

THE DEVELOPMENT OF BUSINESS CREATIVITY, BUSINESS SUPERIORITY, AND ENTREPRENEURSHIP NETWORK TO IMPROVE BUSINESS PERFORMANCE

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ABSTRACT

The purpose of this research is to analyze the influence of business creativity, business superiority, and entrepreneurship network on business performance in garment Micro, Small, and Medium Enterprises (MSMEs) in Central Java. The population of this research is garment MSMEs in Central Java. There are 200 respondents used as the samples of this research. Respondents are the owners/managers of garment MSMEs. Data are collected using questionnaires, and are then analyzed using Structural Equation Model (SEM) with AMOS version 18. The analytical results prove that business creativity influences business superiority, business entrepreneurship network, business and business performance of garment MSMEs. In addition, entrepreneurship network influences business superiority and business performance, while business superiority influences business performance of garment MSMEs. However; entrepreneurship network does not influence business creativity.

Keywords: Business creatifity; Business superiority; Entrepreneursip network; Business performance.

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1. INTRODUCTION

The development of Micro, Small, and Medium Enterprises (MSMEs) is extremely vital as the foundation to improve the national economic growth in free trade era. McClelland (1987) states that a country may develop if that country has minimum 2% entrepreneurs of the total population. Based on global entrepreneurship monitor (Ministry of Cooperatives, 2010), Indonesia has 0.18% entrepreneurs of the total population.

Conceptually, garment Micro, Small, and Medium Enterprises (MSMEs) are informal sectors with the basic orientation of creating job opportunities for many people. Demartoto (2000:23) in Isnaeni (2009) states that informal sector is a small scale business producing and distributing goods and

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services with the main objective of creating job opportunities for themselves, in which the business is greatly limited by the capital and skills. Furthermore, to face more competitive and complex global industry, skill full entrepreneur resources are greatly required.

This research discusses the implementation of strategic planning of research and public service institution in the year of 2015 up to 2019 on “Resource and development of quality of life”, covering the empowerment of public economy and economic growth.

There are many researches on business performance. Moghli and Muala (2012) state that entrepreneurship network has significant influence on business success or performance. On the other hand, Parida & Westerbeg. (2018) states that entrepreneur network does not have any positive influence on business performance.

There are many problems of garment Micro, Small, and Medium Enterprises (MSMEs) in Central Java, such as: (1) limited capital, (2) lack of professional tailors, (3) limited designs for the new products, (4) lack of knowledge on product marketing affectivity and efficiency, (5) lack of business management trainings.

Then, based on the research gap and business phenomena, the objectives of the study are to analyze the influence of development of business creativity, business superiority, and entrepreneur network on business performance and to create a model to improve business performance through the development of business creativity, business superiority, and entrepreneur network of garment Micro, Small, and Medium Enterprises (MSMEs) in Central Java Province.

2. THEORETICAL BASES AND MODEL DEVELOPMENT

Strategic creativity is an essential aspect in performing activities mainly in the strategic management. Creativity enables an individual or an organization to come up with new ideas in every planning arrangement (Fillis & McAuley, 2000). Similarly, in marketing world creativity is considered essential in every marketing strategic arrangement.

A research conducted by Woodman, Sawyer and Griffin (1993) states that a creative individual is open to share information. An individual who explores himself and tries to be creative may be helpful in problemsolving (Woodman, Sawyer & Griffin, 1993). Creativity of an organization supports to determine the marketing strategy which leads business performance. Cooperation within a group known as teamwork is the antecedent of innovation creativity group in strategic creativity of business.

Based on the explanation above, this research focuses on efforts to improve business performance through creativity. Creativity is an intellectual thinking process requiring a brilliant agreement on cognitive efforts (Shalley, 1999) in Widodo (2008). Creativity is the first step of innovation which is a success in implementing a novelty and harmonization of ideas. Innovation is highly essential for reaching the success of changes, generally in business world.

Porter (1981) states that competitive superiority basically develops from the value possibly created by the company that costumers are willing to buy products with prices determined by the company producing the products, while superior value is the price bid which is lower that

of competitors for similar advantages of products or giving more particular advantages than just to equalize the price which is higher. Meanwhile, Kotler (2006) states that competitive superiority is the company ability to hold one or more competitive activities which may not or cannot be equalized by the competitors. The company may create competitive superiority through creativity, service, price control, speed, and innovation (Slater, Stanley & Eric, 2001). Competitive superiority is particular position developed by an organization as an effort to beat competitors (Swierz & Spencer, 1992).

Network is the main method that resource is greatly essential to be transferred for entrepreneur activities (Hoang & Antonic, 2003). Network is defined as an association of individual, group or organization which communicates each other aiming to result in mutual advantages and utilization (Aldrich & Woodward, 1987).

Network consists of *nodes* and *links*. In social context, *nodes* can be individual, group, or organization; while *links* can be relation, transaction, or flow. Krebs & Holley (2004) state that to create a sustainable community through network; it needs interaction development in a complex community through introduction, collaboration, and mentoring which result in partnership, clustering, innovation, and economic creativity. The development of interaction may improve new knowledge for organization (organizational learning). Holmlund (2001) state that network is a method to create competence and advantage due to the increasing network connections.

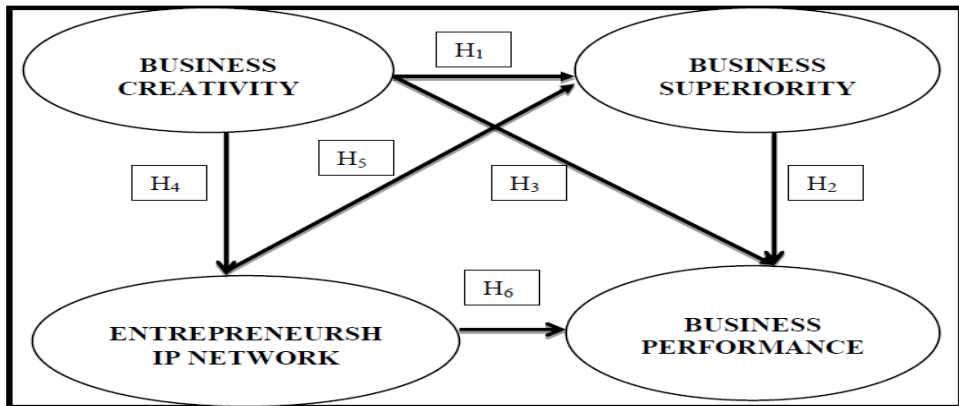
Network may result in positive externalization on production and consumption either directly or indirectly (Dess and Robinson, 1984). In addition, prosperity may be resulted from the existence of network depending on the network structures. Network structures determine actor's measures which in turn provide implication on the expected prosperity level, either in short or long term (Frank & Goyal, 2003). Entrepreneur business may be associated with any connection of the existing individual networks, and be maintained by the managers of small and medium enterprises in order to identify opportunities which may be exploited in the future (Sharpe, 1998).

Each business needs to improve its performance. Sugiarto (2008) defines performance as the achieved result from the efforts undertaken by the owners or managers in running their businesses. Furthermore, Nurhayati (2009) defines performance as the success measurement or level to achieve the company objectives.

Then, Ferdinand (2000) states that market performance is a concept to measure marketing achievement upon a product. Business performance is a construct (factor) which is typically used to measure the result of a company strategy. Results obtained from the company strategy are measured by using activity based measure, that is, a measure explaining marketing activities which result in the marketing performance.

Furthermore, Ferdinand (2000) explains that good marketing performance is considered in three major quantities: selling volume, selling growth, and marketing portion, which eventually leads to get the company profits. Similarly, Voss and Voss (2000) state that business performance measurement consists of selling omzet, number of buyers, profits, and selling growth.

Figure 1: Grand Theoretical Model



Based on the above figure, the research hypotheses are:

- H₁ : Business creativity has a positive and significant influence on business superiority.
- H₂ : Entrepreneur network has a positive and significant influence on business superiority.
- H₃ : Business creativity has a positive and significant influence on business performance.
- H₄ : Entrepreneur network has a positive and significant influence on business performance.
- H₅ : Business superiority has a positive and significant influence on business performance.
- H₆ : Business creativity has a positive and significant influence on entrepreneur network.

3. METHODOLOGY

The populations of the research are all owners or managers of garment Micro, Small, and Medium Enterprises (MSMEs) in Central Java province with the total respondents of 779 businessmen from 5 (five) garment centrals in Central Java Province (Cooperation Office - Micro, Small, and Medium Enterprises (MSMEs); and Central Statistical Bureau, 2014). The total samples are 200 respondents who are collected using a purposive sampling method. The research locations are in Semarang, Kudus, Pekalongan, Pemalang, and Sragen Regencies.

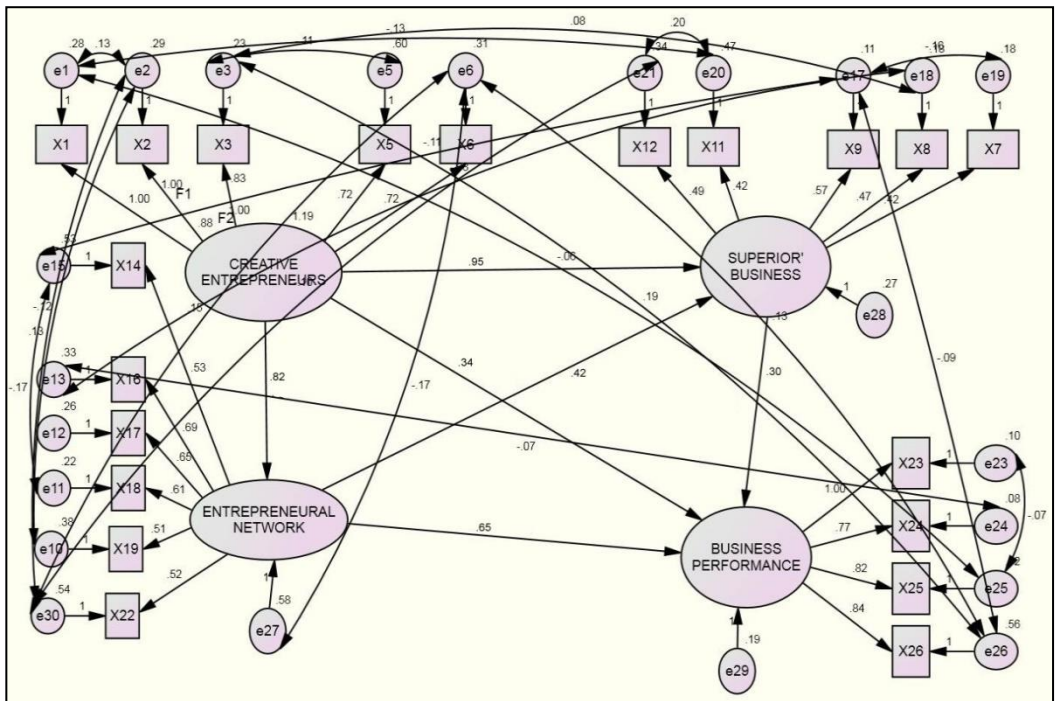
There are four research variables of the research, they are: First, business creativity is an intellectual thinking process requiring a brilliant agreement on cognitive efforts in innovation which is a success in implementing novelty, harmonization of ideas. Innovation is essential for the success of changes generally in business environment. Second, business superiority is the company ability to hold one or more competitive activities which may not or cannot be equalized by the competitors. The company may create competitive superiority through creativity, service, price control, speed, and innovation. Competitive superiority is particular position developed by an organization as an effort to beat competitors. Third, network is defined as associations of individual, group or organization which communicates each other aiming to result in mutual advantages and utilization. Fourth, business performance is a concept to measure business achievement upon a product. Business performance is measured through selling, costumers, profits, and capital growth. The data are collected by distributing the

questionnaires and documentation. The data are then analyzed with Structural Equation Model (SEM) analysis with AMOS version 18.

4. THE EMPIRICAL RESULTS

Data analysis is conducted using Structural Equation Modeling (SEM) Analysis. And here it is the result in figure 2.

Figure 2. Testing Results of Structural Equation Modeling (SEM)
Full Model Modification



Description:

The model is recursive.

Sample size = 200

- Number of variables in your model: 49
- Number of observed variables: 20
- Number of unobserved variables: 29
- Number of exogenous variables: 26
- Number of endogenous variables: 23

Table 1: Results of Data Analysis

			Estimation	S.E	C.R.	P
BUSINESS SUPERIORITY	<---	BUSINESS CREATIVITY	1.354	0.046	6.547	***
ENTREPRENEURSHIP NETWORK	<---	BUSINESS CREATIVITY	1.020	0.057	9.675	***
BUSINESS PERFORMANCE	<---	BUSINESS CREATIVITY	0.721	0.053	13.123	***
BUSINESS SUPERIORITY	<---	ENTREPRENEURSHIP NETWORK	0.684	0.071	15.532	***
BUSINESS PERFORMANCE	<---	ENTREPRENEURSHIP NETWORK	0.521	0.077	19.253	***
BUSINESS PERFORMANCE	<---	BUSINESS SUPERIORITY	0.208	0.058	22.332	***

All P value is less than 0.05, then all hypothesis are significant.

Table 2.: Goodness of Fit Testing

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	<i>Value</i>	<i>Criteria</i>
χ^2 Chi- Square Statistic	df, $\alpha = 5\%$	335.625	Good
Probability	≥ 0.05	0.070	Good
CMIN/DF	≤ 2.00	1.299	Good
GFI	≥ 0.90	0.941	Good
AGFI	≥ 0.90	0.913	Good
TLI	≥ 0.90	0.906	Good
CFI	≥ 0.90	0.927	Good
RMSEA	≤ 0.08	0.010	Marginal

Standardized Regression Weights: (Group number 1 - Default model)

Hypothesis 1 Testing

H1: Business creativity has a positive and significant influence on business superiority.

The first hypotheses of this research is that business creativity influences business superiority. It means that the higher the business creativity, the higher the business superiority. Based on the results of data analysis, it shows that the value of Critical Ratio (CR) upon the influence of entrepreneur actors' creativity on business superiority presented in Table 1 is 6.547 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the first hypothesis is **accepted**.

The result indicates that the development of business superiority is due to the development of business creativity. Based on the descriptions of respondents' answers, business superiority variable indicated by six indicators is in good category. In overall, the formulation of business creativity available in garment business is creative in providing services, developing new products,

responding product changes and market sentiment, distributing products, using new technology, and finding market opportunities.

Furthermore, business creativity created from six indicators which may encourage business superiority indicated by five indicators in accordance with the analysis of respondents' descriptive answers shows a good result. It indicates that business superiority is good although it is still beyond expectation. Business creativity is creatively shown in providing services, using new technology, and finding market opportunities. However, those activities do not completely meet the expectation. The development of business superiority may be achieved by the development of business creativity.

This research result supports the previous study stating that creativity is an intellectual thinking process requiring a brilliant agreement on cognitive efforts (Shalley, 1999) in widodo (2008). Creativity is the first step of innovation, which is the key success in implementing a novelty and harmonization of ideas. Innovation is highly essential for the success of changes generally in business environment which possibly supports business superiority.

Hypothesis 2 Testing

H2: Business superiority has a positive and significant influence on business performance.

The second hypothesis of this research is that business superiority influences business performance. It means that the higher the business superiority, the higher the business performance will be. Based on the result of data analysis, it shows that the value of Critical Ratio (CR) due to the influence of business superiority on business performance presented in Table 4.1 is 22.332 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the second hypothesis is **accepted**.

The result indicates that the development of business performance is due to the development of business creativity. Based on descriptions of respondents' answers, business superiority variable indicated by five indicators has been performed very well. In overall, the formulation of business superiority consists of developing products to have better quality and more various products, providing better services, creating better customer loyalty, and considering more competitive product prices than those of competitors.

Furthermore, business superiority indicated by those five indicators in accordance with the analysis of respondents' descriptive answers shows a good result. It indicates that business superiority is already good, although it is still beyond expectation. Business performance with four indicators in accordance with the analysis of respondents' descriptive answers shows a good result. However, those have not completely met the expectation. However, those have not completely met the expectation. The development of business performance may be achieved by the development of business superiority. Thus, it may be concluded that business superiority has a positive influence on business performance.

This research result supports the previous research result conducted by Chan et al. (2004) and Sutrandskov (2006); they state that competitive superiority has positive influence on company

performance. However, those variables do not completely meet the expectation. The development of business performance may be achieved by the development of business superiority.

Hypothesis 3 Testing

H3: Business creativity has a positive and significant influence on business performance.

The third hypothesis of this research shows that there is a positive and significant influence of business creativity on business performance. It means that the higher the business creativity, the higher the business performance will be. Based on the result of data analysis, it shows that the value of Critical Ratio (CR) due to the influence of business creativity on business performance presented in Table 4.1 is 13.123 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the third hypothesis is **accepted**.

The result indicates that the development of business performance is due to the development of business creativity. Based on descriptions of respondents' answers, business performance variable indicated by three indicators has been performed very well. Meanwhile, business creativity is created by indicators consisting of creativity on developing new products, providing services, responding product changes and market sentiment, using new technology, distributing products, and finding market opportunities.

Furthermore, business creativity created from those six indicators which may encourage business performance indicated by three indicators in accordance with the analysis of respondents' descriptive answers shows a good result. It indicates that business creativity is already good, although it is still beyond expectation. The good business performance is shown in selling growth, profits improvement, and capital development. However, those have not completely met the expectation. The development of business creativity may be achieved by the development of business performance. This research result supports the previous study stating that creativity is an intellectual thinking process requiring a brilliant agreement on cognitive efforts (Shalley, 1999) in Widodo (2008).

Hypothesis 4 Testing

H4: Business creativity has a positive and significant influence on entrepreneur network.

The fourth hypothesis of this research shows that there is a positive and significant influence of business creativity on entrepreneur network. It means that the higher the entrepreneur actor's creativity, the higher the entrepreneur network will be. Based on the result of data analysis, it shows that the value of Critical Ratio (CR) due to the influence of business creativity on entrepreneur network presented in Table 4.1 is 9.675 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the fourth hypothesis is **accepted**.

The result indicates that the development of entrepreneur network is due to the development of business creativity. Based on descriptions of respondents' answers, entrepreneur network variable indicated by five indicators has been performed very well. In overall, the formulation of business creativity available in garment business has been creatively performed in providing services, developing new products, responding product changes and market sentiment, using new technology, and finding market opportunities.

Furthermore, business creativity created from those six indicators which may encourage entrepreneur network indicated by five indicators in accordance with the analysis of respondents' descriptive answers shows a good result. It indicates that business creativity is already good, although it is still beyond expectation. Entrepreneur network is shown in building social relation, close familiar relationship with suppliers, financial institution, and governmental environment. The development of entrepreneur network may be achieved by the development of business creativity.

This research result supports the research result conducted by Woodman (1993), they state that a creative individual is open to share information. The personal who explores himself and tries to be creative is helpful in problem solving (Woodman, 1993). Thinking and exploring may support creativity of an organization to determine the strategy. Cooperation within a group known as teamwork is the antecedent of innovation creativity group in strategic creativity of marketing.

Hypothesis 5 Testing

H5: Entrepreneur network has a positive and significant influence on business superiority.
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The fifth hypothesis of this research shows that there is a positive and significant influence of entrepreneur network on business superiority. It means that the higher the entrepreneur network, the higher the business superiority will be. Entrepreneur network is created by indicators consisting of the establishment of social and business with costumers, suppliers, financial institution, governmental environment, and provision organization with a close familiar relationship. Meanwhile, business superiority consists of developing products which have better quality and are more various, providing better services, creating better customer loyalty, and having better product endurance than those of competitors. Based on the result of data analysis, it shows that the value of Critical Ratio (CR) due to the influence of entrepreneur network on business superiority presented in Table 4.1 is 15.532 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the fifth hypothesis is **accepted**.

The result indicates that the development of business superiority is due to the development of entrepreneur networks. Based on descriptions of respondents' answers, business superiority variable indicated by three indicators has been performed very well. In overall, the formulation of entrepreneur network available in garment business has been well performed in five indicators by establishing social and business with customers, suppliers, financial institution, and governmental environment with a close familiar relationship. Thus, it can be concluded that entrepreneur network supports the capability of business superiority.

Furthermore, entrepreneur network created from those five indicators which may encourage business superiority indicated by three indicators in accordance with the analysis of respondents' descriptive answers shows a good result. It indicates that the capability of business superiority is already good, with its positive and significant influence. The good business superiority is shown in providing better services, having better customer loyalty, creating better product durability than those of competitors. This shows that entrepreneur network influences business superiority.

This research result supports the previous study stating that social interaction enables an entrepreneur actor to obtain credibility and information access, as well as to improve cooperation with the other parties and be a means of transferring bigger form of trust from his working partners (Baron & Markman, 2000).

Hypothesis 6 Testing

H6: Entrepreneur network has a positive and significant influence on business performance.

The sixth hypothesis of this research shows that there is a positive and significant influence of entrepreneur network on business performance. It means that the higher the entrepreneur network, the higher the business performance will be. Based on AMOS results of analysis, it may be seen from the established nine indicators to explain entrepreneur network variable that there are five indicators which are able to measure the latent variable due to the value of loading factor of >0.5 . The result of data analysis shows that the value of Critical Ratio (CR) due to the influence of entrepreneur network on business performance presented in Table 4.1 is 19.253 and the value of Probability (P) is 0.000. The value of Critical Ratio (CR) is above 1.960 and the value of Probability (P) is below 0.05. Thus, it is considered that the sixth hypothesis is **accepted**.

The result indicates that the development of business performance is due to the development of entrepreneur network. Based on descriptions of respondents' answers, marketing performance variable of Micro, Small, and Medium Enterprises (MSMEs) indicated by three indicators has been performed quite well. In overall, the formulation of entrepreneur network available in garment business has been performed by the establishment of entrepreneur network with indicators consisting of methods in establishing social and business with customers, suppliers, financial institution, and governmental environment with a close familiar relationship.

Furthermore, entrepreneur network created from those nine indicators which may encourage business performance indicated by five indicators in accordance with the analysis of respondents' descriptive answers shows a quite good result. It indicates that business performance is already good, although it is still beyond expectation. The good business performance is shown in selling growth, improving profits, and developing capital. However, those have not completely met the expectation. The development of entrepreneur network may be achieved by the development of business performance. This research result supports the previous research result indicating that external business network is essential to achieve the optimum performance based on the view of social capitals and resources (Lee, lee & Pennings, 2001).

5. CONCLUSION

It can be concluded that the influences of business creativity, business superiority, and entrepreneur network on business performance of garment Micro, Small, and Medium Enterprises (MSMEs) in Central Java are: 1) Business creativity has a positive influence on business superiority, 2) Business creativity has a positive influence on entrepreneurship network, 3) Business creativity has a positive influence on business performance, 4) Entrepreneurship network has a positive influence on business superiority, 5) Entrepreneurship network has a positive influence on business performance, 6) Entrepreneurship network has a positive influence on business performance.

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