

## The Ambitious Entrepreneur and His Role in Stimulating Creativity: The Case of Tunisian Entrepreneurs

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**Abstract:** This article discusses the role of the ambitious entrepreneur in stimulating creativity and innovation in organizations. Its objective is to build a heuristic model to question the link between the characteristics of the ambitious entrepreneur and creativity. To do this we combine a quantitative study with a qualitative study. An exploratory study of the case of the Tunisian company SOPAL, allowed us to understand the process, which relates the link between the ambition of the entrepreneur and the stimulation of creativity within the organization. We then proceeded with a quantitative study to test our hypotheses on a sample of Tunisian entrepreneurs. The results confirm the impact of an ambitious entrepreneurial profile on stimulating the creativity embodied in technological innovations.

**Keywords:** ambitious entrepreneur; creative and innovative entrepreneur; technological innovation

**Abstrak:** Artikel ini membahas tentang peran wirausahawan yang ambisius dalam merangsang kreativitas dan inovasi dalam organisasi. Tujuannya adalah untuk membangun model heuristik untuk mempertanyakan hubungan antara karakteristik wirausahawan yang ambisius dan kreativitas. Untuk melakukan ini, kami menggabungkan studi kuantitatif dengan studi kualitatif. Sebuah studi eksplorasi kasus perusahaan Tunisia bernama SOPAL, memungkinkan kita untuk memahami proses, yang mengkaitkan hubungan antara ambisi pengusaha dan stimulasi kreativitas dalam organisasi. Kemudian, kami melanjutkan dengan studi kuantitatif untuk menguji hipotesis pada sampel pengusaha di Tunisia. Hasilnya mengkonfirmasi dampak dari profil kewirausahaan yang ambisius dalam merangsang kreativitas yang diwujudkan dalam inovasi teknologi.

**Kata Kunci:** wirausahawan ambisius; wirausahawan kreatif dan inovatif; inovasi teknologi

### INTRODUCTION

Indeed, the human dimension of innovation has been recognized by several management researchers (Moreau & Mertens, 2013; Defelix et al, 2012; Toustou, 2019). This work emphasized the need to integrate all know-how, particularly in R&D, marketing, and production, in order to stimulate creativity within organizations. Defelix et al. (2012) ended up proposing a heuristic model in which they were able to prove an articulation and coherence between the HRM policy and the innovation policy. According to these authors, human investment should not only target Research and Development personnel, to the detriment of collective capacities. Although the latter is involved, it will be of great help in stimulating innovation. However, how much do we really know about other factors that promote the development of creativity? In this regard, could the role of the entrepreneur be crucial? Indeed, the personality characteristics of an entrepreneur are varied: passion, self-confidence, risk-taking, ambition, determination, taste for challenge, and leadership, to name a few. Nevertheless, these main character traits are always found in the typical profile of an entrepreneur.

From this perspective, the purpose of this article is to question the ambitious entrepreneur's role in stimulating creativity and technological innovations within the organization. At the first level, the literature is highlighted to be the most profitable part (I), we will gradually establish a theoretical model

(II) and then take the innovative manufacturing company as an example to be tested (III). The last step is to test our hypotheses on a representative sample of Tunisian entrepreneurs (IV).

## LITERATURE REVIEW

### **The Ambitious Entrepreneur: Definition and Characteristics**

According to Hermans et al. (2013a), the ambitious entrepreneur is an individual determined to succeed in his entrepreneurial project: to succeed in creating a business, but also to succeed in achieving performance that he sets beyond the mere survival of the activity.

We retain from this definition that by being ambitious, an entrepreneur can act freely, perform and succeed in his project through his courage, will, desires, and creativity. In this sense, we can assimilate the other characteristics defined by Fiaux (2007) into it, namely will, desires and optimism. By associating the work of Gundry and Welsch (2001), Gotteland et al. (2017), and Toustou (2019), we retain, within the framework of this work, a set of traits that characterizes the ambitious entrepreneur (see Table 1).

### **Study of the Relationship between Ambition, Creativity and Technological Innovation**

#### *The Difference between Creativity and Innovation*

The study of the difference between the concepts of creativity and innovation has been the subject of several research works. Indeed, while they appear to be inseparable, the two concepts are rather different. The literature on this point converges towards a clear separation, assuming that creativity is about reflection and the generation of ideas, while innovation is about action and the realization of ideas (Durand, 2008; Gotteland et al., 2017; Toustou, 2019).

#### *The Role of the Ambitious Entrepreneur in Stimulating Creativity*

Schumpeter (1939) developed the first conception that only the leader is capable of innovating because he has a special way of seeing things, a will, and an ability to move forward alone, free from resistance and, of course, to have authority. This approach was subsequently developed and even criticized in view of the creative role played by the entrepreneur (Ilouga et al., 2020).

In fact, according to the latest research by Prieger et al. (2016), Oprha and El Oualidi (2017), and Amir Khanpour and Vrontis (2014), we trace the crucial role of the ambitious entrepreneur in stimulating creativity within the organization. The question that arises is the following: For a manager, what can be done to encourage the release of the creative potential of his employees?

The creative individual needs to have relative autonomy, so the manager must give him some leeway. He must convey to every creative person the feeling of self-control over his own work and his ideas. It must also make him feel that he is operationally autonomous. The creative entrepreneur must show his interest in the creative project and ask questions about the progress of the project (e.g., Kock & Gemünden, 2021).

In this sense, several managerial actions must be taken to promote individual and collective creativity within the organization (Le Loarne and Blanco, 2012; Defelix et al., 2012).

1. Adopt a flexible constraint: It is the fact when the manager supports the creator. In fact, his empathy supported him during his doubting phase and brought him enough recognition to motivate him to continue his project (Fagerberg et al., 2011). In addition, through monitoring and control, the creator becomes responsible for his project. This allows you to highlight your project in relation to the dynamic innovation implemented by the company. Control involves not only the behavior related to the task within research, but also the social and emotional behavior of the creator, and therefore, shows a real concern for the creator's well-being. This helps maintain the creativity of individuals.
2. Encouragement: The manager must identify suitable recognition strategies to promote the success of the creative people and their work, which has sometimes ended in failure. This evaluation system motivates the creative person to take the risk and encourages them not to limit themselves to short-term projects, which could lead to more certain results.

3. Protect the creator from distractions: The manager must ensure the intellectual comfort of the creator by preventing him from being solicited for reasons external to the company and focusing on his own project.
4. Provide sufficient financial, human and physical resources: To focus on these ideas, the creator is forced to fill out requests for raw materials that are needed to make a prototype, then inquire about the rest of his request and wait to receive them. That is why the director must provide him with all these abilities in advance.
5. Find a balance between “leaving time” and “being in an emergency”: To explore, reflect, discuss, formalize models, a creative person needs time. Researchers show that the relationship between “time” and “individual creativity” is curvilinear. The manager must then manage the time to explore various horizons. It will tighten this freedom, granted to creators, to encourage them to think about turning these ideas into products.

**Table 1. The Characteristics of the Ambitious Entrepreneur**

Characteristics	Definitions
Vision	It is the fact of acquiring lofty ambitions; it is also projecting over the long term, into the future, without giving importance to the past and the constraints of resources. It is the image of the desired future that allows us to say that an entrepreneur who has long-term ambitions is a visionary (Ågren, 2021).
Will	Fiaux (2007) defines willpower as “a latent force which we must learn to use judiciously.” Judicious use of their strength of will allows individuals to take action and mobilize their skills in order to achieve their ambitions.
Optimism	To be optimistic is to see the future in a positive way. Optimism enables the individual to perform. This is confirmed by the statement of Fiaux (2007) who states that “the most productive work is that which is done with love, that which comes out of the head and the hands of a man with a joyful heart.”
Passion	It is to possess ‘an inexhaustible energy’ that pushes the individual to go further to understand, experience and realize himself, without any strength and despite the constraints of his environment (De Mol et al., 2020; Cardon, 2009). Most entrepreneurs who have been passionate about what they do have achieved successful projects. Passion is a feeling that dominates them, that gives them the effort to improve their situation (Cardon, 2013).
Self-confidence	It believes in your dreams and abilities, whatever the circumstances. It is the engine that allows you to achieve your goals, make some difficult decisions and overcome certain obstacles and therefore influence and inspire others (Otache, 2020; Tymon et al., 2020)
Perseverance	It is the ability to persist and have the patience, despite difficulties and setbacks, to achieve long-term goals (Kolling et al., 2018).
Sociability	Any ambitious individual must have a sense of contact, choose their friends carefully and ask for help to support them and have a network to develop the business (Biwolé, 2019).
Risktaking	Mason et al. (2016) noted that there is often a lack of risk appetite among many entrepreneurs. For them, “ambition entails risks, it leads to growth and pushes us to hire, but also to increase our fixed costs. It is, for example, the ambition to open up its capital to bring in new investors. With more ambition, France would have more mid-size companies.”
Enthusiasm	It is an engine in life that allows the individual to move forward and realize his project, that is to say, which pushes him towards action and no obstacle can stop him. Enthusiasm generates a positive and powerful chain process of energy that prompts us to believe in our projects and spurs us into action and perseverance until the project is successful (Hermans et al., 2013b).
Creativity	The ambitious person finds difficulties and obstacles on his way to achieve success and he always seeks to find the necessary solutions, to solve these problems. Being creative, induces any individual to think About finding new ideas that will allow his company to grow, to be ahead of the competition, to find untapped markets or to attract new customers, therefore, he shows creativity (Berthaud, 2017).

6. The ability of people to collaborate with each other: The manager plays a key role in promoting and sharing group work. Indeed, it allows communication between people in the company and ensures respect for the authorship of ideas. If the creator thinks that his exploration and ideas are deprived, then the problem arises, and he will have difficulty participating in collective projects that involve sharing his knowledge. To avoid such a situation that undermines innovation, the manager will ensure the integrity of the players invited to share and must sanction any opportunists. This promotes creativity between the actors and maintains the creativity of the individual.
7. The application of innovative methods: To stimulate creativity within his organization, an entrepreneur must help his employees to create. To do this, several models are presented and

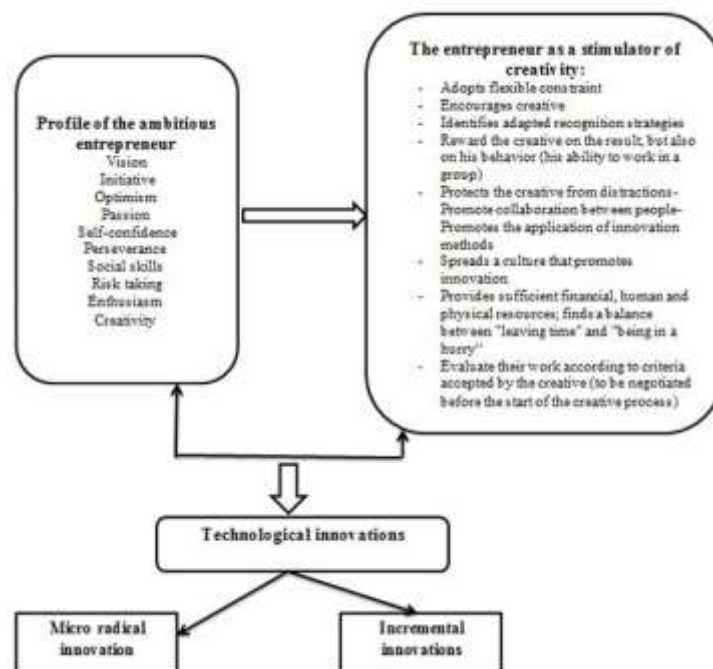
can be applied. One example is brainstorming or simultaneous engineering. These are methods of innovation based on group work and sharing of opinions.

8. The dissemination of a culture that promotes innovation: According to Moreau and Mertens (2013), an ambitious entrepreneur must disseminate a set of values, which will constitute a level of innovation. Indeed, through innovation, courage, curiosity and group spirit, spreads a culture that encourages them to innovate among the members of the organization. Given his crucial role in stimulating organizational creativity, the ambitious entrepreneur helps strengthen the R&D effort within the organization. This effort can be transformed into major technological innovations.

### ***R&D Effort and Intensity of Technological Innovation***

The “R&D” function represents the starting point in the production process, it is an essential indicator of performance reporting, and its importance is sometimes assessed by invention patents (Ossiba, 2021). The object of “R&D” in companies. On the one hand, to provide technical solutions to the problems that have been discovered, and on the other hand to create new marketable products, new processes, or organizational methods. These are all technological innovations. There are many documents concerning innovative concepts. In fact, there are various definitions of them. This diversity comes down to the fact that innovation designates both an “innovate” process and its result “what is new,” or both simultaneously. A word that refers to the action of innovating.

It should be noted that in the context of this work, innovation takes a technological form. It concerns the product or the manufacturing process (Huang et al., 2018). We also adopt the definition of Fortune and Shelton (2012) to distinguish innovation from invention. The authors stated that innovation is: “The result of the complex process which transforms the invention into an industrially and commercially usable product or process.” Its intensity varies from simple improvement to disruptive innovation (Zribi & Zouaoui, 2013; Fortune & Shelton, 2012) and micro-rupture. The proposal of a heuristic model can be seen in Figure 1.



**Fig 1. Research Model**

Based on the discussions, the hypotheses of this study are:

*H1: The ambitious entrepreneur stimulates creativity in the organization.*

*H2: Creativity is embodied in technological innovations.*

## RESEARCH METHODOLOGY

In order to measure the model variables and test the research hypotheses, the option methodological method used is that of a questionnaire survey. This study was preceded by an exploratory study aimed at understanding the process that relates the link between entrepreneurial ambition and the stimulation of creativity within the organization. To do this, we have opted for the following approach: an exploratory study. We propose to test the analysis model, thus constituted to explore the itinerary of a company displaying an explicit innovation strategy, which we will call here SOPAL.

### Methodological Box

The data and observations collected to constitute the SOPAL case come from different sources:

- Interviews with technicians, from 2009 to 2020, supplemented by regular meetings with the company's R&D representative; collection of documents produced by R&D managers describing patented innovations, from 2004 to 2019;
- Master's thesis on this company based on two-month internship experiences;
- Doctoral thesis on innovative companies in Tunisia carried out in 2011.

### A Quantitative Study

In order to generalize our results, we propose to test our hypotheses on a sample of Tunisian entrepreneurs. In addition, we have adopted a broader definition of innovation, considering as innovative company that has carried out at least one product or process innovation during the period 2017-2020, whether it is patented or improved.

### Presentation of the Sample and Data Collection

We administered 230 questionnaires (of which 202 returned usable income). The target population interviewed is made up of Tunisian entrepreneurs. The themes related to the entrepreneur's profile, innovation, and practices for stimulating creativity were included in the questionnaire. Using these data, we propose a model that allows us to test the intensity of innovation, using the following variables:

- The entrepreneur's profile was measured based on a constructed scale; and rated out of 5, titled **EPAmb**.
- The innovation coded (0) on the assumption that the surveyed company declares no innovation over the past three years and (1) if it has carried out one or more, entitled **Innov**.
- Creativity stimulation practices were measured based on the constructed measurement scale; and rated out of 5, titled **PSCréa**.

### Model Presentation

This article aims to study the influence of the profile of the entrepreneur and the practices of stimulating creativity on technological innovation. This relationship will be tested on the basis of a univariate general linear model. To test this relation, we pose the following model:

$$\text{Innov} = \alpha + a \text{EPAm} + b \text{PSCréa} + \text{error}$$

## RESULTS AND DISCUSSION

### Testing the Model: SOPAL, an Entrepreneur in the Throes of Innovation

#### *Company Presentation*

SOPAL is the market leader in the manufacture of articles in the sectors of sanitary equipment, sanitary fittings, Water and Gas connections. It is fully integrated, from the development of tools, to the manufacture of its brass items, to the development of mechanical machines, on a production site of over 20,000 m<sup>2</sup>. It is a company that has over 60% market share in its sector. Its constant progression shows year after year double-digit growth, which has enabled it to cross the country's borders and tackle exports by settling in Morocco and Ivory Coast.

### ***An Ambitious and Creative Entrepreneur***

“Our director is a reference; he is a man aged 70 but who has the spirit of a young man of 25 years. He is courageous, he likes the risk, he does not see the short term but rather he thinks of the long term.” According to the testimony of the head of the R&D structure, the director of SOPAL fulfills the characteristics of an ambitious entrepreneur. His main emphasis is on risk taking and vision as a distinguishing feature of his profile: to be the Tunisian leader and a reference in Africa in our business sectors.

This is the vision announced by the director of SOPAL and disseminated within the organization. This entrepreneurial director has higher dreams in relation to the environment that surrounds him. In addition, he is visionary and projects himself into the long term without giving importance to the past and the constraints of resources. He thus has an ambitious vision.

According to the staff interviewed, the director is able to persevere and be patient. Despite difficulties and failures, his belief in dreams allows him to persevere. In other words, nothing can stop him on the road to succeed and achieve his goals. In addition, he has the will, which enables him to maintain easily social relations and to contain himself in the face of life’s temptations. He is endowed with the capacity of analysis and a critical eye, which means he can look at problems from a new perspective and escape conventional modes of thinking.

The director of SOPAL is also enthusiastic; he believes in himself and his ideas, and encourages positivism and new ideas, and he needs to persevere in his exploration of ideas, but also to recognize conceptual dead ends. His taste for risk implies that he is able to step out of the comfort zone and go into the unknown with the full possession of his potential.

“Innovation is a condition for survival and continuity in the face of tough competition, in particular International. Our director encourages us to learn in order to be able to innovate. It is open for all new.”

Through this excerpt of speech, we detect the creative character in the director of the company. He has the desire to learn, to renew himself by broadening his vision of the world. He has an energy that allows him to have the effort to open the mind and think in a more original way, to think of new ideas to deepen creativity and enrich his experiences. Thus, he has the capacity to think creatively. In addition, having social skills in this manager leads him to be open-minded, to listen and to develop and maintain good relationships. The ambition and desire for creativity on the part of the director is a driving force behind any effort made by the members of the company which corresponds to a stimulus for creativity and novelty.

### **An Entrepreneur-stimulating Innovation**

Several managerial actions are taken by the director of SOPAL which promote innovation within the organization. On the one hand, with his ambitious profile, the director is a reference for all members of the organization. He succeeded in disseminating a set of values and instilling them in the organization. Thus, we see that a spirit of innovation reinforced by the group spirit dominates the beliefs of the members of the organization and promotes their adherence to innovation and creativity. On the other hand and thanks to his empathy, this director supports creative people in their phases of doubts and gives them sufficient recognition to motivate them to continue with the project, which promotes the maintenance of the creativity of individuals. The performance system adopted at SOPAL values the efforts of creators and anyone participating in an innovative project, even in case of failure. What motivates creators to engage in new projects? “It was from the year 2000 that everything changed. Now we apply simultaneous engineering.”

Collaborative work and the sharing of opinions are fostered within the organization, especially through the application of simultaneous engineering. The latter is a method of working in a group, which consists in simultaneously involving all the actors of a project, from the start of it, in understanding the objectives sought and all the activities that will have to be carried out. This facilitates the early detection of potential problems, highlights complex or unclear interdependencies and leads to increased motivation of human resources. Instead of passing the baton (notion of sequentiality), simultaneous engineering is a way of making all the actors of a project work in parallel and in close collaboration. This method also emphasizes an integrated R&D structure between the different departments of the organization rather than an isolated one.

The above analysis allows us to confirm the crucial role played by an ambitious director in stimulating creativity and innovation within the company.

### Micro-radical Technological Innovations

The application of simultaneous engineering, from the year 2000, has increasingly strengthened the skills within the company. We are witnessing a large number of patents for inventions filed by this company. These skills are embodied in inventions in the form of new products invented by technicians greatly influenced by an ambitious, courageous and risk-loving director.

By materializing invention patents, micro-radical innovations are registered within the company. These innovations characterize the two activities: valves and manifolds which allow the company to open up competitive spaces.

Examples of innovation: In order to understand how SOPAL succeeded in opening up new markets, we base ourselves on the example of the “gas burner valve” thus invented in 2018.

The present invention relates to a valve for a gas burner, mounted on a cylinder containing a combustible gas. The bottle includes a valve box used on the one hand for filling gas into the bottle, and on the other hand for connecting between the bottle and the gas burner valve (see Figure 2).

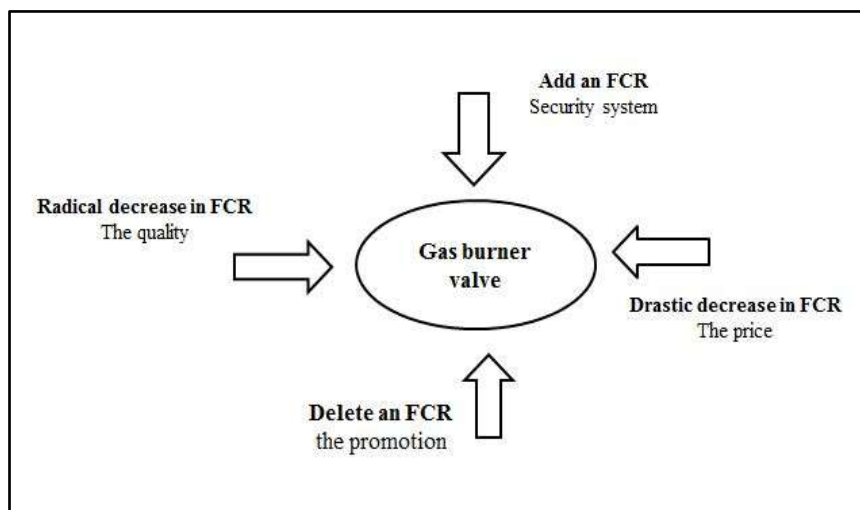


Fig 2. Example of a Competitive Space Created by SOPAL

### Validity and Reliability of Measuring Instruments

Entrepreneurship profile: The three-item PCA of visionary entrepreneur confirms the existence of a single factor that accounts for 77.918% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.338 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.641 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: The ambitious entrepreneur, is an individual who commits to a project. We also identify the initiative as a powerful catalyst, the four-item PCA confirms the existence of a single factor that accounts for 84.471% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 3.379 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.713 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: Ambition is arguably the most important personality trait of an entrepreneur who seeks success and wants to take his project as far as possible. The ambitious entrepreneur always considers the development of his project over time and approaches it with great optimism, the five-item PCA confirms the existence of a single factor that accounts for 54.137%

(> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.007 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.855 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: Passion as a trigger for the entrepreneurial act, Indeed, creating / taking over and managing a business requires skills Being passionate is a powerful motivator, the four-item PCA confirms the existence of a single factor that accounts for 79.257% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.970 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.931 (> to 0.6), confirming a high internal consistency of the scale of this variable.

**Table 2. Factor Structure of the Variables**

Variable	Eigenvalue	% of the Explained Variance	Cronbach's Alpha
<b>Profile of the Ambitious Entrepreneurship</b>			
Vision	2.338	77.918	0.641
Initiative	3.379	84.471	0.713
Optimism	2.007	54.137	0.855
Passion	2.970	79.257	0.931
Self Confidence	2.477	56.542	0.665
Perseverance	2.367	54.175	0.643
Social Skill	2.520	57.995	0.602
Risk Taking	2.520	57.995	0.602
Enthusiasm	1.119	55.953	0.640
Creativity	1.191	69.696	0.619
<b>Technological Innovations</b>			
Technological Innovations	2.537	55.290	0.741
<b>Creativity Stimulation Practices</b>			
Creativity Stimulation Practices	3.051	64.148	0.859

Entrepreneurship profile: Self-confidence is a fundamental personality trait for an entrepreneur. Indeed, it pushes the entrepreneur to deploy all the means necessary for the realization of his project, the five-item PCA confirms the existence of a single factor that accounts for 56,542% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.477 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.665 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: Profile of the ambitious entrepreneur must revolve around the concepts of skills, the five-item PCA confirms the existence of a single factor that accounts for 54.175% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.367 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.643 (> to 0.6), confirming a high internal consistency of the scale of this variable. Likewise, perseverance presents, the four-item PCA, which confirms the existence of a single factor that accounts for 57.995% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.520 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.602 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: Risk taking is what differentiates one entrepreneur from another, the six-item PCA confirms the existence of a single factor that accounts for 55.480% (> to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is (> to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.129 (> to 1); and the quality of representation for each item is satisfactory (> to 0.4). Finally, Cronbach's Alpha value is 0.702 (> to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: Enthusiasm, the two-item PCA confirms the existence of a single factor that accounts for 55.953% (> to 50%) of the total variance of the original data; the factorial



contribution (Loadings) for each item is ( $>$  to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 1.119 ( $>$  to 1); and the quality of representation for each item is satisfactory ( $>$  to 0.4). Finally, Cronbach's Alpha value is 0.640 ( $>$  to 0.6), confirming a high internal consistency of the scale of this variable.

Entrepreneurship profile: There is no such thing as a "typical profile" for an entrepreneur. Likewise, there is also no ideal profile for implementing and bringing a project to fruition. However, recent studies have shown that many entrepreneurs have similar characteristics and personality traits. If we look at the personality traits with a creative tendency, we notice that the entrepreneur is passionate and generally has an inventive and imaginative spirit, the three-item PCA confirms the existence of a single factor that accounts for 69.696% ( $>$  to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is ( $>$  to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 1.191 ( $>$  to 1); and the quality of representation for each item is satisfactory ( $>$  to 0.4). Finally, Cronbach's Alpha value is 0.619 ( $>$  to 0.6), confirming a high internal consistency of the scale of this variable.

"Creativity: PSCREA" is one-dimensional. Indeed, only one factor presents an eigenvalue equal to 3.575 ( $>$  1). The factor used explains 52.751% ( $>$  50%) of the total variance of the ten items. The quality of representation for each item is satisfactory ( $>$  0.4).

However, Cronbach's Alpha is ( $<$  0.6). It proves that the internal consistency is weak, which indicates that the sample of items poorly reproduces the construct that we are trying to measure. Likewise, the factorial contribution of the "PSCREA2" items; "PSCREA4"; "PSCREA6" and "PSCREA7" are ( $<$ 0.5). So, these items should be eliminated from the measurement scale. We note that these 4 items to are eliminated depending on the "Creativity".

Although and in our Tunisian context, the creativity of a person is when he can influence their environment and will be more likely to identify an entrepreneurial opportunity. The following table presents the new factor structure of the variable "Creativity: PSCREA" after the removal of the items "PSCREA2"; "PSCREA4"; "PSCREA6" and "PSCREA7."

Technological innovations (INNOV): The result reveals that the five-item PCA confirms the existence of a single factor that explains 55.290% ( $>$  to 50%) of the total variance of the original data; the factorial contribution (Loadings) for each item is ( $>$  to 0.5) thus confirming the unidimensionality of the variable; the eigenvalue is 2.537 ( $>$  to 1); the quality of representation for each item is satisfactory ( $>$  to 0.4). Finally, the Cronbach's Alpha value is 0.741( $>$  0.6), thus confirming high internal consistency of the scale of this variable.

### Study of the Correlation between the Variables

The analysis of the correlation matrix (table) makes it possible to draw up a profile for the companies in the sample. Indeed, it is clear that innovative companies are led by ambitious entrepreneurs who play a crucial role in stimulating collective creativity within the organization.

Table 3. Correlations

	Vis	Ini	Opt	Pas	SC	Per	SS	RT	Ent	Cr	PSCréa	Inn
Vis	1											
Ini	0.813	1										
Opt	0.779	0.863	1									
Pas	0.375	0.300	0.195	1								
SC	-0.42	-0.079	-0.410	0.308	1							
Per	0.214	0.120	-0.080	0.718	0.650	1						
SS	0.285	0.237	0.080	0.887	0.363	0.495	1					
RT	0.228	0.124	-0.066	0.707	0.680	0.899	0.518	1				
Ent	0.332	0.291	0.175	0.815	0.257	0.706	0.688	0.488	1			
Cre	0.167	0.179	0.366	0.314	-0.609	-0.203	0.251	-0.187	0.161	1		
PSCréa	0.368	0.289	0.141	0.972	0.439	0.829	0.838	0.798	0.851	0.129	1	
Inn	-0.199	-0.180	-0.498	0.224	0.897	0.463	0.377	0.476	0.200	-0.1490	0.325	1

Note: Vis = Vision; Ini = Initiative; Opt = Optimism; Pas = Passion; SC = Self Confidence; Per = Perseverance; SS = Social Skills; RT = Risk Taking; Ent = Enthusiasm; Cr = Creativity; Inn = Innovation

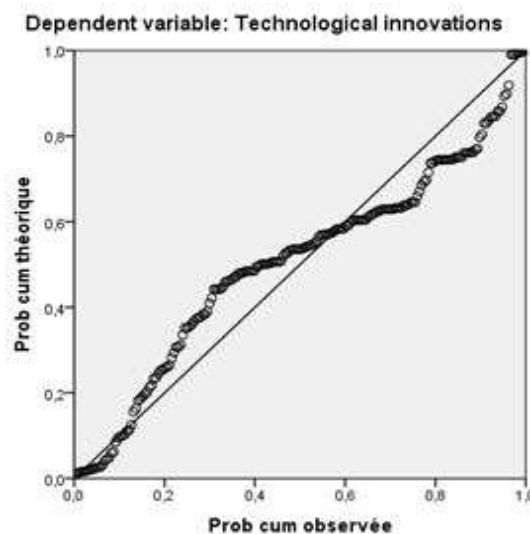
**Study of the Ambitious Entrepreneur Relationship – Creativity Stimulation Practices and Technological Innovation**

**Table 4. Regression Model Result**

Variables	Coefficients	t Test	Sig.
Constant	-0.230	-1.453	0.000
Entrepreneurship Profile	0.524	3.075	0.004
Creativity Stimulation Practices	0.180	2.714	0.000
Adjusted R-squared	52.9 (0.000)		

**Dependent Variable: Technological Innovations**

**Standardized Residual regression P-P Gaussian diagram**



**Fig 3. Regression Model Result**

The results of the regression analysis of the entrepreneurship profile variable are summarized in Table 4. The results show that the value of t student calculated is ( $>$  to 1.96) and the unilateral significance is significantly less than 0.05. It turns out that standardized  $\beta$  is significant. Thus, entrepreneurship profile has a significant and positive effect (standardized  $\beta = 0.524 > 0$ ) on technological innovations: H1 is verified.

The significant influence of the profile of the entrepreneur on technological innovations comes to reinforce the results of numerous works such as those of Ucbasaran et al. (2003); Timmons (1999); Minniti and Bygrave (2001); Shane (2000) and Venkataraman (1997) justifying the important role of an entrepreneur’s personality which is varied (passion, self-confidence and risk taking, ambition, determination...). Therefore, in the context of this research, the more the quality of entrepreneurs in a specific field in the past was valued, the more they will recognize business opportunities. In other words, every entrepreneur must make sure that he really wants to start a business and establish by thinking about himself; know and explain your motivations, identify your strengths, detect your weak points and shortcomings in setting up a business.

The results of the regression analysis relating to the variable creativity show that the calculated value of t student is equal to  $2.714 > 1.96$  and the unilateral significance is significantly less than 0.05. We can conclude that standardized  $\beta$  is significant. Thus, the need for creative accomplishment has a significant and positive effect (standardized  $\beta = 0.180 > 0$ ) on technological innovations: H2 is verified.

In accordance with the contributions of the theory of creativity stimulation practices, this hypothesis is verified in the context of the present study. Thus, the hypothesis, which states that creativity stimulation practices will have a positive impact on technological innovations, is accepted.

This hypothesis is verified in the context of the present study. These authors come to consider that technological innovations are a form of creative process. They found that 90% of their sample thinks

creativity is very important in boosting entrepreneurship. Likewise, De Tienne and Chandler (2004) also found in their study an increase in the number and level of innovation of opportunities identified by students who received training in creativity. This can be explained by the fact, that in our study context, Tunisian entrepreneurs triggered creativity to bring out new ideas or discover new opportunities.

## CONCLUSION

The major contribution of our research is undoubtedly the multidimensional definition of the profile of the ambitious entrepreneur and the confirmation of his impact on creativity and innovation. On a theoretical level, this constitutes an original contribution insofar as the literature has not enabled us to anticipate such a result. It enabled us to identify the different dimensions linked to ambition (Fiaux, 2007; Gundry and Welsch, 2001, Gotteland et al., 2017; Toustou, 2019) with regard to the entrepreneur. The result of our research further develops the concept by studying its impact on creativity and technological innovation within the organization. From a managerial point of view, this result should lead entrepreneurs, keen to increase organizational creativity, to acquire and develop their ambition. From a methodological point of view, we have proposed a new instrument to measure the profile of the entrepreneur, that is, a measure of ambition. The scales thus created, tested and then refined make it possible to take into account the level of ambition that an entrepreneur can acquire.

However, our work suffers from limitations, which constitute so many avenues of research. The first limitation relates to the limited consideration of the ambitious character to assess the entrepreneurial profile. One avenue of research would be to shed light on other key behavioral qualities characterizing entrepreneurs, especially in crises.

We raise another potential limitation; in the exploratory study, we voluntarily chose to base our results on the perception of employees and managers of the development and industrialization department with regard to the profile of their director. It would probably be useful, on future research, to compare perception and self-assessment of the entrepreneurial profile.

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