

# Overcoming Network Resource Limitations for Innovation in Tunisian Hotels: A Study on the Role of Creativity

**Faten Fekih Ahmed**

Laboratory Research for Economy, Management and Quantitative Finance, Institute of Higher Commercial Studies, University of Sousse, Sousse, Tunisia

**Email address:**

[ecofaten@hotmail.fr](mailto:ecofaten@hotmail.fr)

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**Abstract:** This paper investigates the role of personal network resources in promoting innovation in small and medium-sized enterprises (SMEs). Innovation is a key driver of economic growth and competitiveness, and SMEs are widely recognized as important sources of innovation. However, SMEs often face resource constraints that limit their ability to innovate. Personal networks are one potential source of accessible and cost-effective resources that entrepreneurs can use to overcome these constraints. Using a sample of 94 Tunisian entrepreneurs, we estimated a structural equation model (SEM) to test the relationship between personal network resources, creativity, and innovation. Our study aimed to provide insights into the complex interplay between personal networks, creativity, and innovation in the context of SMEs. Contrary to expectations, our study did not find a significant effect of personal network resources on innovation. Additionally, creativity did not mediate the relationship between resources and innovation. These findings suggest that personal network resources may not be as important for promoting innovation in SMEs as previously thought. Despite the lack of significant results, our study makes important contributions to the literature on innovation in SMEs. In the full paper, we will discuss the implications of our findings in more detail and provide recommendations for future research.

**Keywords:** Entrepreneur, Personal Network, Innovation, Creativity, Small and Medium Enterprise

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## 1. Introduction

Innovation, which involves implementing novel concepts within an organization, necessitates resources. These resources can frequently pose a financial challenge for small and medium-sized enterprises. As such, it is imperative for entrepreneurs to seek out economical and readily accessible resources, including those obtainable via personal networks. This enables entrepreneurs to acquire the necessary resources for innovation without incurring exorbitant costs.

In fact, Jenssen and Koenig (2002) discuss three resources that can be exchanged in the personal network: information, motivation, and material resources [24]. Through interaction with the network, resources are circulated among the members, leading to creativity and innovation. In this context, networks with multiple relationships are conducive to individual creativity [19] as well as organizational innovation [15]. According to Shalley and Gilson (2004), creativity and innovation are two different concepts, though they are often

used in an exchangeable way [34]. This difference is identified by Zhou and George (2001). According to these two authors, creativity can be defined as the generation of fresh and valuable concepts, while innovation refers to the effective implementation of creative ideas within an organization [53]. However, there has been little research on the individual impact of various resources on innovation. Several authors underlined the importance of creativity. All innovation proceeded by creativity [46], as far as we know, no study has investigated the mediating effect of creativity on the relationship between individual resource categories and innovation. Given the above, this study aims to address the following inquiries: to what extent do the resources obtained by the entrepreneur's personal network contribute to innovation and to what extent does creativity play a part in this relationship? Thus, the first objective of this research is to identify the impact of the three categories of resources obtained through the entrepreneur's personal network (the information, the motivations, and the material resources) on

innovation. The second objective is to examine the mediating role of creativity in the relationship between innovation and the three categories of resources. The sample of this research is composed of 94 entrepreneurs in the hotel sector. A questionnaire was developed based on previous research in entrepreneurship literature to answer the research questions.

This paper is structured as follows: in the next section, the existing literature is reviewed. We then outline the hypotheses and the conceptual model. Another section describes the data used in the analysis. In the final section, the results are summarized, and the implications are discussed. The paper concludes with suggestions for further research.

## 2. The Resources Acquired Through Personal Networks

The personal network or "ego-centred network" describes the direct relations of ego to its alter (the family members, the partners, the staff, the bankers, and the suppliers). That is to say, it refers to individuals who are personally known to the ego [16].

The network of an individual's social relationships is associated with various capital (economic capital, cultural capital). It constitutes social capital. One can access and leverage this capital for personal gain through their social network [35]. Thus, several opportunities can be detected within a network.

Personal networks are instrumental in providing resources that enable the achievement of objectives [42]. According to Jenssen and Koenig (2002), three resources that can be exchanged within a network include information, motivation, and material resources. This categorization appears to encompass most of the resource types that are discussed in the literature [24].

### 2.1. The Information

According to Butler et al. (2003), the personal network can furnish the requisite information for exploiting entrepreneurial opportunities [12]. In fact, this resource is indispensable for an entrepreneur in the initial stages of establishing a company [13] because the ability to gather and analyze information is essential for entrepreneurs to make informed decisions and effectively manage their businesses. Family members, friends, colleagues, partners and advisors are part of an entrepreneur's personal network and are the company's most important resources [9]. Therefore, they are also an important source of information.

### 2.2. The Motivation

Motivation falls under the category of intangible or immaterial resources. This can come in the form of moral and emotional support. Often, these types of resources are provided by people very close to the ego (like family and friends). In this context, the study elaborated by Jenssen and Koenig (2002) on Norwegian entrepreneurs shows that motivation comes essentially from strong ties [24]. The

entrepreneur's decision-making ability can be hindered by a lack of motivation. In fact, motivation is crucial for an entrepreneur to feel confident in their decisions and justify their actions [44].

### 2.3. Material Resources

Material resources, such as financial capital and equipment, are considered tangible resources due to their physical nature. Small companies often rely on funding from family members as their primary source of capital [23]. In addition to family members, banks also play a significant role in financing small businesses. However, unlike family members who are part of informal network [7], banks are considered part of the formal network.

In this context, the multiple relationships within the network participate not only in the development of innovation at the organizational level [15] but also in the development of the individual's creativity [19].

## 3. The Creativity

### 3.1. Definition

The literature has provided various definitions of creativity [50]. According to Singe and Adkins (1984), creativity is defined as the ability to combine existing elements in a new way to develop something original [49]. Woodman (1993) also supports this idea, who defined organizational creativity "*as the creation of a valuable and useful new product, service, idea, procedure or process by individuals working together in a complex social system*" [51].

The purpose of this study is to analyze creativity from an individual perspective, specifically, the aptitude of individuals to produce new and original ideas. So, in this study, we adopt the definition of Udwadia (1990). For Udwadia (1990), creativity can be defined as the ability to generate new or original ideas that have practical and valuable applications [50]. According to Kratzer et al. (2008), creativity is more than an individual characteristic which depends on personality traits [29]. It is a part of a social process [14] in which communication and interaction are essential for its realization. The results of Ko and Butler (2007) show that the ideas derived essentially from social contacts. Entrepreneurs who use the links with friends, family members or other contacts have the potential to be creative [28].

### 3.2. The Technical Perspective of the Creativity

Udwadia (1990) conduct a study on creative behaviour and performance in the organization. He described creativity from three perspectives: an organizational perspective, an individual perspective, and a technical perspective [50]. The first perspective focused on organizational practices and managerial actions that facilitate or hinder creativity. The second perspective focused on various distinctive characteristics associated with creativity. The third perspective related to material or technical resources and human resources.

In the technical perspective, fostering creativity requires both

human resources and technical and material resources [50].

Regarding human resources, this author has highlighted the essential role of interaction in transferring knowledge, disseminating novel ways of thinking, and establishing trust between individuals. According to Ford (1996), effective communication is a behavioral skill that enhances creativity by promoting the exchange of ideas and knowledge [20]. As human capital becomes more diverse and knowledge expands, creativity is enhanced [52].

According to Woodman (1993), heterogeneous networks expose individuals to diversity, increasing the probability of originally recombining resources and knowledge [51]. Therefore, an entrepreneur who interacts with members of their network has a strong chance to be creative. The second type of resource is material resources, which can be categorized into physical resources (including equipment and services), information resources (such as databases), and communication resources (such as media that facilitate dialogue between individuals) [50]. Taking this perspective into account, the entrepreneur's access to material resources becomes crucial in the context of the entrepreneurial network. By facilitating knowledge exchange among network members, these resources enable the circulation of original ideas and potentially transfer creativity from the individual level to the organizational level.

Alves et al. (2007) suggest that creativity is an integral component of the innovation process [2]. Indeed, various definitions of innovation identify it as a process within an organization [43]. Despite the close association between creativity and innovation, it is important to note that these two concepts are distinct [48].

## 4. The Innovation

### 4.1. Definition of the Innovation

Zhou and George (2001) distinguished between creativity at the individual level, which involves generating new and valuable ideas, and organizational innovation, which involves effectively implementing these ideas within an organization [53]. So innovation begins with creative ideas [46]. This study views innovation as the implementation of original ideas that result in novel actions being taken.

### 4.2. The Conditions for the Realization of the Innovation

Once the entrepreneur has set his creative idea, the next step is to implement this idea; he will communicate the objective to members of the company. The realization of this objective requires collaboration with the teams' works, who share the tasks under their skills. In this context, good interaction between group members and the entrepreneur, and an organizational culture that supports creativity and innovation, on the other hand, is critical.

### 4.3. Organizational Culture

According to Crespell (2007): "the innovation and the development of new products cannot be examined isolated

from the organizational culture" [18]. The latter is defined by the values and convictions shared by all employees, and it manifests itself in the characteristics (traits) of the organization [10]. The results of the research conducted by Panuwatwanich et al. (2008) show that organizational culture leads to the diffusion of innovation [40].

### 4.4. The Entrepreneur and the Team Members

To ensure the effective implementation of innovation, the entrepreneur has to have good behaviour towards the members of the teams. They are going to help him to transform the idea into an innovation. In this context, the entrepreneur is going to behave as a leader because every entrepreneur is himself a leader [41]. Bohn and Grafton (2002) have linked a set of criteria and functions to the leader, namely: the ability to create a clear vision, the ability to give subordinates confidence, coordination and communication [8]. Amabile et al. (2004) cited other behaviours required of business leaders, such as the ability to obtain information on the status of projects, the use of interpersonal networks to give and receive information relevant to the project, and the assessment of subordinate ideas. Through these behaviours, the entrepreneur may lead subordinates and influence their feelings and performance following his daily interaction with them [3].

## 5. The Conceptual Model and Hypotheses

### 5.1. The Relationship Between Personal Networking Resources and Innovation

The literature frequently references the impact of social networks on innovation. In this context, Ko and Butler (2007) propose that the social network of an entrepreneur serves as a valuable source of information, contributing to product innovation [28]. So, Entrepreneurs and managers can benefit from building a personal network that includes professionals from various industries and areas of expertise. This research seeks to explore the influence of personal networks (e.i. ego networks). More precisely, the resources of this network (information or knowledge, motivation and material resources) on innovation (direct link). The act of connecting with others can enable the sharing of knowledge [38]. As Bryant (2009) pointed out, knowledge development is a critical component of the innovation process [11]. To sustain their ability to innovate, organizations must continuously refresh and revise their knowledge resources [31].

In addition, as a leader, entrepreneurs have a responsibility to offer the necessary resources and support for idea development [13]. Recent research by Akgün et al. (2009) demonstrated that there is a positive connection between encouragement dynamics and innovation within firms, encompassing both process and product innovation [1]. The results of the study suggest that when leaders encourage a positive and enthusiastic mindset among their employees, it can have a positive impact on the

development of novel products and services within the enterprise. In addition, by optimizing its business processes, manufacturing processes, and production methods, the enterprise can enhance its operations and better compete in its market. The organization is expected to provide a favorable atmosphere for innovation. The entrepreneur's personal network, which provides motivation, may have an impact on the innovation within the organization.

The inability to obtain sufficient support or internal resources can hinder the implementation of creative ideas [30]. A prime example of this is when a company's limited financial resources become a major obstacle to achieving innovation [27]. In this context, social networks play a critical role in facilitating access to material and financial resources [26]. According to Johannisson (1988), the effective utilization of personal networks and the circulation of trust among its members are essential for entrepreneurs to acquire these resources [25]. Without a foundation of trust, it can be challenging for an entrepreneur to access the resources they need. We therefore hypothesize:

H1: the resources obtained by the personal network have a positive impact on the innovation at the enterprise level.

H1a: the information obtained by the personal network of the entrepreneur has a positive impact on the innovation at the enterprise level.

H1b: the motivation obtained by the personal network of the entrepreneur has a positive impact on the innovation at the enterprise level.

H1c: the material resources obtained by the personal network of the entrepreneur have a positive impact on the innovation at the enterprise level.

## **5.2. Creativity and Its Mediator Role**

The present section of the article investigates how creativity may act as a mediator in the relationship between the resources acquired through personal networking and the level of innovation within the organization.

### **5.2.1. The Relationship Between Resources Obtained by the Personal Network and Creativity**

The importance of information and knowledge in fostering creativity has been highlighted in several publications [19, 27, 28, 44, 48]. It is nevertheless possible to realize creativity through diversity and interaction. Furthermore, creative ideas are generated when ideas are communicated and information is shared [51]. Manssour (2003) also emphasizes the significance of interpersonal communication in fostering creativity. The author found that communication between colleagues can stimulate individual creativity [32]. Motivation, an intangible resource, is closely linked to creativity. For instance, Mumford et al. (2002) suggest that almost all studies on creativity conducted in an interactive context highlight the significance of motivation [39]. The current research aims to explore the link between the motivation offered by members of an entrepreneur's personal network and their level of creativity. The bulk of previous research has concentrated on investigating the influence of

leader motivation on employee creativity. Shalley and Gilson (2004), for instance, propose that leaders should provide encouragement and support to their employees to facilitate creativity. The personal network can also provide access to material resources such as finance, equipment, and raw materials [10]. According to Antončič and Bratkovič (2009), these resources are typically exchanged within a personal sub-network called the network of acquisition of resources [4]. From a technical perspective on creativity proposed by Udwadia (1990), technical and material resources are recognized as important resources for fostering creativity [50]. Due to this, a large amount of the company's budget is spent on material resources. According to Ciez-Volz (2008), material resources are fundamental to developing creative thinking [17]. Consequently, we hypothesize:

H2: the resources obtained by the personal network have a positive impact on its creativity.

H2a: the information obtained by the personal network of the entrepreneur has a positive impact on its creativity.

H2b: the motivation obtained by the personal network of the entrepreneur has a positive impact on its creativity.

H2c: the material resources obtained by the personal network of the entrepreneur have a positive impact on its creativity.

### **5.2.2. Creativity as a Cause of Innovation**

The relationship between creativity and innovation is inherently linked, as evidenced by the very definitions of these two concepts. According to Baron and Tang (2011): "the products of creativity—new ideas, new principals or new concepts are the raw materials for innovation"[6]. So, Innovation cannot exist without creativity as it is the fundamental starting point for any innovative process [53]. In this context, social relationships play a significant role in the process of creativity, ultimately leading to innovation [21]. Several studies have confirmed the link between creativity and innovation. For example, in the study on high-tech companies, Makri and Scandura (2010) found a significant relationship between creative leaders and innovation in the organization [33]. In contrast, the research conducted by Gumusluoglu and Ilsev (2009) on small businesses in Turkey found no significant association between individual-level creativity and organizational-level innovation [22]. Our study proposes that creativity and innovation may be positively linked. So the following hypothesis can be posed:

H3: The creativity of the entrepreneur has a positive impact on innovation at the enterprise level.

According to some models in the literature, creativity serves as a mediator between innovation and other variables. For example, Baron and Tang (2011) [6] used the Baron and Kenny (1986) [5] procedure to demonstrate that creativity serves as a mediator between an entrepreneur's positive emotions and innovation at the enterprise level. The mediation is total if the independent variable is no longer significant when the mediating variable is added. Mediation is partial if the effect of the independent variable is reduced but still significant [5]. The above procedure contains three conditions

to be performed: (1) the independent variable has both a significant effect on the dependent variable and the mediating variable, (2) the mediating variable has a significant effect on the dependent variable and (3) the effect of the independent variable on the dependent variable decreases by the addition of the mediator to the regression equation [5] may vary.

## 6. Methods

### 6.1. Measures of Variables

#### 6.1.1. The Measure of Resources Obtained Through the Personal Network

To measure this variable, we used the scale of Jenssen and Koenig (2002) [24]. Information, motivation and material resources, which constitute this variable, are measured by the number of contacts in the personal network of the entrepreneur who provides them.

Respondents have to choose between three sub-intervals: [0 to 5 persons], [6 to 10], [11 to 20] and more than 20 people. The use of a single item can be justified by the validity of its content.

#### 6.1.2. The Measure of Creativity of the Entrepreneur

The scale developed by Zhou and George (2001) to measure an entrepreneur's creativity is adopted [53]. These authors developed 13 items. Three of them are adopted by Scott and Bruce (1994) [47]. These items are measured using a Likert scale of 5 points. 1: "not at all it's characteristic" to 5: "very characteristic sound". The alpha of Cronbach is equal to 0,8923, which means high reliability.

#### 6.1.3. Measurement of Organizational Innovation

Morales et al. (2007) [37] adapted three items from Miller and Friesen (1983) [36]. These items are measured using a 5 points Likert scale. In addition, two questions were added to these three items to obtain more quantitative information. According to the results, the measurement scale is reliable

when Cronbach's alpha is equal to 0.7880. It is, therefore, an acceptable internal coherence.

### 6.2. Data Collection

The questionnaire was sent by e-mail, Fax and also by administered interviews to 815 hotels in Tunisia. Only 94 hotel managers responded to the questionnaire. The following website <http://www.tourismag.com/> facilitated us the search of e-mails and Fax hotels.

### 6.3. The Characteristics of the Sample

#### 6.3.1. Characteristics of the Hotels

Region / City: 28.7% of the hotels mentioned are located in Sousse, 19.1% of them are in Monastir, and 16% are in Mahdia. Hotels in other parts of Tunisia concern less than 10% of the population.

#### 6.3.2. Demographic Characteristics of Entrepreneurs

Post of respondent: Only 8.5% of entrepreneurs are the owners of hotels. The vast majority are managing directors (66%), and 12.8% of the sample are assistant directors. Sales managers and financial directors present, respectively, 8.5% and 4.3% of the population. Age of respondents: 29.8% of entrepreneurs are aged between 41 and 50 years. In addition, 33% of the population their age is between 31 and 40 years. Young people occupy 13.8% of the population. 1.1% and 2.1% of the population are old entrepreneurs who have aged between 61 years and 70 years and between 71 years and older. Gender of respondents: The vast majority of entrepreneurs are men (93.6%), against only 6.4% of women entrepreneurs. Education of respondents: The sample is formed by 92.6% of entrepreneurs who have a higher level and 4.3% who have a secondary level. The minority of the entrepreneurs have a much lower level (2.1% of entrepreneurs have a school level, and 1.1% have a college level).

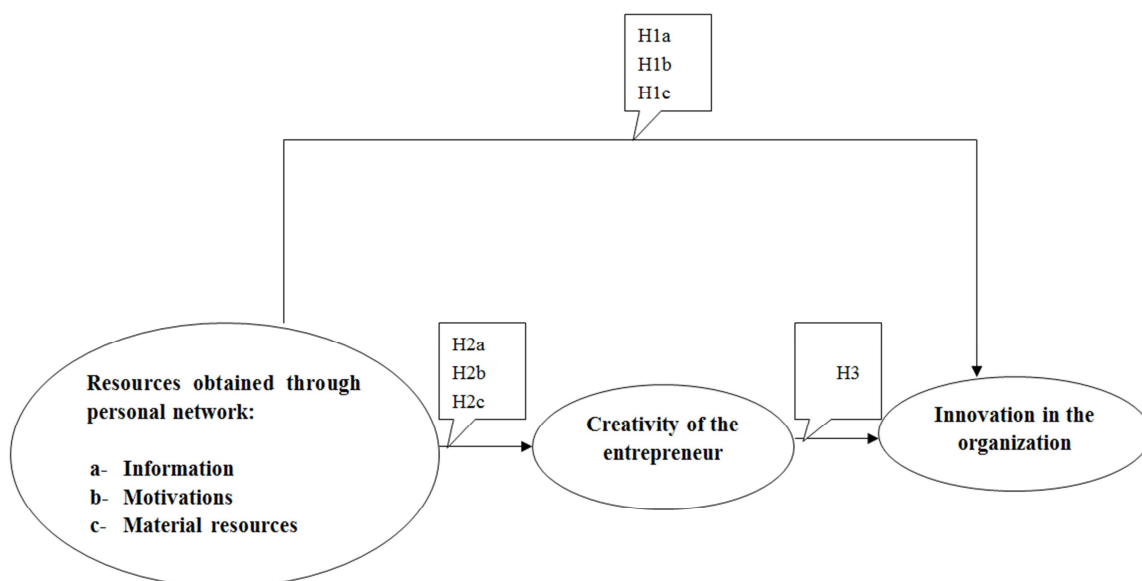


Figure 1. Conceptual Model.

## 7. The Results

SPSS 11.0 software and SmartPLS 2.0 are respectively used to examine the structure and scale reliability, and to perform a confirmatory analysis to test the hypotheses. So, the standardized structural links (path coefficients) are used (see Figure 1). According to Roussel et al. (2002), the evaluation of the structural model supposes the check of the significativity of the t-test [45]. The value of T should be greater than 1.96 at a level of 5% and 1.64 at a level of 10%.

Hypothesis H1 is not validated. According to the results, hypotheses H1a and H1b, and H1c are not validated (T statistics respectively equal to 1.1425, 0.5776 and 0.2703 for a significance level greater than 10%). So, we found that information, motivation, and material resources acquired through an entrepreneur's personal network do not have a significant impact on innovation within the organization.

Hypothesis H2 is partially validated. According to the results, T statistics equal 1,6849 is upper to 1,64, and more of the structural link has a positive value equal to 0,2047. Consequently, the information obtained from the entrepreneur's personal network has a significant positive impact on creativity. Hypothesis H2a is validated. On the other hand, the hypothesis H2b and H2c are not validated (T statistics respectively equal 0.3411 and 1.64 for a significance level greater than 10%). Thus motivations and material resources obtained by the entrepreneur's personal network haven't a significant impact on creativity.

T Statistics is greater than 1.96 ( $5.5212 > 1.96$ ).

Furthermore, the structural link has a positive value equal to 0.5433. As a result, the structural link is significantly positive, with a significance level of less than 10%. Entrepreneur creativity has a significant positive impact on innovation at the company. The H3 hypothesis is validated.

### *The mediator role of creativity*

Creativity does not play a mediating role between motivations and material resources obtained by the entrepreneur's personal network on the one hand and innovation in the organization on the other. This result can be explained by the fact that the direct link between motivations, material resources, and innovation is not significant. In addition, the effect of these resources obtained by the personal network on creativity is not significant. So the first condition of mediation proposed by Baron and Kenny (1986) is not fulfilled. According to these results, we can conclude that creativity is not a mediating variable either between motivation and innovation or between material resources and innovation. The direct link between information and innovation is not significant. However, information has a significant relation with creativity. It is necessary to note that creativity has a significant impact on innovation. In this case, creativity can play a mediating role if only the direct link is significant. This direct link thus remains to be examined. According to the results, the information has not a significant effect on innovation (T statistics equal to 0,9607). The results found are summarized in Table 1:

**Table 1.** Results before and after the addition of the variable creativity.

Results before adding the variable creativity		
information-> innovation	T statistics	path coefficient
	0,9607	0,2411
Results after adding the variable creativity		
information-> innovation	T statistics	path coefficient
	1,1425	-0,1166
information-> créativité	1,6849	0,2047
créativité-> innovation	5,5212	0,5433

In conclusion, creativity is not a mediating variable between information obtained by the entrepreneur's personal network and innovation.

## 8. Discussion of Results

The first objective of this research is to identify the impact of three types of resources obtained by the entrepreneur's personal network (i.e. information, motivation, and material resources) on innovation in the organization. We also seek to explore how creativity acts as a mediator between innovation and the three categories of resources, as part of our second objective. The entrepreneurs in the hotel sector constitute the sample of the size of 94 entrepreneurs. A questionnaire was administered to meet the research objectives.

The first result relates to the insignificant impact of information obtained by the entrepreneur's personal network

on innovation in the organization. Indeed, 36% of entrepreneurs have used information from a maximum of 5 people from their personal networks. This can be explained by the fact that the Tunisian entrepreneur neglects his personal network as a source of information, based more on his experience and knowledge or the fact that it is very selective about the people who source reliable information in their personal network. However, 32% of respondents indicated that they used information from more than 20 people belonging to their staff. This result seems to be the result of the influence of the positive image that wanted to reflect respondents. Indeed, each person tends to want to give the image of an outgoing and dynamic person with interesting exchanges with his personal network.

The second result concerns the impact of motivation on innovation in the organization; the result shows that this impact is not significant. The nature of the personal

network may explain the negative effect between these two variables. The study shows that 68.1% of entrepreneurs receive the motivation of only five people on most of their personal networks. Having passive "alters" who have no spirit of encouragement and who are afraid to take risks is not a good source of motivation. In addition, as already mentioned, motivation comes from people who are very close to the ego. Motivation may not affect the implementation of new ideas when the entrepreneur prefers the separation between contacts of his personal network and his business because some relationships can deteriorate rational decision-making [4].

The third category of resources, which is the material resources (funding, equipment) has an insignificant effect on innovation at the organizational level. According to respondents, with whom we made a face-to-face interviews, the circulation of such resources is rare in their personal networks. An important reason for this is the lack of trust associated with the exchange of such resources. The figures show that 89.4% of the entrepreneurs declared that the number of people who provided their material resources is between zero and five. Another explanation that can be considered to clarify the results of the hypothesis (H1c) is that 91.5% of respondents are hotel managers (general managers, financial directors, commercial directors, and assistant directors) and they are not the owners. So they will not use their personal networks to obtain such resources.

The result of the hypothesis (H2a) shows that information obtained by the entrepreneur's personal network has a significant impact on creativity. This is coherent with other research [48, 51], which indicates that the information resulting from contact with others leads to creativity. So the creativity of Tunisian entrepreneurs is linked to information from their personal networks, which are considered a source for generating new ideas. At this point, the answer to the question is necessary: "Why do Tunisian entrepreneurs rely on information from their personal network in the generation phase of new ideas while they neglect them in the phase of the implementation of new ideas?". The level of risk-taking may explain this relationship. In other words, Implementing a new idea is a more serious step than simply generating it. Therefore, the Tunisian entrepreneur, known for his great prudence, will seek out more precise information and pay attention to the smallest details.

In light of the initial results, the following two hypotheses can also be explained by analogy: (H2b) and (H2c). The results found that there is a non-significant impact between motivations and material resources obtained by the entrepreneur's personal network and his creativity. The implementation of new ideas at the organization goes first by the generation of new ideas (e.i. creativity) [53]. Since links are not significant between these resources and the stage of implementation of new ideas, and analogies, the impact of these two categories of resources on the entrepreneur's creativity will be insignificant. In the specific case of material resources, they cannot be a source of creativity because they may have

significant financial resources but lack new ideas or lack in experience, skills, and/or information. However, disposing of it can promote and encourage creativity. All of these results can be explained by two key elements. The first element is the small size of the sample. The second element is related to the measurement scale of the resources obtained by the entrepreneur's personal network, namely information, motivation and material resources. Each variable is measured by a single item, which may affect the results. The last hypothesis indicates the existence of a positive effect between the entrepreneur's creativity and innovation in the organization. This result is consistent with results found in the literature [33]. Given that innovation is the implementation of creativity [53], the significant effect of creativity on innovation is evident; because any innovation begins with creative ideas [1, 42].

To examine the mediation of the variable creativity, which may exist between the resources obtained by the entrepreneur's personal network and innovation at the organizational level, we used the method proposed by Baron and Kenny (1986). Following the results of this research, creativity is not a mediating variable between the independent variables (information, motivation, and resources obtained by the entrepreneur's personal network and the dependent variable (innovation in the organization). Alternatively, creativity does not transmit the effect of independent variables on the dependent variable. Therefore, the independent variables do not have an indirect influence on the dependent variable. In other words, Tunisian entrepreneur does not use their creativity to execute the influence of information, motivation and material resources obtained through their personal network on innovation at the organizational level. This led us to wonder if other variables were capable of transmitting indirect effects of independent variables on dependent variables.

## 9. Conclusion

This research highlighted relatively easy-to-access resources for Tunisian entrepreneurs. Indeed, these resources neglected by the Tunisian entrepreneur require an effort and personal investment on the part of the entrepreneur to access. These resources are badly exploited, by Tunisian entrepreneurs, despite their importance. The peculiarity of this study is that it was interested in the three categories of resources taken separately and not as a single variable.

Tunisian entrepreneurs in the hotel sector tend to be limited to some information sources considered reliable. Generally, the sources consulted are related to "the Tunisian National Tourist Office" (ONTT). Institutions that are reliable sources of information do not generate new ideas on their own. It is imperative for entrepreneurs to diversify their sources of information and to consider all ideas before rejecting them. It is, therefore, necessary to eliminate preconceived ideas and behaviours that hinder new ideas from young professionals and employees.

Risk-taking and pessimism about change are



characteristics of our culture. People without any knowledge of tourism or entrepreneurship, in general, are more likely to feel this fear. As a result of surrounding himself with people in this category who also share this mindset, the entrepreneur sees himself as unmotivated and adopts this attitude as well. Relatives with no domain knowledge who are part of an entrepreneur's network can influence negatively, leading to irrational decisions. To generate new ideas that can be implemented later, the entrepreneur should surround himself with people with a positive attitude. It is, therefore, necessary to carefully choose those who will provide him with emotional support. Entrepreneurs in Tunisia are urged to maintain a delicate balance between remaining open to any information and making rational decisions in their relationships with their network.

The study led to the following conclusion. Material resources are the most crucial resource in the implementation of new ideas. Or view the features already mentioned above of the Tunisian culture. This resource is difficult to access and virtually nonexistent in exchanges with the personal network as shown in this study. To remedy this problem cannot be made at a personal level; it is more about a collective effort, especially at the financial institutions level to make them less rigid, given that exchanging mentalities is not feasible.

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