productivity variable appeared accounted for new idea creation among the sampled organizations. The 'adjusted R square' which referred to the best estimate of R square for the population from which this study samples are drawn. Hence, the 'standard error of estimate' indicates that, on average, observed material productivity scores deviated from the predicted regression line by a score of 1.4236. This is not surprising, since it is already known that the regression model in the table explained 42.1% of the variation, it cannot account for the other 57.9%. The first hypothesis which stated that "Idea Creation would not significantly affect Material Productivity was rejected at $R=.649$, $R^2=.421$, $F_{(1, 259)}=219.174$; $p<.05$. However, what this means is that Idea Creation has significantly affected Material Productivity among the various organizations sampled. The study also adds that location may have impacted on the ability of such firms to develop entrepreneurial mindset and culture, this could be due to their location around university environment. This is in line with the findings of Allen (2003), who opine that they mix of environmental variables is necessary for business organizations to perform well. In addition, Ajagbe (2014) argued that entrepreneurial activities and the intending impact do not occur in isolation. Entrepreneurial activities are engaged within established environmental context.

Table 4 found 22.2% of the variations in Labour Productivity could be accounted for by new Idea Creation. The 'adjusted R square' referred to the best estimate of R square for the population from which the sample was drawn. Hence, the 'standard error of estimate' indicates that, on average, observed Labour Productivity deviated from the predicted regression line by a score of 1.116. This is not surprising, since it is already known that the regression model explains just 22.2% of the variation. This cannot account for the other 77.8 % which most likely represents both measurement error in Idea Creation variable as well as other factors that influence Labour Productivity that have not been considered. The second hypothesis which stated that "Idea Creation would not significantly affect Labour Productivity was rejected at $R=.472$, $R^2=.222$, $F_{(1, 260)}=198.28$; $p<.05$. This implies that Idea Creation would not significantly affect Labour Productivity. Findings from this study showed that there is no significant relationship between Idea Creation on Labour Productivity. What this means is that without other essential variables existing within the business environment, the possession of a good idea alone is not enough to necessitate productivity of labour. As suggested by Ismail et al. (2011) entrepreneurial activities are engaged within established environmental context. They opine that other numerous factors of which the environment is composed exert significant pressure and determination of effort on the entrepreneurial relationships.

In table 5, the result indicated significant positive relationship between the two variables examined, that is Improved Technology and Labour Productivity at $r= 0.84$, 0.05 significant level and 259 degree of freedom. This implies that there is a significant positive relationship between Improved Technology and Labour Productivity. Hence the null hypothesis is rejected. The finding of this research implies that Improved Technology affect Labour Productivity of enterprises and it has shown that those entrepreneurs that make use of Improved Technology witnessed enhanced Labour Productivity. This result is supported by Ku (2014) who found that implementation of technology in virtually all facets of life is now a global phenomenon. The author added that business managers improve on the obsolete technology so as to advance more. He added that improving technology adoption through the initiation of new processes and rapidity of change is perceived as a moving force that leads or paves way for organizational productivity.

The model summary in table 6 provides helpful information about the regression analysis. It shows that the 'simple R' column is the correlation between the actually observed independent variable and the predicted dependent variable (i.e., predicted by the regression equation). 'R square' is the square of R and is also known as the 'coefficient of determination'. It states the proportion (or percentage) of the (sample) variation in the dependent variable that can be attributed to the independent variable(s). In order to understand the content of table 6, further explanation is given in table 7. However, it reported a 52.4% of the variation in Material Productivity among campus entrepreneurs which appears to be accounted for by Improved Technology. The 'adjusted R square' refers to the best estimate of R square for the population from which the sample was drawn. Finally, the 'standard error of estimate' indicates that, on average, observed involvement scores deviate from the predicted regression line by a score of 0.92743. This is not surprising, since it is already known that the regression model explains 52.4% of the variation, it cannot account for the other 47.6% which most likely represents both measurement



error in independent variable as well as other factors that influence Material Productivity that have not been considered. The fourth hypothesis which stated that Improved Technology has no impact on Material Productivity was rejected at $R=0.72$, $R^2=0.52$, $F_{(1, 259)}=219.174$; $p<.05$. The findings from this research showed that Improved Technology has an impact on Material Productivity. Earlier researchers have pointed out that improving technology adoption through the initiation of new processes and rapidity of change is perceived as a moving force that leads or paves way for organizational productivity. Saffu et al. (2012) posit that material variance can be improved upon, it is also important to ascertain that Improved Technology will achieve Material Productivity. New processes are pointers or key components in Improved Technology that a manager adopts so as to improve on their level of Labour Productivity (Bach et al. 2013; Ajjan et al. 2013; Ajagbe, 2014; Cheraghi, et al. 2004).

6. Research Conclusions

This study which focused on the impact of campus entrepreneurship and innovation on organizational productivity used data collected from respondents in higher institutions who are involved in the corporate entrepreneurship business. This was aimed at examining their opinion on whether innovation has actually helped to improve the productivity in corporate organizations, particularly those that are resident in institutions of higher learning. In this research, there were basically eight theories found on entrepreneurship and then related to innovation. These are the development, managerial, psychological, anthropological, ecological, innovation, economic and Schumpeter theory.

This study finds that most of the entrepreneurs in the sampled organizations are involved in service provision, ranging from photocopying, scanning, typing, printing, saloons, and so on. As a result of this, it is evident that small firms located inside tertiary colleges and universities provide fantastic services delivery to their clients. In addition, innovation and creativity among these firms are perceived to be the bedrock of all business activities. It is obvious that entrepreneurial performance is influenced by some factors. First, in his own attitude towards his occupation; secondly, the role of the expectation held by his sanctioning groups. The third is the operational requirements of the job. Also some determinants go hand in hand with entrepreneurship: society's value and needs, family, schools, work organization, urbanization and industrial estate, availability of financial resources, government. There are several ways in which these determinants are structured to accelerate entrepreneurship development. It was gathered that entrepreneurs in their knowledge and perception exploit opportunities and acquisition of resources in running an organization. The business world is full of uncertainties and competition hence entrepreneurs tend to be competitive in nature and strategize so as to have an upper hand over their competitors.

7. Research Recommendations

This study suggests that future researchers could widen the geographic coverage of this study so as to test the applicability of this study findings in a wider dimension. Based on the findings of this research the following suggestions are made to enhance the use of innovation in organizational productivity in Nigeria. Entrepreneurs should take advantage of their environment where they operate and exploit opportunities to the maximum. Also entrepreneurs should make use of idea creator parameters such as customers, sales force, research and development, market, competitors so as to boost their enterprise productivity. Entrepreneurs should carry out proper checks on the SWOT analysis of their environment so as to be able to tell the strength, weakness, opportunities and threats they pose to face in carrying out their operations. The business world is full of dynamism and complexities; hence measures such as innovation and creativity should be put in place to help tackle all uncertainties. Graduates should be orientated on the importance of entrepreneurship and embrace the possibility of being entrepreneurs. Government should encourage all institutions to add entrepreneurship into the recommended courses so that the basic foundation can be set.

Acknowledgement

The researchers wish to thank the University of Johannesburg, South Africa and Covenant University, Canaan Land, Ota, Nigeria for part funding this research.

*Corresponding Author: Dr. Musibau Akintunde Ajagbe (ajagbetun@yahoo.com or akintunde.ajagbe@cu.edu.ng) is from the Center for Entrepreneurship Development Studies (CEDs), Covenant University, Canaan Land, Ota, Nigeria.

Reference

- Abdallah, K. H., Rosli, M. & Ismail, A. (2014). *The Moderating Role of Power Exercise in B2B E-commerce Adoption Decision*. *Procedia - Social and Behavioral Sciences*, 130, 515-523.
- Allen, K. (2003). *Launching new ventures: An entrepreneurial approach (3rd ed.)*. Boston: Houghton Mifflin.
- Asika, N. (1991). *Research Methodology in the Behavioural Science*, Ikeja: Longman.
- Ajagbe, A. M. & Ismail, K. (2014). *Factors Influencing Venture Capital Assessment of High Growth Companies in Malaysia*. *International Journal of Entrepreneurship and Small Business*, 21(4), 457-494.
- Ajagbe, A. M. (2014). *Funding Criteria in Technology Based Firms in Malaysia*. An Unpublished PhD Thesis Submitted to the Graduate School, Universiti Teknologi Malaysia.
- Ajagbe, A. M., Isiavwe, T. D., Ogbari, E. I. M. & Sholanke, B. A. (2015a). *Financing Early Staged Technology Based Firms in Malaysia*. *Research Journal of Finance and Accounting*, 6(4), 210-221.
- Ajagbe, A. M., Ismail, K., Isiavwe, T. D. & Ogbari, E. I. M. (2015b). *Barriers to Technological and non-Technological Innovation Activities in Malaysia*. *European Journal of Business and Management*, 7(6), 157-168.
- Ajjan, H., Kumar, L. R. & Subramaniam, C. (2013). *Understanding Differences between Adopters and Nonadopters of Information Technology Project Portfolio Management*. *International Journal of Information Technology & Decision Making*, 12(6), 1151-1174.
- Bjorklund, M. (2011). *Influence from the business environment on environmental purchasing-Drivers and hinders of purchasing green transportation services*. *Journal of Purchasing and Supply Management*, 17(1), 11-22.
- Bach, P. M., Zoroja, J. & Vukšić, B. V. (2013). *Determinants of Firms' Digital Divide: A Review of Recent Research*. *Procedia Technology*, 9, 120-128.
- Barringer, B. & Ireland, D. (2005). *Entrepreneurship: Successfully launching new ventures*. NJ: Pearson Education.
- Coulter, R. A., Strizhakova, Y. & Price, L. L. (2008). *Branded products as a passport to global citizenship: perspectives from developed and developing countries*. *Journal of International Marketing*, 16(4), 57-85.
- Cheraghi, H. S., Dadashzadeh, M. & Subramanian, M. (2004). *Critical Success Factors for Supplier Selection: An Update*. *Journal of Applied Business Research*, 20(2), 25-34.
- Creswell, J. W. (2012). *Educational Research. Planning, Conducting and Evaluating Quantitative and Qualitative Research*. Pearson Publishers, 4th edition Australia, 239.
- Drucker, P. (1985). *Innovation and entrepreneurship: Practice and principles*. Amsterdam: Elsevier Butterworth-Heinemann.
- Dana, P. L. & Dana, E. T. (2005). *Expanding the Scope of Methodologies used in Entrepreneurship Research*. *International Journal of Entrepreneurship and Small Business*, 2(1), 79-88.
- Hanafzadeh, P., Behboudi, M., Ahadi, F. & Varkani, G. F. (2012). *Internet advertising adoption: a structural equation model for Iranian SMEs*. *Internet Research*, 22, 499-526.
- Hannafey, F. (2003). *Entrepreneurship and ethics: A literature review*. *Journal of Business Ethics*, 46, 99-110.
- Ismail, K., Aslan, A. S. & Ajagbe, A. M. (2011). *A Conceptualized Approach towards Building a Growth Model for Venture Capitalists Finance of TBFs*. *International Journal of Innovation, Management and Technology*, 2(4), 315-320.
- Ku, S. C. E. (2014). *Functional Integration and Systems Implementation of Customer Relationship Management in Hotel Industry: A Multilevel Analysis*. *International Journal of Information Technology & Decision Making*, 13(1), 175-196.
- Merriam, S. B. & Simpson, L. E. (1984). *A Guide for Research for Educators and Trainers of Adults*. Malabar, Florida: Robert F. Krieger Publishing Co.



- Muala, M., Autio, E. & Murray, G. (2005). *Corporate Venture Capitalists and Independent Venture Capitalists: What do they know, who do they know and Should Entrepreneurs Care?* *Venture Capital Journal*, 7(1), 3-21.
- Oliveira, T., Thomas, M. & Espadanal, M. (2014). *Assessing the determinants of cloud computing adoption: An analysis of the manufacturing and services sectors.* *Information & Management*, 51, 497-510.
- Ogbari, E. I. M., Ajagbe, A. M., Isiavwe, T. D. & Ade-Turton, D. (2015). *Effects of Subcontracting on Modern Day Organizations.* *Australia Journal of Commerce Study*, 2(2), 1-11.
- Otokiti, S. O. (2005). *Methodologies and Mechanics of Computational System*, New Delhi: Sultan Chan and Son.
- Saffu, K., Walker, H. J. & Mazurek, M. (2012). *Perceived Strategic Value and e-Commerce Adoption among SMEs in Slovakia.* *Journal of Internet Commerce*, 11, 1-23.
- Shane, S. (2003). *A general theory of entrepreneurship: The individual opportunity nexus.* Northampton, MA: Edward Elgar.
- Shane, S. & Venkataraman, S. (2000). *The promise of entrepreneurship as a field of research.* *Academy of Management Review*, 25(1), 217-226.
- Trochim, W. & James, D. P. (2006). *Research Methods Knowledge Base. (3rd Ed).* Mason, Ohio: Thomson Custom Publication.
- Wang, C., Chen, K. & Chen, S. (2012). *Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors.* *International Journal of Hospitality Management*, 31(1), 119-129.
- Yin, K. R. (2012). *Applications of Case Study Research.* Sage Publications Ltd. California.