



ABSTRACT

This study assessed the effect of technology business incubation programme on startups operation in Ekiti State. Data was collected through structured interview of ten incubates and thematic analysis was carried out using NVivo 10 software. Four major themes and subthemes emerged and they are enterprise creation, job creation, mentoring and advisory services. The study revealed that all the themes have a positive relationship with start-ups operation. Thus, enterprise creation, enterprise growth, and sustained business have direct effect on business incubation. The study concludes that business incubation is a good medium for nurturing entrepreneurs and SMEs in the country as they contribute to solving the tripartite

THEMATIC ANALYSIS ON THE IMPACT OF TECHNOLOGY BUSINESS INCUBATION CENTERS ON SELECTED ENTERPRISES IN ADO-EKITI STATE

¹DR. MAIGARI MUSA, ²EKECHUKWU BERNADINE N, ³ADEKUNLE BUNMI M AND ⁴AJIBADE BOLANLE A

¹Entrepreneurship Development Centre, Federal Polytechnic Offa, Kwara State. ²Department of Office Technology Management, Rufus Giwa Polytechnic, Owo, Ondo State. ³Department of Office Technology and management, Rufus Giwa Polytechnic Owo Ondo state. ⁴Department of Business Administration, Federal Polytechnic, Offa, Kwara State

Introduction

Generally, technology business incubation programme is used as an intervention and empowerment policy strategy to support entrepreneurial activities by the startups to scale through the early-stage obstacles. Business incubators also support entrepreneurs with supportive services, skills, competency and exposure to manage their businesses leading to success, development and survival of their enterprises (Bizzolto,2003; Mubarak & Busler,2013) all noted that business incubators or university incubators have a similar interaction framework and faster technology creation, sharing and transfer through commercialization. Similarly, Sean and Faye (2016) observe that business incubators remain a pivotal talent in China and submits that business incubators need the basic skills for innovation to be able to guide incubates during the process of incubation properly that will promote new their businesses and create a digital economy that will lead to jobs creation and contribute to economic development.

Technology business incubation programme provides entrepreneurial ventures with the requires resources they need such as office space, nurturing, mentoring, product development and other supportive services which aim to ensure enterprise survival and growth by ensuring internal networking and knowledge sharing between entrepreneurial startup firms (Allen and Rahaman, (1985).).

The ideas of business incubators can be traced back to Joseph Mancuso, 1959 in Batavia, New York, the idea of technology business incubation later spread across. Europe and United Kingdom in 1980, (Lubica. 2012). Africa is a developing continent that requires critical decision on industrialization adopted the concept of business incubators through African information network (AIN) is a building capacity organization that strengthened startups with information and resources required to survive the early stage of development.



societal need of job creation, poverty reduction and economic development. The study recommends that Government should intensify more effort on funding, recruit qualified personnel and modern technology needed to boost incubation activities in the country

KEYWORDS: Incubation, Incubates, Start-up, Job creation, Incubator Enterprise growth

Nigerian government adapted the concept of technology business incubator with the establishment of TBI centre in Agege, Lagos in 1993 and the continue proliferation of TBIs across the six geopolitical zones in the country to support new venture creation, development, success and survival. Then, the proliferation of technology incubation continued till the end of 2020 with the establishment of technology incubation Centres in Kogi, Ebonyi, Nasarawa, Jigawa, Gombe, Benue and Katsina.

The supportive services provided by technology business incubators assist incubates to develop their businesses through reduced costs, risks, through entrepreneurial. The broad objective of the study is to examine the effect of technology incubation centers in selected enterprises in Akure, Ondo state. The justification for choosing Akure, Ondo state is that the state is the second state in South-West that houses technology incubation centers that graduate so many entrepreneurs with so many potential entrepreneurial ventures springing up every day. While the specific objectives are determined how technology incubation process fuel enterprise development in Akure, Ondo state. (Jenyo, Maigari, Bamidele & Jenyo, 2019).

Lack of awareness by entrepreneurs has limited them to access these supportive services from technology incubators as most of the entrepreneurs lack skills, competency on how to access these supportive services to improve productivity. Based on the above submission, the study intends to examine these supportive services available for entrepreneurs to harness in order to gain success, skills, knowledge and reduce costs, risks, phobia of failure in selected enterprises in Akure metropolis. (Chandra & Fealey, 2012).

Literature Review

Enterprise Growth

Numerous little medium ventures (SMEs) fall flat to attain commercial victory essentially since they need organizational and administration aptitudes to arrange and oversee development in their companies. Some of the time the start-ups are confronted with incoherent methodologies, development myth and tangled structure framework emergencies and asset emergencies that influence start-ups development (Chandra et al , 2012). Accomplishing a long-term supportability driving to start-ups development companies require exterior administration assistance and economic development for survival.

One of the exterior assistances is the part played by hatcheries to guarantee that the incubates are snared to the proper source of financing, mentoring, proficient and admonitory administrations to back their operation. Other exterior help that must be reinforce are counseling help, SMEDAN help, BOI, administration expert, business enterprise arranges and other proficient administrations. All these bolsters the start-ups to develop quickly, (Henry, 2014).

All the bundle of administrations given to modern start-ups such as low-cost space, validity, administration advise and secretariat authoritative administrations bolster the start-ups to develop in their operation (Sonja, 2014). Incubates remaining within the hatchery office has arranged business visionary with competence, presentation, aptitudes and involvement to oversee their start-ups for profitability and development within the future.

Startups Support Services



The startups support services are mechanism established or organized by private individuals that provide supportive services to start-ups. The services ranging from mentoring, counseling, nurturing, networking, professional service and linking the incubate to the right source of funding at the early stage of start-ups operation. This is in line with (Mohsen Khalil, 2014), who viewed incubator services as a process aimed at supporting the development and scaling of growth-oriented, early-stage enterprise. The process provides entrepreneurs with ease of starting a new venture at the early stages of their start-ups. The aim is to reduce cost and risks of starting a new venture and also equip them with skills, confidence and exposure to manage new start-ups to survive and sustain the growth of the enterprise.

The support services rendered by incubators are critical to the success of start-ups. The wide range of services provided by incubators strengthen and nurture start-ups at their vulnerable stage. These services sustain their enterprises and they lead to job creation, technology transfer, commercialization of R & D and even economic development. (Haleem ,2016).

Start-ups Operation

Globally, it is widely accepted that new start-ups are the engine rooms for economic development through employment generation (Chandra, 2013) and support for technological advancement, increase competitiveness, economic revival of regions, innovation and technology transfer. The work of Tilley and Tonge (2012) revealed that start-ups introduce new product, new knowledge or utilize previous knowledge created by others to develop their new product and services. They contribute to economic growth through innovation. (Gamsey, 2012) revealed that new start-ups instigate diversification, innovation and new product to the market. By addressing in market failure and societal challenges. The benefits of new start-ups in the society are also enjoyed by those who do not create new venture. New start-ups are usually viewed as critical to entrepreneurship and economic development.

Business Incubation

The idea of business incubation was conceived as a supportive mechanism to support start-ups and to promote the development of SMEs and entrepreneurship in both developed and developing countries. The broader goals of business incubation are job creation , economic development, technology transfer, and commercialization of technology through provision of professional and advisory services to start-ups and also mentoring, nurturing, and strengthening them to survive and sustaining. The objective is aimed toward the growth of new entrepreneurial venture and SMEs respectively (Henry, 2014). Scholars have agreed that business incubation is a vital tool for economic development, growth and technology transfer in both developed and developing economies.

Mubarak and Busler (2013) noted that entrepreneurs and incubators contribute to innovation and development globally not only on economic recovery but also in a smart grow indices and economic development in developing countries.

Empirical Review

Hanadi, Michael and Rasheed (2013) examined business incubators as tools for economic growth and technology transfer in developed countries. Their finding shows that business incubation programme plays active role in job creation, technology transfer, commercialization of R&D to support economic growth. The services of anti-poverty and unemployment institutions have been launched in Nigeria by different governments to curb the menace of restiveness among the youths in the country (Yaro, 2015).

Government and non-governmental institutions such as technology business incubations centers (TBIs),Bank of Industries (BOIs),National Directorate of Employment(NDE),Small Medium Development Agency (SMEDAN),Industrial Development Centers (IDCs),Entrepreneurship Development Centers (EDCs) and policy makers pronouncement that all tertiary institutions graduates must offer at least a course in entrepreneurship



before graduation to equip them with business and management skills and prepared them for self-reliance incase the government job is not there after graduation.(Centrel Bank of Nigeria,2014).

Additionally, (Al-Mubarak, 2014) stated that some of these mechanisms are not only a smart index for economic growth and GDP but also a good platform for job creation and poverty reduction in the country. Furthermore, unemployment rate in the country today is due to defective educational system handed over to us by colonial masters who only trained people to work in public and private sectors alone (Okezie, Alex& Asolu (2013), the old curriculum did not pave room for people to acquire skills that will guarantee them self-employment.

Also, Mohsen & Khalil (2014) agreed that start-ups and entrepreneurial ventures are responsible for job creation in a country where entrepreneurship, innovation and creativity are encouraged. He cited example that over 25 years U.S.A created jobs through small businesses that absorbed most of their graduates and unemployed youths. Kathleen moved further to defined Small Business Administration (SBA) as those small businesses as one with fewer than 500 employees, which by implication is not too small but also includes both high-growth technology ventures and small “mom and pops”.

Methodology

The study examines the effect of technology business incubation programme on selected enterprises in Akure Ondo State. Therefore, in line with the objective of the study, the relationship of variables is examined and submissions of the participants are analyzed using NVIVO 10 Software for the thematic analysis. The population of the study comprises twenty (20) enterprises and senior staff of technology incubation center Akure, Ondo state. The sampling size of this study comprises ten (10) participants using purposive and convenience sampling technique for the selection of graduated and in-house incubates that are still participating in the programme when conducting this study. The research instrument used is scheduled interview for data collection. The justification for using purposive and convenient sampling techniques is that convenient sampling allows the researcher to draw information based on accessibility of respondents while purposive sampling allow the researcher select participants that are relevant to the study.

Data Presentation, Results and Interpretation

Table 4.1: Similarly, the responses of the informants based on the researchers’ coding are presented in table below.

Thematic Categories	Informants Coded	References
Theme 1 Enterprise Growth		
<i>Sub theme: Business Incubation</i>		
Advocacy and Awareness	2	2
Diversification	5	5
Mentoring	5	5
Theme 2 Start-ups Support Service		
<i>Sub theme: Mentoring</i>		
Enterprise Growth and Success	6	6
More Enterprise Creation	2	2
Sustained Business	2	2
Theme 3 Start-ups Operations		
<i>Sub theme: Advisory Service</i>		
Boost Enterprise Moral and Success	3	3
Economic Development	4	4
Job Creation	6	6



Technology Transfer	4	4
Theme 4 Business Incubation Effects		
<i>Sub theme: Ideas Sharing</i>		
Fostering Development of SMEs and Entrepreneur	3	3
Promoting Ideas Sharing	3	3
Solving Societal Problems	2	2

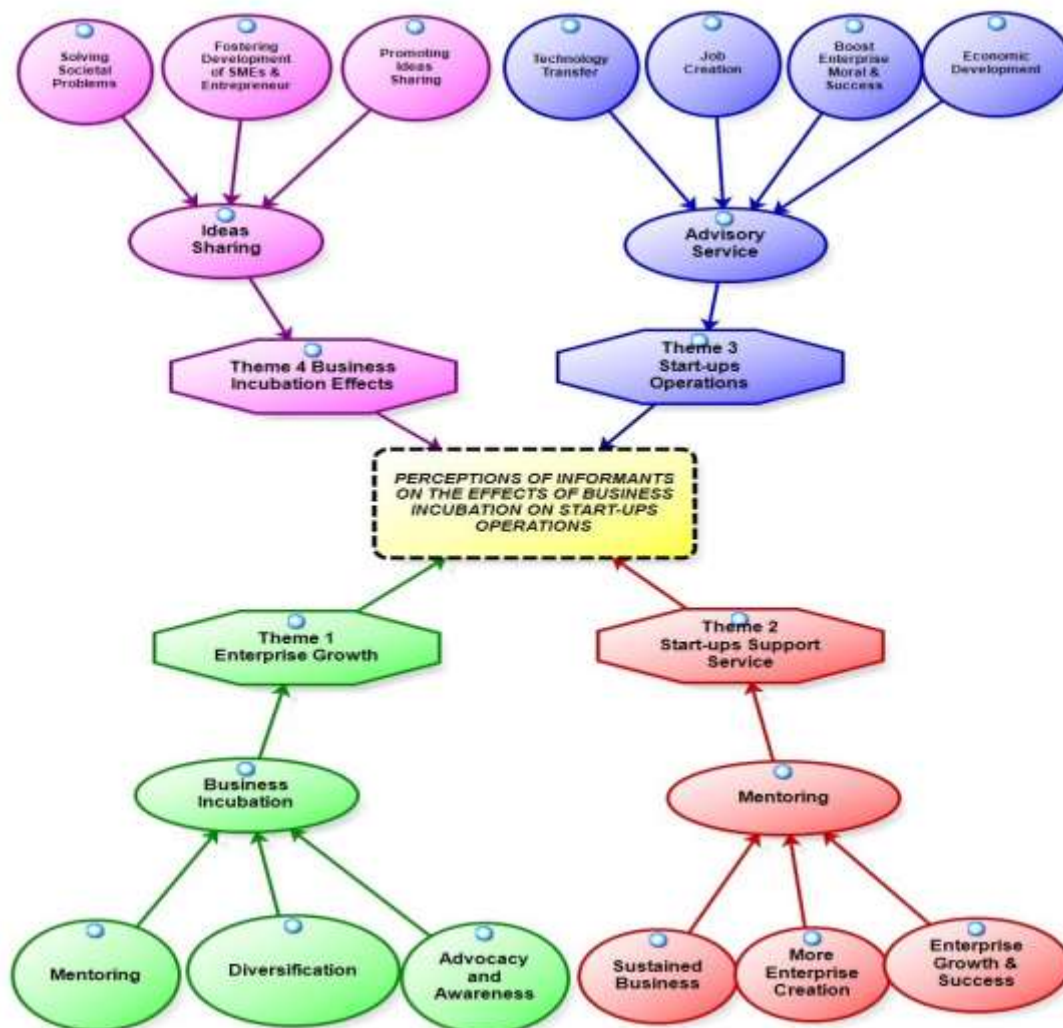
Source: Field survey, 2023

Major Themes, Sub-sub themes

Major Themes: Enterprise growth, business incubation, startup operations and startup support services

Sub-sub themes: Mentoring, diversification, sustained business, advocacy and awareness, advisory services, idea sharing, more enterprise creation, economic development, job creation, enterprise growth and success etc.

Figure 4.4 perceptions on the effects of business incubation on start-up operations



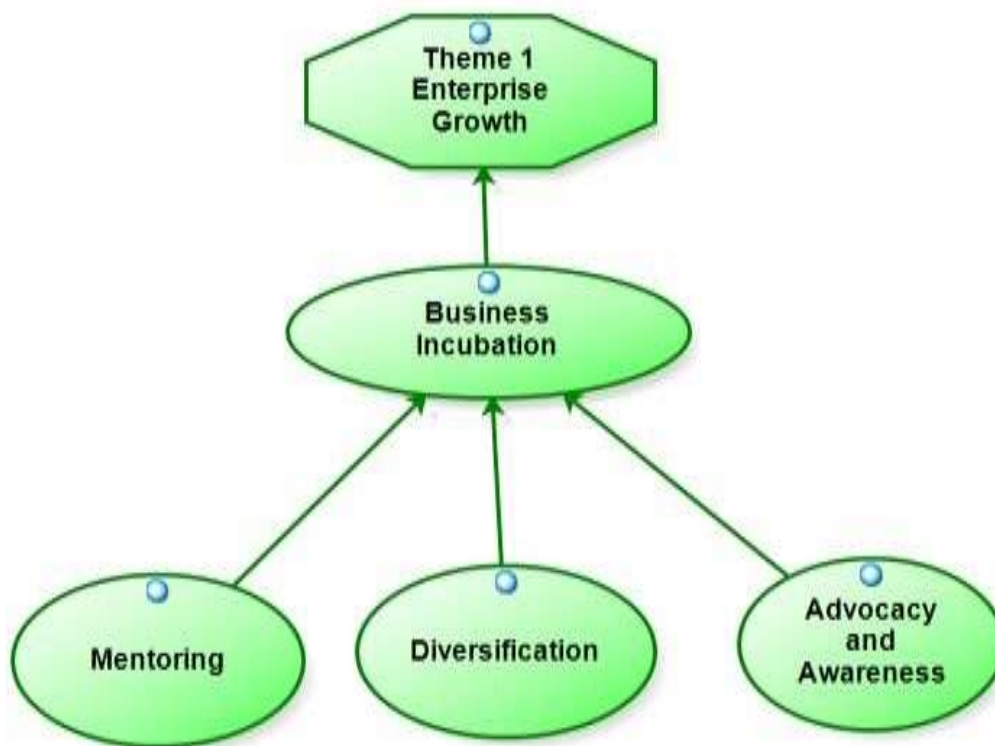
Source: Field survey, 2023



The diagram above shows the major themes and sub-sub themes that are thematically grouped for easy analysis and interpretation that shed light and provide clarification on the data collected through interview schedule. The major themes include: Business incubation effects, Startup operations, Enterprise growth and Startup support services. While the sub-sub themes include: diversification, advocacy and awareness, Startup support services, mentoring, more enterprises creation, Idea sharing, fostering development of SMEs, solving societal problems, advisory services, job creation, technology transfer, boost enterprises moral, enterprise growth and success and sustained business development and growth.

Theme 1 : Enterprise Growth

Based on the interviews with Business Incubators, mentoring, diversification and advocacy and awareness emerged in (**figure 1.1 below**) as ways in which business incubation leads to enterprise growth.



Source: Field survey, 2023.

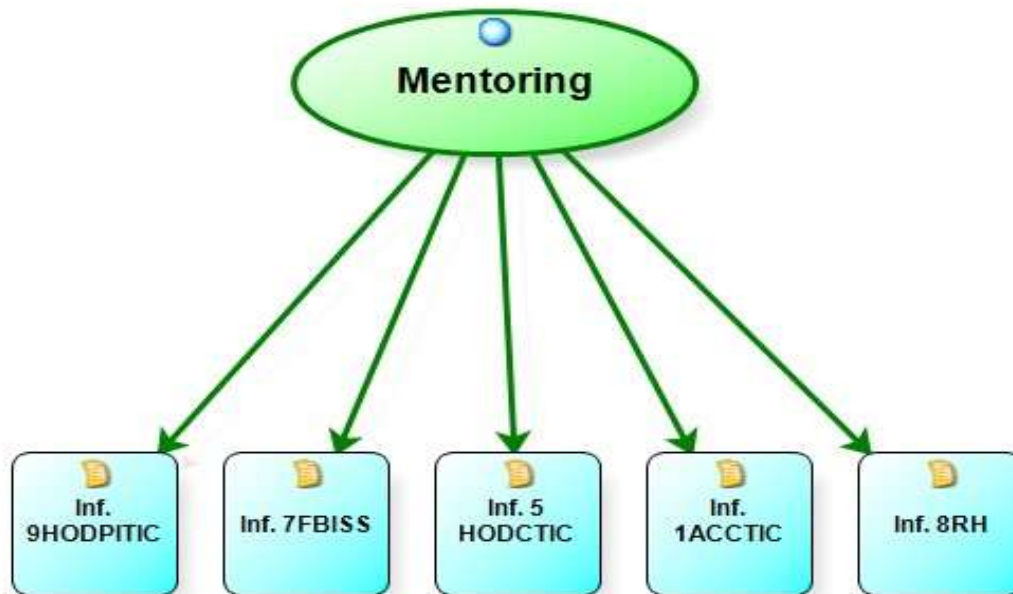
Just like any other organization development support, business incubation is seen as mechanism aim at supporting start-ups and promoting the development of small medium enterprises (SMEs) and entrepreneurship in both developed and developing countries. Henry (2014) noted that business incubation came to create jobs, economic development, technology transfer, and commercialization of technology through provision of professional and advisory services to start-ups and also mentoring, nurturing, and strengthening them to survive and sustainability of their business leading to growth of new entrepreneurial venture and SMEs.

Similarly, Mubarak and Busler (2013), confirmed that entrepreneurs and incubators contribute to innovation development globally not only on economic recovery but also a smart grow index leading to effective performance, profitability, job creation and economic development. Therefore, the process through which business incubation led to enterprise growth, in the present research however, are justified in the following model.



Figure 1.2: Mentoring

Figure 1.2: Informant noted mentoring



Source: Field survey ,202

Mentoring is getting ground in our business world today. Mentoring as noted by Gate way services, (2013), relates primarily to the identification and nurturing of potential for the whole person or enterprise. Mentoring focuses on teaching, instruction or telling somebody what to do. It is appropriate to new start-up, staff who need to focus on their career path, managers who need to improve on new or existing skills and develop a new career path as start-ups (Denis, 2016). Therefore, the idea of mentoring in business incubation especially on startup operation was expressed by the informants interviewed. For instance, Informant 1ACCTIC expresses thus: “Mentoring is key to organizational success if is well manage it would lead to enterprise growth and Expansion, mentoring alone is back up with ideas not only money” (Inf 1ACCTIC) This position is similar to the view of Informant 8RH thus: “Mentoring is a key aspect of organization management that every startups need to growth and expand their business in the right direction” (Inf. 8RH).

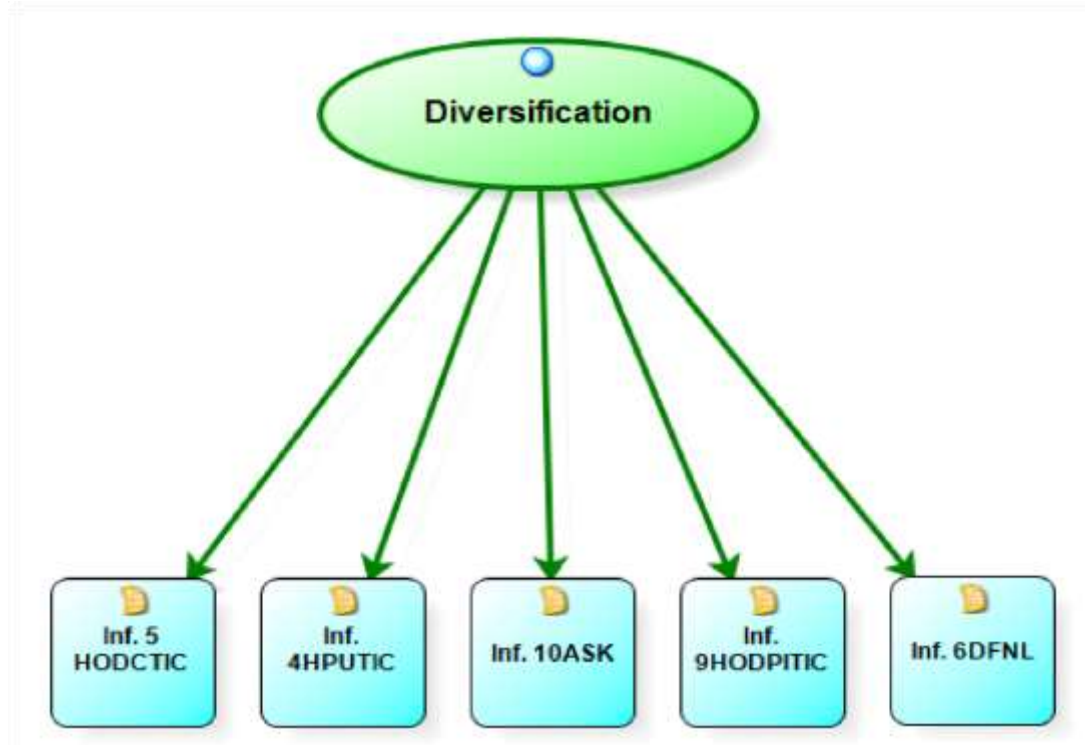
Corroborating Inf. 8RH’s perception, Informant 9HODPITIC, affirmed: “Mentoring and supportive services occupy a sensitive position in enterprise development... A situation where entrepreneurs are properly mentored and nurtured, it would lead to enterprise growth” (Inf. 9HODPITIC). Similarly, Informant 5HODCTIC submit thus: If startups are properly mentored, they would performed better. Without mentoring entrepreneurs would find it difficult to survive and sustained their venture that will later contribute to solving the triple economic need of job creation, poverty reduction and development in the economy (Inf. 5HODCTIC).

In a more robust contribution to mentoring as a concept that could help enhance enterprise growth through business incubation, Informant 7FBISS posits: “Government is trying as they are paying staff of business incubation and they mentor startups to ensure business scale through the early stage of development which is very crucial for business survival, growth and expansion” (Inf. 7FBISS). These views as expressed by the informants suggest that mentoring, through business incubation however, is a gateway to enterprise growth and development.



Diversification

Figure 1.3: Informants noted Diversification



Source: Field survey ,2023

Responding to how enterprise growth could be achieved, many of the informants i.e., 4HPUTIC, 5HODCTIC, 6DFNL, 9HODPITIC and 10ASK perceives that diversification helps organization in terms of enterprise growth and development. For instance, informants 4HPUTIC respond thus: *“Rufus herbs create employment opportunities to the masses regularly because of expansion and diversification and new product development”* (Inf. 4HPUTIC). Corroborating this, Informant HODCTIC 5 holds similar view: *“Regularly we create employment opportunities to the masses through expansion, diversification and new product development, employment in our company can be casual or permanent one”* (Inf. 5HODCTIC).

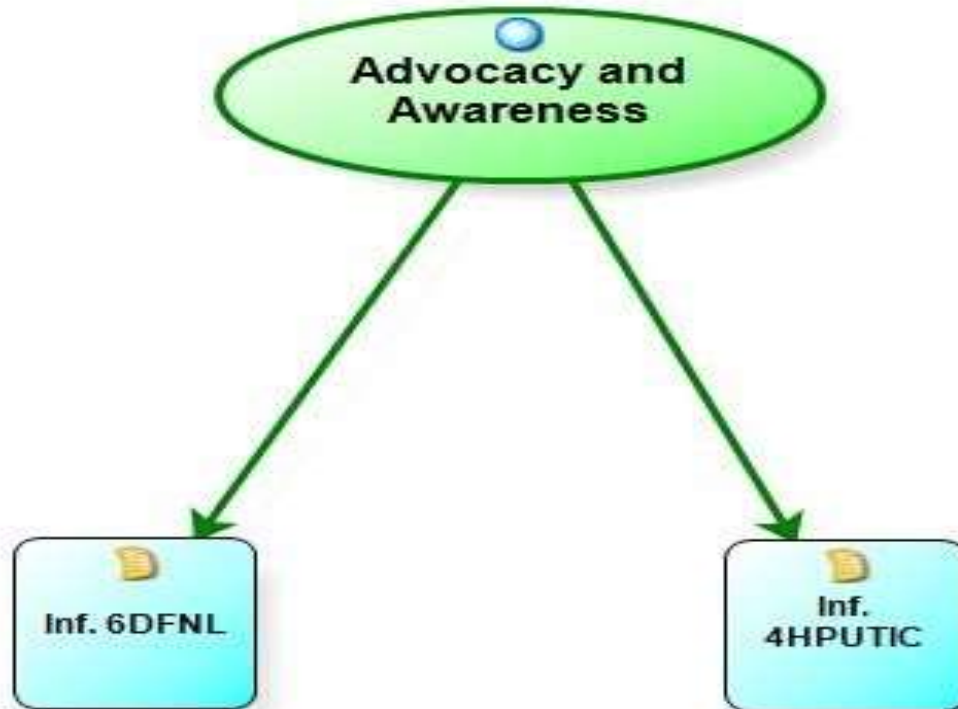
In another perspective Informant 6DFNL supports thus: *“I can say categorically that our staff are our capital base as we are expanding gradually through diversification and aggressive marketing of our product”* (Inf. 6DFNL). In a related submission, Informant 9 HODPITIC expressed: *Startups create wealth through diversification and introduction of new product introduce to the market through aggressive marketing”* (Inf. 9HODPITIC). Similarly, Informant 10 ASK concludes thus: *“Our core services to Startups create wealth through diversification, introduction of new product and capacity building among farmers create both direct and indirect jobs to the masses”* (Inf. 10 ASK).

The responses of the five informants, by implication, reaffirm that the success and growth of any enterprise would be conditioned by the amount of diversification efforts put in their respective business ventures. This therefore, goes to show that diversification in business ideology is a cornerstone to wealth creation and employment opportunities as it gives room for innovation. The idea of innovation therefore relates to the perception that entrepreneurs and incubators contribute to innovation development globally in smart growth indices, economic recovery and economic development in countries (Mubarak & Busher, 2013).



Advocacy and Awareness

Figure 1.4: Informants noted Advocacy and Awareness



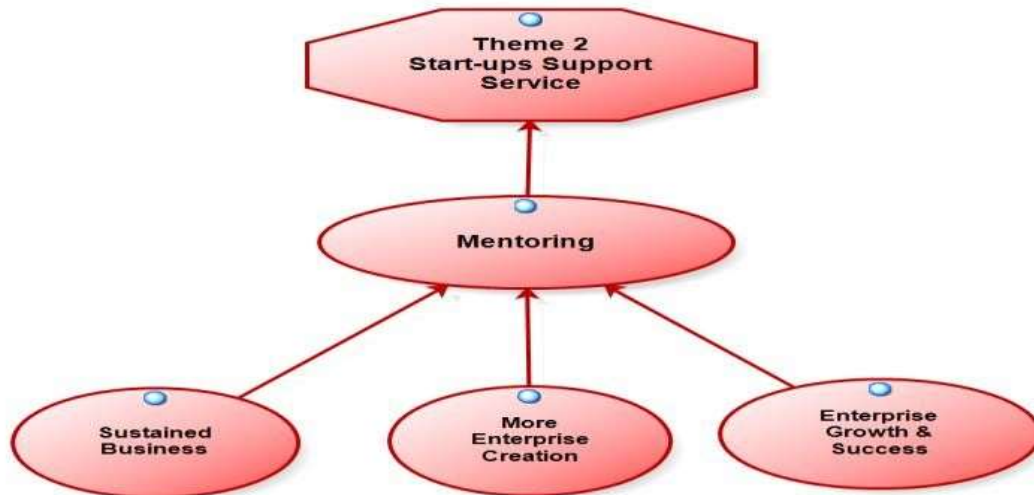
Source: Field survey ,2023

Advocacy and awareness serve a starting point for entrepreneurial success, development and growth. This is because if information about a business ideology is not provided or available for any who is wish to be a business tycoon, his chances are limited. That is to say that there must be information that will showcase the awareness of a business idea follow with advocacy and support for the idea if found promising. Reacting on the influence of advocacy and awareness on enterprise growth, development and survival through business incubation centers however, informants interviewed 4HPUTIC and 6DFNL posits thus: “Business incubation centre played a vital role in terms of awareness, expansion, entrepreneurship development and SMEs” (Inf. 4HPUTIC)

Corroborating informant 4HPUTIC, informant 6DFNL buttresse: “... there is need for advocacy and awareness among youths to know the value of self-employment and sustenance through business incubation Centre’s, the awareness was shaping their mindset to embrace self-employment through entrepreneurship” (Inf. 6DFNL). By implication, responses of these informants suggest that through business incubation centers, ideas about promising business ventures are well articulated, encouraged and promoted to the extent that participants see business incubation as a signpost for enterprise growth and development.

Theme 2 Start up Support Service

Similarly, the findings of the extent to which mentoring in startup support service affect startups operation in (Figure 1.5 below) however, enterprise growth/success, more enterprise creation and sustained business are emerged and explained thematically.

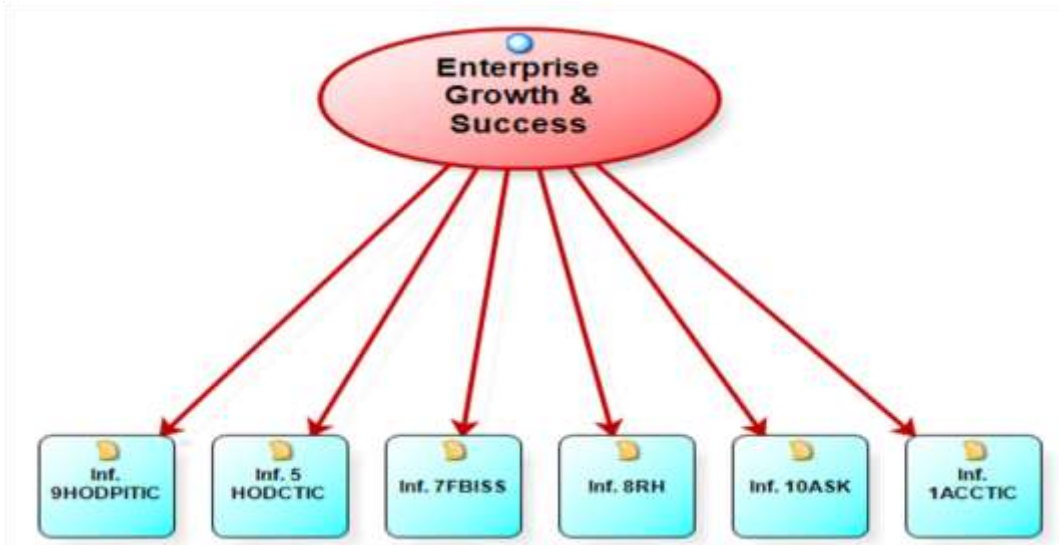


Source: Field survey ,2023

Mentoring as a support service to startups focuses on the mentee and the mentor (Gate way services, 2013). A process where the mentee develop insight and understanding through intrinsic observation from the mentor. Mentoring helps in leadership development, increased ideas generation, improved performance and productivity; improved creativity and innovation, and empowerment (Dee, Livesey and Minshau 2012). Mentoring goes a long way in improving the start-up operations and performances in enterprise which lead to more job creation, poverty reduction, technology transfer and even economic development. Therefore, in relation to the current research, from the views of the informants interviewed however, enterprise growth, more enterprise creation and sustained business emerged as the ways in which mentoring affects startup operations.

Enterprise growth and success

Figure 1.6: Informants noted Enterprise Growth and Success



Source: Field survey, 2023



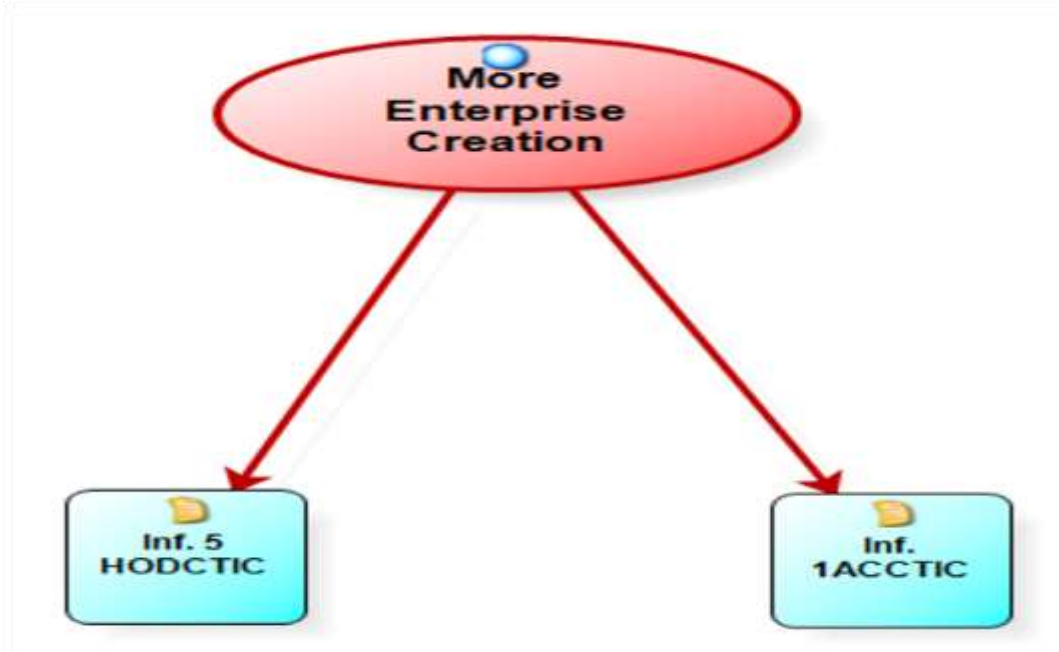
The failure of many small medium enterprises (SMEs) to achieve commercial success may be due to lack of organizational and leadership skills to plan and manage growth in their companies (Sonja,2014), noted what correspond to enterprise growth are equipped entrepreneurial and competence, exposure, skills and experience to manage their start-ups for profitability and growth in the future, and this could be achieved through good training, mentoring, professional services, advisory services, coaching and networking (National Women’s Business Council, 2017; NESTA, 2014).

In line with this development, Gibb’s (2014), concluded that mentoring should be area of priority of policy makers seeking to support SMEs and entrepreneurial ventures to grow their start-ups profitability and sustainability. Buttressing this view however, Informants 1ACCTIC, 5HODCTIC, 7FBISS, 8RH, 10ASK and 9HODPITIC unanimously agrees that support service like mentoring greatly impact on enterprise growth thus: *“Mentoring gives incubates 100% confidence, assurance and skills to translate their ideas to reality as ideas remain a vital key to entrepreneur’s success”* (Inf. 1ACCTIC).

Similarly, it is submitted that *“Mentoring is one the key to enterprise survival and growth”* (Inf. 5HODCTIC). In support of this view, informant FBISS corroborates: *“The mentoring supportive services given to startups by technology business incubation assist us to develop and grow our business”* (Inf. 7FBISS). In a similar perspective, informant 8RH affirms: *“A situation where entrepreneurs are properly mentored and nurtured, it would lead to enterprise growth and effective performance that prolong the life span of startups”* (Inf. 8RH). Buttressing further, informant 10ASK holds: *“... it can lead to enterprise growth, profitability and positive turnover that emanates from the outcome of business incubation”* (Inf. 10ASK). Therefore, an expression by informant 9HODPITIC concludes that an *“... entrepreneurs... mentored and nurtured would lead to enterprise growth and effective performance that prolong the life span of startups”* (Inf. 9HODPITIC). By implication, the position of the informants interviewed with regards to the effect of mentoring on startup operation however, are similar which states that mentoring affects startup operation by leading to enterprise growth and survival of new ventures.

More Enterprise Creation

Figure 1.7: Informants noted Enterprise Creation



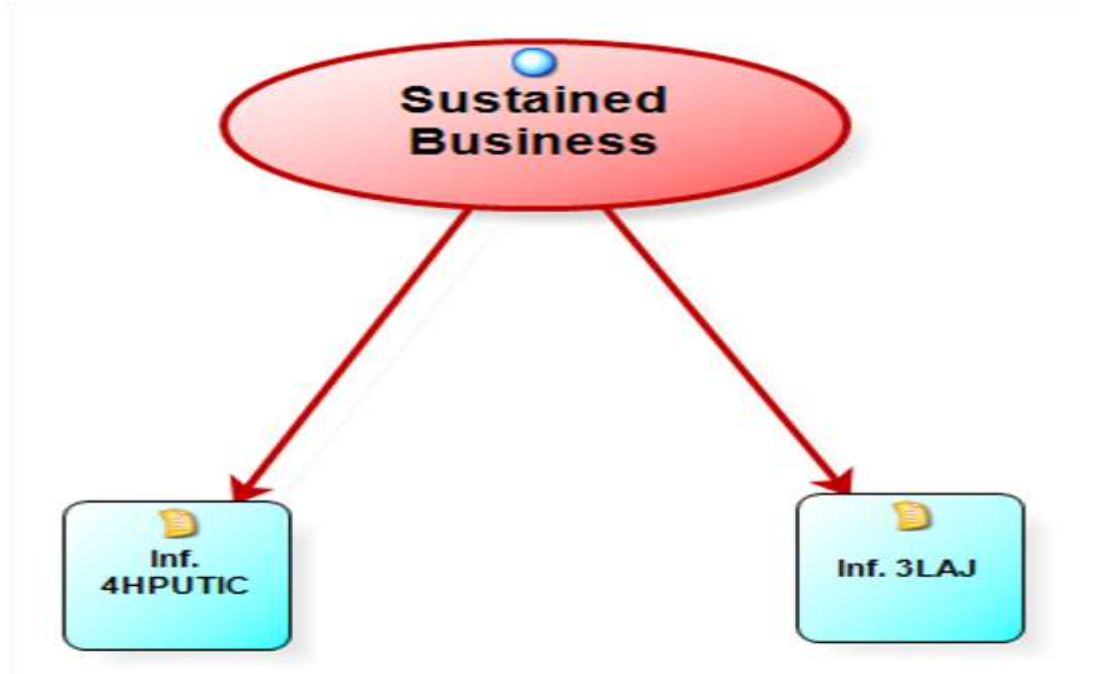
Source: Field survey ,2023



In the words of (Lesakova,2012) the development of small and medium enterprises and fostered local and international dimension of entrepreneurship can be attributed to technology business incubation that ultimately led to new venture creation. However, contrary to the views of (Carvalho,2015), which contested that startups business growth are measured by revenue, or cash flows at the early stage of their development. As such, today startups are increasing in numbers and decreasing in survival rate, failing to achieve its main goal of job creation, technology transfer, which have positive impacts on wealth creation. (Onu,2012) contested those new ventures and their survival can have direct and profound effect on employment generation, poverty reduction and economic development of a given country.

Therefore, responding to the issue mentoring on how it affects startup operation, one of the informants, 5HODCTIC submits that: *“Supportive services are morale booster that encourage prospective entrepreneurs for more enterprise creation”* (Inf. 5HODCTIC). Similarly, Informant 1ACCCTIC corroborates thus: *“Support services provided in Business incubation centre can lead to more enterprise creation but except for some government empowerment and intervention programme”* (Inf. 1ACCCTIC). The finding here suggests that mentoring affects start operation through the creation of more enterprises, and this, by implication, lead to more job creation and poverty reduction.

Figure 1.8: Sustained Business



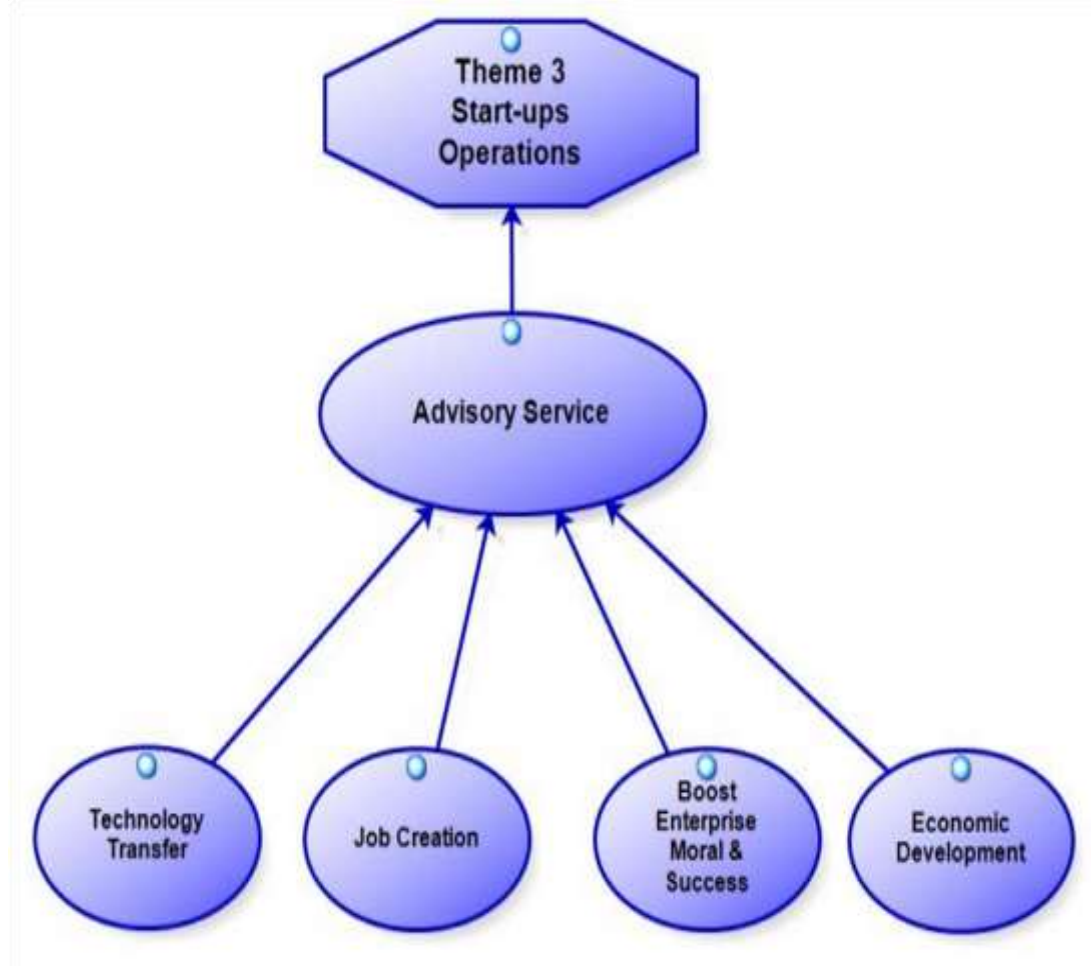
Source: Field survey ,2023

Responding to the issue mentoring on how it affects startup operation, informants 3LAJ and Informant 4HPUTIC submits thus: *“... TIC trained entrepreneurs, mentor them and equipped them with the needed skills to survive and sustain their businesses that was contribute to solving the economic need of job creation and poverty reduction”* (Inf. 3LAJ). Similarly, informant 4HPUTIC holds thus: *“I view mentoring as one of the instruments needed by entrepreneurs to survive and sustained their venture that was later contribute to solving the triple economic need of job creation, poverty reduction and development in the economy”* (Inf. 4HPUTIC). This suggests that businesses are sustained when mentoring takes place in business incubation centers and by implication, poverty are reduced, economy are developed and jobs are created.



Theme 3 Start-ups Operations

Job creation, economic development and boost enterprise moral and success emerge in Figure 9.1 below) and explained thematically as findings of advisory service of business incubation on startup operation.



Source: Field survey ,2023

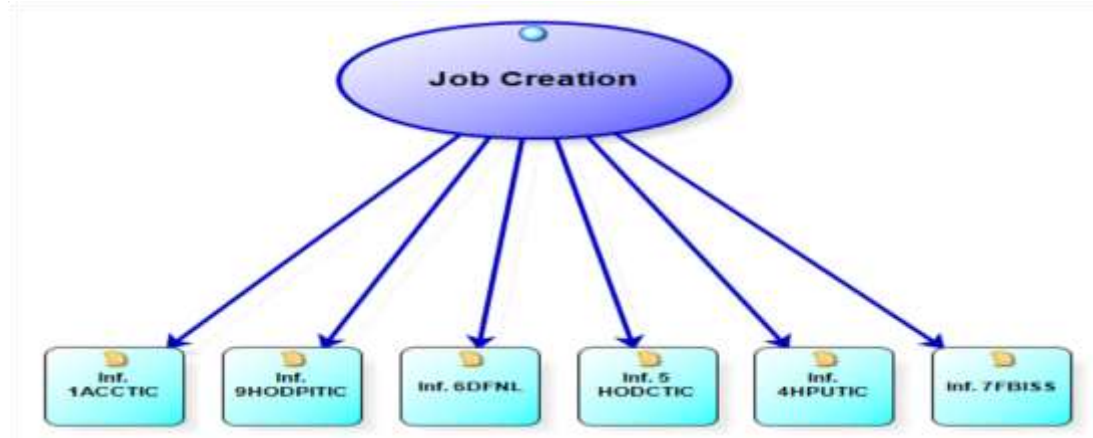
Informants' views on advisory services of business incubation on startup operation business incubators as organized supportive services provided to start-ups by government and private individual is advisory service. The services range from mentoring, counseling, nurturing and other professional service that could enhance the success of the incubate/mentee with the right source of funding at the early stage of startup operation. The essence of advisory service to startup operation is to support the development and scaling of growth-oriented enterprise and provide entrepreneurs with ease of starting a new venture at the early stage of their start-ups while reducing the cost and risks of starting a new venture, and equipping them with needed skills, confidence and exposure to manage new start-ups to survive and sustain the growth of the enterprise (Khalil, 2014).

Meanwhile, Haleem (2016) observed that the support services provided was led to job creation, technology transfer, commercialization of R & D and even economic development. Therefore, responses of the informants with regards to impact of advisory service to job creation, economic development and transfer of ideas surprisingly revealed thus:



Job Creation

Figure 10.1 Informants noted Job Creation



Source: Field survey ,2023

Also, (Yaro, 2015) posited that employment generation has attracted scholars and stakeholders' attention both in developed and developing nations today. In Nigeria specifically, a series of job creation programmes has been launched by different governments to curb the menace of restiveness among youth in the country today part of which are; Technology Business Incubation (TBIs), Bank of Industry (BOI), National Directorate of Employment (NDE) Small Medium Development Agency (SMEDAN), Industrial Development Centre (IDCs), Entrepreneurship Development Programme (EDP) among others. This according to (CBN ,2014) is to equip youths and unemployed with skills to establish their own businesses with aim of employing people to work in the enterprise. Al-Mubarak, (2014) stated schemes area good platform for job creation and poverty reduction in the country.

Meanwhile, Khalil, (2014) agreed that start-ups and entrepreneurial ventures are responsible for job creation in a country where they encourage entrepreneurship, innovation and creativity. Responding to the impact of advisory service on startup, surprisingly most informants have similar views: "... of course it would lead to job creation because there is always a synergy between researchers, stakeholders and business incubation center with aimed of equipping incubates with the needed skills" (Inf. 1ACCTIC). Similarly, informants 4HPUTIC added: "... the idea of advisory services... would lead to job creation, economic development, increase in Gross domestic product (GDP) and technology transfer" (Inf. 4HPUTIC).

Corroborating this, Informant 5HODCTIC noted: "I strongly agree that advisory services to startups would lead to job creation, economic development, increase in Gross domestic product (GDP), technology transfer, industries cluster, fill the gap and increase national income" (Inf. 5HODCTIC). Buttressing further, informant 6DFNL contests: "I strongly agree that advisory services to startups would lead to job creation, economic development, and transfer of ideas once startups are properly mentored and counsel with all what it takes to scale enterprise" (Inf. 6DFNL).

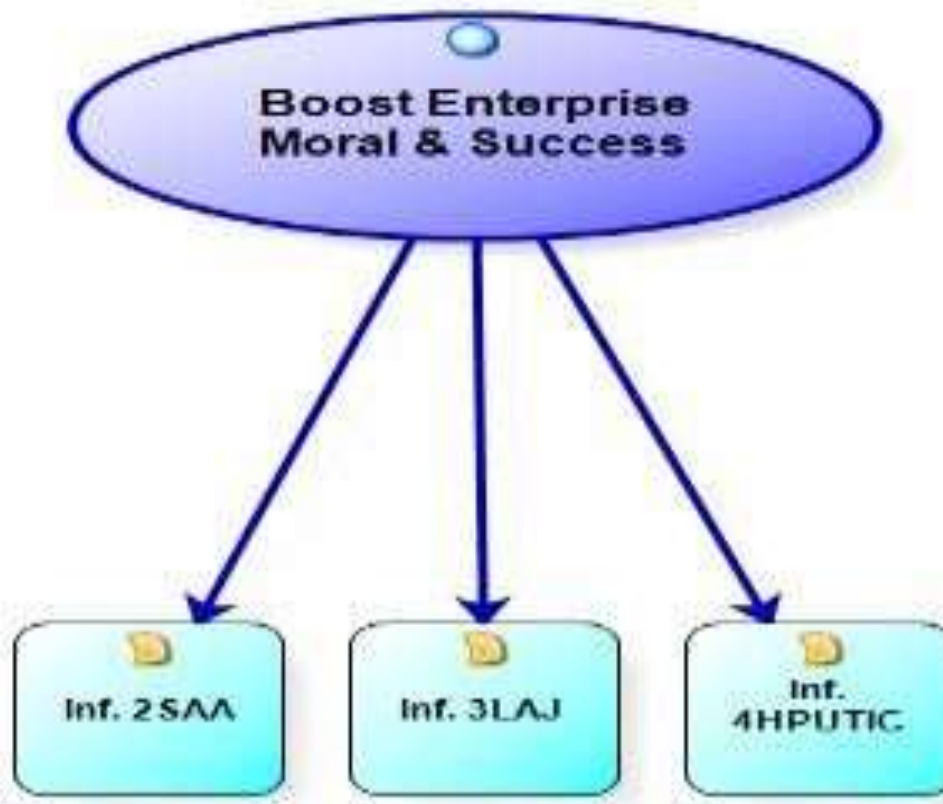
In a further contest, informant 7FBISS support thus: "I support the ideas of advisory and professional services because the skills entrepreneurs acquired during the process of business incubation would lead to higher productivity and more job creation in the country" (Inf. 7FBISS). In support of all of the informants with regards to advisory services informant 9HODPITIC concludes: "I strongly agreed that support service rendered by TIC would lead to more job creation, poverty reduction, economic development and ideas sharing" (Inf. 9HODPITIC). Therefore, this by implication, suggests that advisory services is an indispensable support service



in business incubation centers as it is capable of creating job while reducing unemployment, and subsequently leading to economic buoyancy of a nation and technology transfer.

Boost Enterprise Moral and Success

Figure 11.1 Informant noted that it boost enterprise moral and success

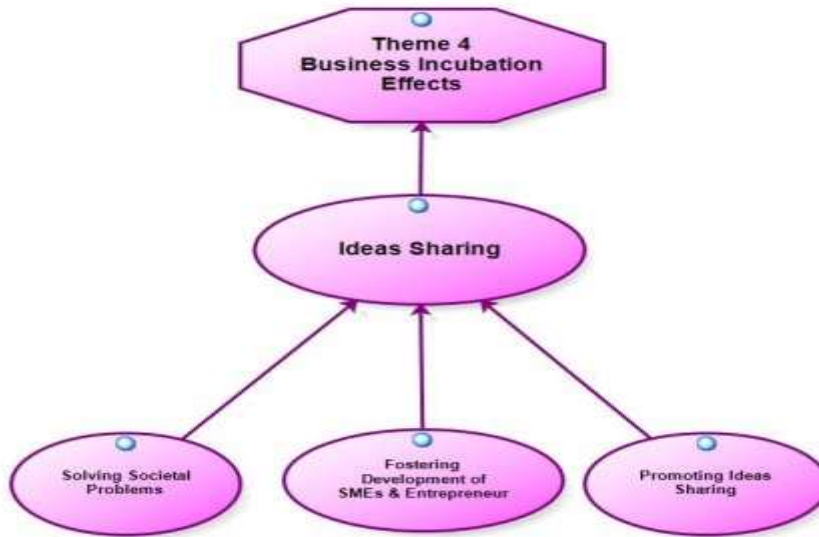


Source: Field survey ,2023

Responding to the impact of advisory service to business incubation on startup, one of the informants, 2SAA holds that “... advisory services given to entrepreneurs... boost their morale and guarantee them success and sustainability of their ventures” (Inf. 2SAA). Similarly, informant 3LAJ affirmed that: “advisory and professional services... boost our morale and encourage more startups spring up in the society... supportive services are morale booster that encourage prospective entrepreneurs to apply for incubation of their business” (Inf. 3LAJ). In a related development, Informant 4HPUTIC also confirms thus: “Supportive services are morale booster that encourage prospective entrepreneurs to apply for incubation of their business” (Inf. 4HPUTIC). Impliedly from this, is the fact that advisory service to early-stage startup boost the morale of startup operators, and by extension, enhance the successful survival of entrepreneur in the competitive business world.

Theme 4 Business Incubation Effects

The findings on business incubation effects on startup operations emerged as fostering development of SMEs and Entrepreneurs, solving societal problems and promoting ideas sharing in (Figure 12.1 below) and explained thematically.



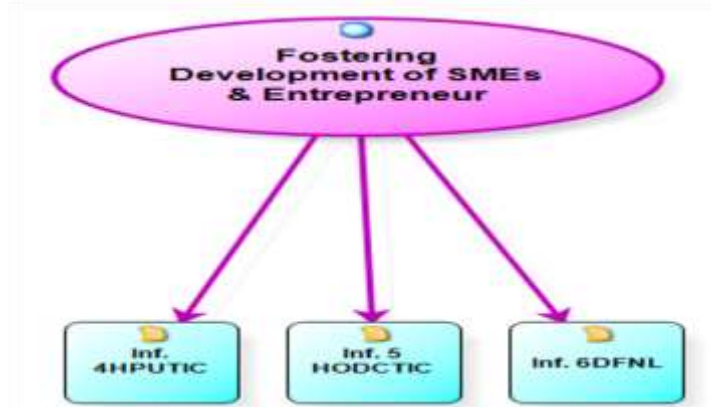
Source: Field survey ,2023

Ideas Sharing

For, the essence of business incubation is to facilitate the sharing of ideas between the incubator and the incubate. Idea sharing is recognized as a tool that links knowledge to the would-be entrepreneur. Ideas about promising businesses come from business incubation programmes where knowledge is transferred, shared and consequently used to solve societal problems. This idea that has been facilitated to become knowledge has the potential to promote the development of SMEs and entrepreneurship in both developed and developing countries. Therefore, job creation, economic development, technology transfer, reduction in poverty, entrepreneurial success, enterprise creation are what (Khalil & Olafsen, 2013; Henry, 2014; Bolingoft & Uihol, 2012; Schroeter 2013; Shiqre, 2012), observed that business ideas are capable of generating if properly nurtured and mentored. Responding on the effects of business of incubation in this present study however, informants interviewed noted fostering development of SMEs and entrepreneur, solve societal problems and consequently promote ideas.

Fostering development of SMEs and Entrepreneurs

Figure 13.1 informants noted Fostering development of SMEs and Entrepreneur



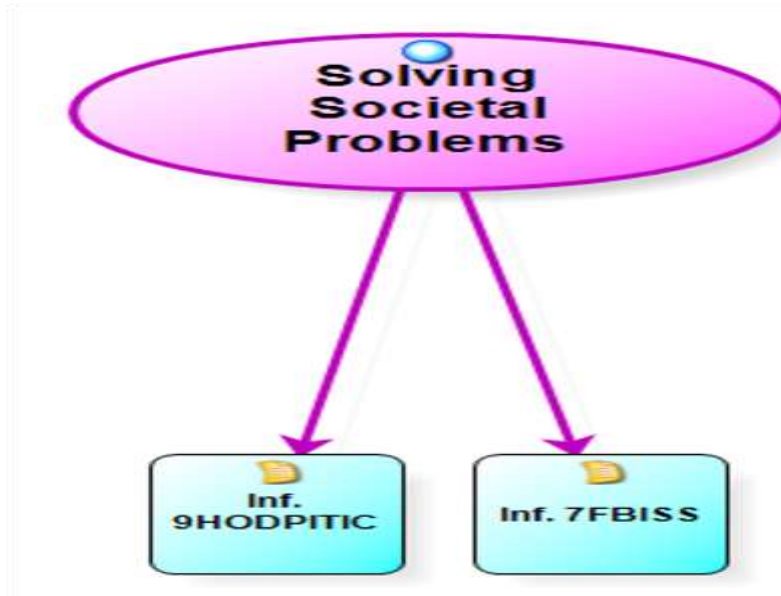
Source: Field survey ,2023



One prominent effect of business incubation with regards to the views of the informant interviewed is the fact that SMEs development and entrepreneur are fostered. Responding to this effect, informants 4HPUTIC, 5HODCTIC and 6DFNL have similar perceptions thus: *“Technology business incubation is a good platform...for...fostering the development of SMEs and entrepreneurs in Nigeria and beyond”* (Inf. 4HPUTIC). In furthering this perception, Informant 5HODCTIC corroborates thus: *“Technology business incubation is a good initiation for...fostering the development of SMEs and entrepreneurs globally”* (Inf. 5HODCTIC). Similarly, informant 6DFNL maintains: *“My view on Technology business incubation is...fostering the development of SMEs and entrepreneurship”* (Inf. 6DFNL). The findings here suggest that, fostering development of SMEs and entrepreneur is recognized as an effect of business incubation on startup and by implication, this would lead to more enterprise creation, wealth creation and business growth.

Solving Societal Problems

Figure 14.1 Informants noted Solving Societal Problems



Source: Field survey, 2023

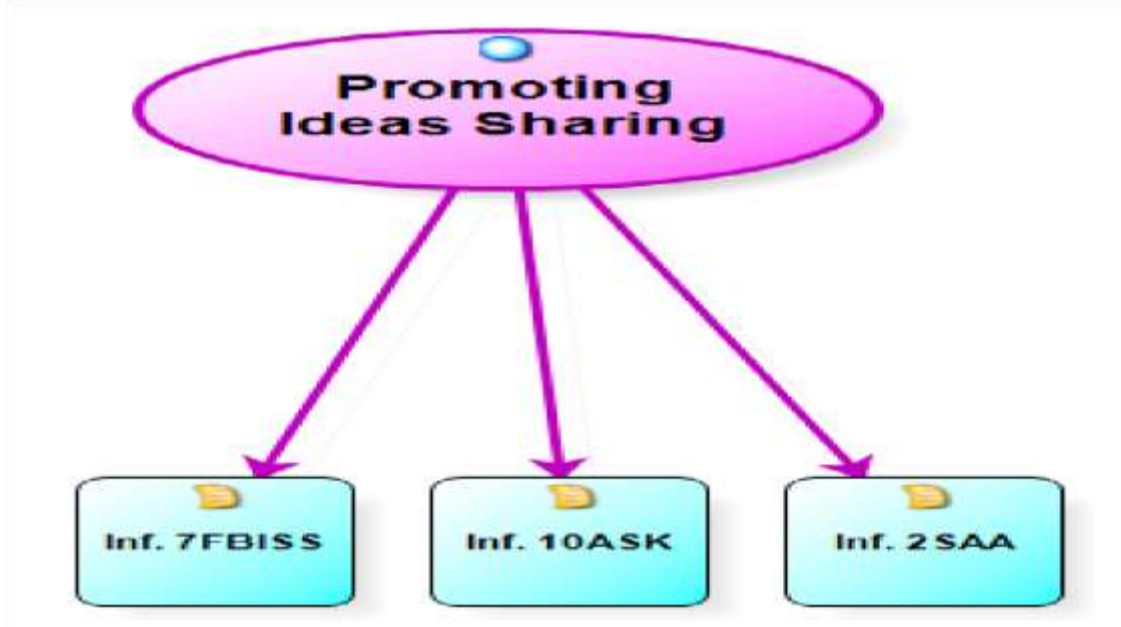
Many problems exist in our society today. One of the prominent problems is the inability of the youth especially unemployed graduates to engage themselves in a promising and profitable business ventures. This occurs as result of poor economy, lack of training ground and readiness on the part of the youth on entrepreneurship coupled with funding challenges. This is however, why business incubation centers are created to help nurture and transform the minds of the youth suffering from poverty of business ideas to one that becomes business mogul.

Therefore, responding on the facilities of business incubation, informant expressed their views on how it could lead to job creation, economic boom and poverty reduction thus: *“Yes, ...have direct effect on the economy in terms of job creation and increase in Gross domestic product (GDP) (Inf. 7FBISS)*. In support of this, Informant 9HODPITIC upholds: *“... business incubation is a good medium for growing entrepreneurs and small medium enterprises in the country as they contributed to solving societal challenges of poverty, job creation and economic development”* (Inf. 9HODPITIC).



Promoting Ideas Sharing

Figure 15.1 Informants noted Promoting Ideas Sharing



Source: Field survey, 2023

Business ideas that are shared have the tendencies of transforming another life to a better. One This is because, in our world today, we are suffering from how, for instance, as little as N10, 000 could become N10,000, 000. This is why business incubation exists to respond to the need of any who may be suffering from business ideas. Responding to the effect of business incubation, informants 2SAA, 7FBISS and 10ASK respond thus: “My view on Technology business incubation is a veritable tool for promoting ideas sharing and commercialization of R & D results” (Inf. 2SAA). In validating the perception of informant 2SAA, Informant 7FBISS submits: “My view on Technology business incubation is a training ground where we share ideas among ourselves in terms of marketing, advertisement” (Inf. 7FBISS). This views however is concluded with the submission of informant 10ASK thus: “Business incubation has given a forum for robust ideas to take place” (Inf. 10ASK).

Impliedly from this, business incubation is a strong technology business center for sharing and promoting business ideas that could help transform the life of any who wish to be business tycoon.

Answers to Research Questions

Research Questions 1: In what way does business incubation of start-up lead to enterprise growth?

Regarding the ways through which business incubation of start-up leads to enterprise growth, Informants 1ACCTIC, 8RH, 9HODPITIC, 5HODCTIC and 7FBISS, as represented in the figure 5 submits that business incubation of startup leads to enterprise growth through mentoring. In furthering the answering of the research question, Informant 4HPUTIC, 5HODCTIC, 6DFNL, 9HODPITIC and 10ASK equally identify diversification as a way through which business incubation of startup lead to enterprise growth, while Informants 4HPUTIC and 6DFNL concluded that business incubation of startup leads to enterprise growth through advocacy and awareness. Then it can be summed up that mentoring, diversification and advocacy and awareness are the ways through which business incubation of start startup leads to enterprise growth and development. These findings corroborate (Denis, 2016; Gamsey, 2012; Khalil, 2014; NWBC, 2017), that mentoring, to a great extent, leads to enterprise growth and development.



Research Questions 2: What effect does mentoring start-ups support service has on startups operation?

As for the effects of mentoring on startup operation, Informant 1ACCTIC, 5HODCTIC, 7FBISS, 8RH, 10ASK and 9HODPITIC submits that enterprise growth and success are the effects of mentoring on startup operation. Similarly, in a different but related response, Informants 5HODCTIC and 1ACCTIC add that more enterprise creation is the effect of mentoring on startup operation, while informants 3LAJ and 4HPUTIC submits that the effect of mentoring on startup is that of sustained business. We can therefore conclude, based on these findings however, that enterprise growth and success, more enterprise creation and sustained business are the effects of mentoring on startup operation. Apparently, these findings confirms the submission of (Dan, 2016; Hanadi & Al-Mubarak, 2015; Lesakova, 2012), that more enterprise creation, increment and sustenance of business activities and enterprise growth and success constitute the effects of mentoring on startup operation.

Research Question 3: Does advisory service in business incubation of start-ups contribute to job creation?

With respect to the question of advisory service as to whether it contributes to job creation or not however, Informants 1ACCTIC, 4HPUTIC, 5HODCTIC, 6DFNL, 7FBISS and 9HODPITIC acquiesces that advisory service contributes to not only job creation but also economic development and technology transfer. In another perspective, Informants 2SAA, 3LAJ and 4HPUTIC similarly relayed that advisory service boosts entrepreneurial moral and success. Therefore, it can be concluded that advisory service in business incubation plays a significant role in job creation thereby reducing poverty and unemployment, boosting the morale of incubates that ultimately lead to enterprise success, economic development and thereby enhancing technology transfer. This position therefore buttresses the findings of scholars (Al-Mubarak, 2014; Haleem, 2016; Khalil, 2014 & Yaro, 2015), that advisory services are critical to the success of startup as it ultimately led to contribution to job creation, technology transfer and even economic development.

Research Question 4: What effect does business incubation has on start-ups technology transfer process?

The Informants, with respect to their perception on the effect of business incubation on startups technology transfer process however, show mixed related perceptions. For instance, Informants 4HPUTIC, 5HODCTIC and 6DFNL submits that the effect is fostering the development of SMEs and entrepreneur. In another perception, Informants 2SAA, 7FBISS and 10ASK perceive that the effect is in the promotion of ideas sharing, while other Informants 7FBISS and 9HODPITIC firmly hold that the effect is on the economy in terms of job creation and increase in Gross domestic product (GDP) as these contribute, to some extent, in solving societal challenges of poverty and economic development. This finding is in line with the submission of (Khalil & Olafsen, 2013; Henry, 2014; Bolingoft & Uihol, 2012; Schroeter 2013; Shiqre, 2012), that job creation, economic development, technology transfer, reduction in poverty, entrepreneurial success, enterprise creation is what is observed that business incubation is capable of generating if properly nurtured and mentored. Therefore, our conclusion could be hinged on the fact that business incubation promotes sharing of business ideas that lead to a more development of SMEs thereby contributing to participant economic buoyancy.

Discussion of Findings

A total of ten Informants were interviewed. All the informants were participants of graduated entrepreneurs, resident incubates and Business incubation center and were based in Akure, Ondo State. They constitute professional business elites who have experienced years of service in entrepreneurship and in educating people for conducting a hitch free startup operation. These professional business elites who doubled as informants answered the research questions. The study found that business incubation of startups increases the likelihood that startups will survive the stage of development that will lead to technology transfer and



commercialization of ideas (Sean & Faye,2016). Also, the study reveals that incubation of startups served as empowerment programmes for SMES and entrepreneurs for transforming their business ideas from dream to reality leading to knowledge sharing, skills acquisition and technology transfer. In addition, respondents hugely support the statement. That business incubation has also assisted in reducing cost and risks facing newly established startups at the vulnerability stage. This study is however in support of what was discovered by (Jing, 2016) where it was discovered that this type of technology business incubation assists in fostering the development of SMES and entrepreneurship.

The study shows that mentoring of startups assists their businesses improves their productivity, performance, profitability and increase startups turnover. Hence, the findings show startups effective performance, efficiency, growth and sustainability in the area of their operation. In addition, the study revealed that there is tendency for startups survival, efficiency and sustainability of business if startups are properly mentored especially those enterprises that passed through technology business incubation (TBIS) centers for skills, knowledge, idea and exposure.

Also, the model of business incubation adapted by Nigeria government in Nigeria in 1993, to developed and mentor startups has paved ways for effective management of the operation of startups in Akure, Ondo State and thereby positively affecting the business expansion of enterprises in Akure, Ondo State. These findings align with what was found in the study by (Pompa, 2013) where it was specifically stated that business incubation of startups through proper mentoring had helped some enterprises in Akure, growth and sustain their businesses.

Business incubation have significant effect on startups operation in Akure, Ondo state. However, participants from the selected enterprises accepted that business incubators played a vital role by providing supportive services that served as back up to startups in terms of reduced costs and risk that lead sustainability of their businesses. The enterprises have improved their operations through business incubation which also increases productivity, performance, turnover and also immunizes the business against failure in the country. Furthermore, business incubation has assisted in improving the performance of startups activities that guarantee the sustainability of the triple economic need of poverty reduction, job creation and even economic development.

Conclusion

From the result analyzed above, the result provides evidence and establish as fact that technology incubation programmes fuel enterprise development, success, growth and guarantee effective startups operation through support services by business incubators. The thematic results show that the supportive services anchored by technology incubation organizations are found to be effective tools for enterprise development and growth. Also, these services provide incubates with the opportunity to acquire skills, exposure and competency that lead to business performance.

Also, the study concludes that business incubation leads to technology transfer, enterprise growth, success and sustained business development. Similarly, the study concludes that business incubation contributes to innovation framework and development through mentoring and other supportive services that guarantee enterprise growth, diversification that have multiplier effect on the economy that assists government in solving the societal challenges of poverty reduction, job creation and economic development.

Recommendations

The discoveries of this study appear considerable parts plays by business incubators and the paper suggests that government ought to support and prepare staff of innovation hatcheries centers with cutting edge abilities on business to affect emphatically on incubates. The incubates ought to pay consideration and seize the opportunity of utilizing assets accessible within the Centre's for effective advancement and development.



Government ought to cease from building up Innovation Hatching Centers to settle political require instead of commerce require.

Government ought to moreover overhaul preparing programs and name as it were Center supervisors with entrepreneurial abilities for compelling administration of hatching prepare, as the preparing programs remains a rich ground for thought sharing, entrepreneurial abilities securing, promoting and organizing that boost undertakings victory and survival that contribute on work creation and increment Net household item and National Wage of a country.

REFERENCES

Allen,D.N & Rahman,S(1995) Small business incubators; A positive environment for entre-Premiership. *Journal of Small Business Management*. Vol 23(3), 12-23

Almubarak, H.M & Busler, M. (2014) Incubator successful lesson learnt from incubation towards the Twenty-First Century. *Journal of Innovation*.5 (4), pp 4-9.

Al-Mubarak, H.N & Busler, M. (2013) The effect of business incubation in developing countries. *European Journal of Business and Innovation Research*. 1(1), 9-10.

Al-Mubarak H.M, Busher, M. (2014) Incubator success lesson learned from successful incubators towards the twenty first century. *Journal of Sustainable Development*

Bizzolto, (2003) The Incubation process: Brazil: Gen Institute InfoDev Incubator support.

Chandra, A, Alejandra, M, Silva, M (2012) Business incubation in Chile: development financing and financial services. *Journal of Technology Management And Innovation*. 7 (2), pp,3-12.

Central Bank of Nigeria (CBN) (2014) Youth Restiveness and unemployment in Nigeria: The Way out part. Pp,15-56

Garnsey, E., Stan,E.,& Heffernan,P.(2012),New firm Growth: Exploring processes and path: *Industry & Innovation*, 13(1),1-20.

Hanadi, M. A. & Michael Busler (2014) The road map of international business incubation performance. *Journal of International Business Incubation performance*.5 (3),pp, 23-28.

Henry, E.(2014)Technology business incubation mechanism and sustainable regional development. *Journal of Technology Transfer*:3 (4),pp,21-26.

Hansen (2000) Networked incubator; Hot House of the New Economy, *Harvard Business Review*74-84.

Hanadi Mubarak A. (2013) Incubators as tool for economic growth and technology transfer in developed countries. *European Journal of Business and Management*

Hanadi, A., Ali,H., & Mohammed, M. B. (2015) Categories of three New York Incubator *European Journal of Business and Management* .5(16),pp,21-25.

Hughes,M.(2007),Stimulating Dynamic Value;Social capital and Business Incubation as a Pathway to competitive success.

Hanadi, M.A, Ali, H. M & Micheal, B. (2014). Incubators, economic development, and

Lubica, L. (2012) The Role of Business incubators in supporting the SMEs startups .*Acta Polytechnica Hungarica*. *Journal of Management*.9 (3), pp13-15.

Levakova,L.(2012),The Role of business incubation in supporting the SMEs startups in *Acta Polytechnic,Hugarian*, 9(3),85-95.

Seam, C. & Faye, A. S. (2016) Business incubators as driver of “pivotal talent” development in China. *Journal of Global Business Management*.12 (2), pp,45.

Sonja, M. & Tatjana, P. M. (2012) Financing option for entrepreneurial ventures *Economic Interference Journal*. 5(5), pp23-28.

Nkem, O.O, Ologu, M.U, & B.C Obiekwe (2015) Business incubation adaptation and success factors in Nigeria context of developing countries; *A Literature Review*. *International Journal of Science & Technology*.4 (4), pp. 36-39.

Henry, E.(2014)Technology business incubation mechanism and sustainable regional development. *Journal of Technology Transfer*:3 (4), pp,21-26.

Hanadi,A & Micheal Busler (2011),Critical Activity of successful Business incubation. *International Journal of Emergence Science* 1(3),455-464.

Mutambi,J.B.,J.K.Trozer,L &Buliweizi,K.B (2010),Research system on the state of Business Incubation system in different countries, lesson for Uganda, *Journal of Business Management*,2(2),190-214.

Mohsen A. Khalil et al (2015) Enabling innovative entrepreneurship through business Incubation. *Journal of Business and Entrepreneurship Management*.5(4), pp,24.

Okezie, A. I, Alex, O. & Asolu, K. C. (2013) Challenges and prospects of entrepreneurship in Nigeria. *Academic Journal of Interdisciplinary Studies*. 2(5),pp.23-30.

Yaro,J,A,Torvikey,G.D & Teye, J. (2016),Farm to factory Gendered employment.The case of Blues skies out growers scheme in Ghana,*Agroyim south*,JPE 5(1).

Sa,C& Lee,H.(2012),Science business and Innovation;Understanding Networked in Technology Based Incubators,R &D, management, 42 (3), 243-253.

APPENDIX

Distribution of study sample for Organization (In-depth Interview) Respondents Coding Code.

PARTICIPANTS CODE	INCUBATES	TITTLE	ORGANIZATIONS	ROLE
Inf9PI TIC	HOD incubation Post	Technical Officer 1	Business incubation Centre	Monitoring graduated entrepreneurs
Infio ASK	Ark Shore Consult	Managing Director	Ark Shore Limited	Organizing Building capacity seminar to farmers
Inf 3LAJ	Liz-Agency Industries	Manager	Liz Communication	Distribution of chemical products



TIMBOU-AFRICA ACADEMIC PUBLICATIONS
AUGUST, 2023 EDITIONS, INTERNATIONAL JOURNAL OF:
AFRICAN SUSTAINABLE DEV. RESEARCH VOL.14

Inf 1ACCTIC	Account Officer	Accountant	TIC	Monitoring of all financial transaction in the Centre
Inf5FFEA	Manager	Operation Manager	Farm Feed Equipment	Monitor production from raw materials to finished products
Inf 4HPUTIC	Planning unit	HOD Planning unit	TIC	Head of Planning and implementation
Inf 6DFNL	Darafoods Limited	Manager	Darafoods Ltd	Monitor production
Inf8RH	Manager	Marketing of product	Rufus Herbs	Monitor sales and distribution of products
Inf7FBISS	FBI Shoe and Sandals	Impresion officer	FBI Shoe	Marketing finished product
Inf 2SAA	Seusensey Agro Allied	Sales Manager	Suspense Agro Allied	Sales of Agricultural product

Source: Field survey,2022



ABSTRACT

Over the years, the Nigerian state has placed so much emphasis on educational certification more than harnessing the available opportunities in creativity and how it can be used in job creation, socioeconomic development and growth of the nation. This study focuses on creativity as it relates to an individual's as well as society's sustainable growth. It deals exclusively on how an individual can identify his talent, development and improve on it. Some vital points were spotted out on how creative talents can be identified and be developed in the society. The study also looks at the characteristics of the creative persons and its effects on societal development and growth.

THE CREATIVE PERSONALITY: DISCOVERING AND DEVELOPING CREATIVITY AMONG TEENAGERS

¹TUGBOKOROWEI, PETER TUBOULAYEFA; ²OKONIGBO, ULO EMMANUEL; ORHU, AUGUSTINE

^{1&2}Department of General Studies, Delta State School of Marine Technology, Burutu. ³Department of Civil Engineering Technology, Delta State School of Marine Technology, Burutu.

Introduction

There is no doubt that the subject creativity is an important one. We live in a world of creativity and as such we must strive to know the relevance that the development of creative thinking and talent search can have for us, both as individuals and as a society. Creativity offers a change from what has been known to what might be or what is yet to be discovered. As an emotive area of research creativity over the years, has been and has often been referred to as an elusive area of human function or endeavour. From inception man has been involved in creating activities by decorating his body and also doing pictorial art which was excellent in execution and style. Most of these works executed by the early men can be found in caves of Altamira in Spain, Lascaux in France and certain parts of Africa.

What is Creativity?

The term creativity has no definite definition that has been generally accepted by everyone. The concept has always been generating a lot of controversies over the years. Questions asked have always been: What is creativity? What is the relationship between creativity and intelligence? How can creative talent be identified in an individual? What are the characteristic of a creative person? Psychologists, Educationists, Philosophers have attempted to suggest or proffer a definition on the subject in question. Creativity can be seen simply as the ability to take existing object and combine them in different ways for new purposes. Example of such creativity was when Gutenberg took the wine press and die/punch and produced a printing press. Going by this, creativity can be referred to as the action of combining previously uncombined elements. Creativity is the ability to generate novel and useful ideas and solutions to everyday problems and challenges.

Herrmann (2002) holds that creativity is an exclusive domain of those ordained to be creators, artists, scientists and inventors. He says that creativity is a kind of giftedness, which is not available with ordinary people. According to Franken (1994) creativity is "the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others". He stated further that: in order to be creative, you need to be able



Keywords: Creativity, Teenagers, Talents, Creative persons, Intelligence

to view things in new ways or from a different perspective. Among other things, one also needs to be able to generate new possibilities or new alternatives. For Harshini (2020), 'creativity deals in subjectivity and emotion. It puts us in touch with a variety in human existence'.

Herrmann (2002) provided three keys which make the difference for people who have moved into creative functioning. They are;

- i. An understanding of the creative process and its component stages, and how the four modes of knowing come into play at each stage
- ii. An understanding of what hinders each mode at each stage.
- iii. A commitment to heightening one's own creative awareness and functioning.

Herrmann stated further that, in terms of creative expression, the world consists of;

- i. The already creatives: People who actively exercise their creative gifts for pleasure and profit;
- ii. The sometimes creatives: People who experience moments of creative brilliance, but only occasionally; and
- iii. Those who can be creative, but who have yet to tap into that potential.

He however stated that most people if not all are creative in various extent. Some act on ideas others do not. He made us to understand that creativity can be developed.

Relationship between Intelligence & Creativity

Intelligence has always been viewed from different angles by different scholars. It is usually seen as something that relates to an individual's reasoning, problem-solving skills, mental capability, and ability to make sound decisions. The most common definition of intelligence is an individual's ability to possess and utilize knowledge to meet the demands of a situation (Silvia, 2015).

Goldstein et al (2015) stated that creativity on the other hand is an individual's ability to process new ideas or techniques through critical thinking and imagination. They went further to state that creative works possess originality from existing ideas which need intellectual proves to develop and carryout a project.

Different schools of thoughts also influence the link between intelligence and creativity. Frith et al. (2021) are of the view that an individual's creativity depends on their ability to extensive explorations and openness to experiences. They pointed out that intelligent people tend to have convergent thinking, which helps them in finding solutions quickly in accomplishing a given task. Divergent people explore and learn through experiences that lead to creativity in finding solutions to problems. Going by this, creativity does not depend on intelligence but rather an individual's openness to learning and new experiences. Other studies have also shown a correlation between creativity, passion and intelligence.

According to Nikolaeva et al. (2018), intellectual requirements vary across different tasks, challenging individuals to make use of different forms of creativity. Everyone individual is creative, depending on their field of study or passion, giving people different creative abilities at different IQ levels (Yu-Fong, 2019 & Silvia, 2015)

How to Identify Creative Talents

There is no doubt that there are a number of ways in which creative talents can be identified and encouraged. Some of the early attempts on the identification of creative talent resulted from a concern with the loss of human potential in socio-instrumental terms.

Lowenfeld & Brittain (1971) stressed that in as much as creativity is becoming vital in our society, we need to understand the processes involved in developing the creative thinking abilities of children. They stated further