

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND  
ENREPRENEURIAL DEVELOPMENT (AAMUSTED)**

**ASSESSING THE CHALLENGES OF THE GARMENT INDUSTRY AND ITS  
IMPACT ON PERFORMANCE OF SELECTED FASHION HOUSES IN THE  
GREATER ACCRA REGION OF GHANA**

**MARTHA NAOMI ADIGBLI**

**DECEMBER 2023**

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**By**

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**A Thesis Submitted to Department of FASHION DESIGN AND TEXTILES, Faculty of  
VOCATIONAL EDUCATION, School of Research and Graduate Studies, in Partial  
Fulfilment of the requirements for the awarded of MASTER OF PHILOSOPHY IN  
FASHION DESIGN AND TEXTILES EDUCATION**

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and do the right thing

**DECEMBER 2023**

**DECLARATION**

I, **MARTHA NAOMI ADIGBLI**, hereby declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

SIGNATURE .....

DATE:.....

**SUPERVISOR’S DECLARATION:**

I hereby declare that the preparation and presentation of this work was supervised by me in accordance with the guidelines for the supervision of thesis laid down by the Akenten-Appiah Menka University of Skills Training and Entrepreneurial Development.

SIGNATURE ..... DATE:.....

**SUPERVISOR: NINETTE AFI APPIAH (PhD)**

**DEDICATION**

I dedicate this work to my late Mum (Mary Mawusi Dumenyo) and my lovely Children  
(Sefakor, Selasi, Sedem, Setor, Sedinam and Sename)

## **ACKNOWLEDGEMENTS**

I am highly grateful to God Almighty for His bountiful grace and mercy during this programme.

I would also like to express my profound gratitude to my supervisor, Dr. Ninnette Afi Appiah, for her invaluable contributions, support, inspiration, encouragement and guidance throughout this research.

Am also indebted to the lecturers of Fashion Design and Textiles Education Department for their significant inputs towards the restructuring of my topic. Mr. Emmanuel Abrebrese, (Ghana National Fire service, Kumasi and Wife, for helping me in diverse ways as far as my stay in Kumasi is concerned. Special thanks to the administration of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi for the permission granted me to pursue this program.

My sincere appreciation to all my colleagues of 2021/2022 Class of Mpill Fashion Design and Textiles Programme for their support in my research work. My deepest appreciation to Mr. Seth Lomotey Adjabeng (The Head master Academic) of Ebenezer Hill 2 Junior High School and staff for their words of encouragement. I am equally grateful to all the workers of the fashion houses; CEO's, apprentices, workers who willingly participated in the data collection process, your support is greatly appreciated.

I would like to express my indebtedness to my sister Catechist Mrs. Bernice Kwamla Dei-Tutu, (Headmistress, Ashaiman no. 2 Basic school) for her financial, emotional, moral and spiritual support during the programme. Finally, to my husband, Mr. Jonas K. Boafo, I say thank you. May God bless you all.

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## **ABSTRACT**

This study investigated the challenges, relationships, impacts, and strategies pertaining to the fashion and garment industry in the Greater Accra region of Ghana. The study adopted the survey design, utilizing a sample size of 149 participants that included fashion industry professionals, government representatives, and stakeholders. Through the administration of carefully structured questionnaires, the study uncovered critical hindrances to growth, such as a lack of modern technology, skilled labour, adequate infrastructure, and governmental support. The findings revealed critical obstacles such as a lack of modern technology, skilled labour, and government support, as well as insights into specific marketing and policy challenges that affect global competition and business expansion. The study also discovered the non-significance of production challenges on performance, emphasizing the need for a comprehensive understanding of other impacting factors. Based on the findings, the study recommends the implementation of modern technology and machinery, strategic local collaborations, investment in online presence, quality control procedures, and regular staff training. It emphasizes the need for targeted governmental support in the form of tax incentives and policy alignment. Collaboration among governmental bodies, industry leaders, and international stakeholders is urged to facilitate a more innovative, sustainable, and globally competitive fashion sector in Ghana.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The garment industry, a significant global sector, extends beyond business operations. It encapsulates the art of fashion, production, and consumption, making substantial contributions to the global economy as one of the largest employers. This industry represents a confluence of material and immaterial production of beliefs and signs about trending clothing styles (Nyarko, 2022). It is a sphere where public awareness of renowned fashion designers and their creations is consistently escalating due to the pivotal role of the media.

Fashion reflects aesthetics, economics, politics, culture, and social transformations. Individuals and societies use fashion to express their tastes and lifestyles, shaping and representing societal trends. Fashion designers reinterpret these emerging lifestyles as concepts and commodities (Blevis, 2007). Today's fashion industry is highly globalized, with garments often designed in one country, produced in another, and sold in a third (Athwal et al., 2019).

The garment industry, representing the final stage of textile manufacturing, involves different departments responsible for different stages of production, all working in unison to meet industrial demands. The nature of the industry is fickle due to global integration and fierce competition, leading to multiple brand challenges. The changing dynamics of the industry have forced retailers to emphasise low cost, flexibility in design, quality, and speed to market to stay profitable (Athwal, 2019).

In Ghana, a country in Africa, fashion houses, predominantly small and medium-sized enterprises (SMEs), are crucial for economic growth, job creation, and poverty reduction (Amoah & Amoah, 2018; Anaman et al., 2023; Şener et al., 2014). The industry's potential is hampered by many challenges that have far-reaching implications for performance. These

challenges encompass infrastructural deficits, limited access to finance, high production costs, and the influx of cheap imported garments, collectively undermining the industry's competitiveness (Boakye, 2008). These issues have been found to significantly impact the performance of fashion houses in the Greater Accra Region, thereby constraining the industry's contribution to national development.

The relationship between these challenges and fashion house performance in Ghana is a critical area of concern. It is postulated that the challenges confronting the industry have a significant bearing on the performance of fashion houses. This impact often manifests as reduced productivity, profitability, and limited growth (Richards, 2016).

However, the extent to which these challenges affect the performance of fashion houses in Ghana's garment industry is yet to be fully explored. This study explores these challenges and their impact on the performance of selected fashion houses in the Greater Accra Region of Ghana.

## **1.2 Statement of the Problem**

Fashion houses, particularly in the Greater Accra Region of Ghana, have increasingly gained recognition as vital contributors to the Ghanaian economy. Amankwah-Amoah (2016) suggests that a robust garment sector is crucial to any economy, often seen as an engine of growth and a marker of economic success. However, in many developing countries, the emergence of new ventures is often paralleled by a nearly equal number of business failures (Chalmers, 2007; Urbano et al., 2016; McDonald & Eisenhardt, 2020). Therefore, the question arises: what factors contribute to this concerning trend?

Moreover, the global garment industry represents a substantial portion of international trade and plays a significant role in global economic development. The African continent is a key

player in this industry, with countries like Ghana making significant contributions through its burgeoning fashion industry (Kaplinsky, Morris & Readman, 2002). However, despite its potential, the Ghanaian garment industry, particularly in the Greater Accra Region, faces numerous challenges that is affecting fashion houses' overall performance.

Firstly, fashion houses face many supply chain complexities, including raw material procurement, manufacturing process, and global trade issues. With the increased demand for cotton, the most commonly used fibre in the fashion industry, price instability and supply scarcity have become recurrent issues affecting fashion houses' overall efficiency and productivity (Amed et al., 2016). Moreover, navigating global trade's regulatory and economic landscape proves challenging, particularly with the imposition of tariffs and trade regulations (Tokatli, 2008).

Secondly, the technological advancements in the fashion industry, such as 3D printing and automation, can both benefit and challenge fashion houses. While these technologies offer the potential to improve efficiency and reduce costs, the integration of these technologies into the value chain often requires significant capital and expertise (Tiwari et al., 2007). As such, the disparity in access and the subsequent capacity to incorporate these technological advancements could significantly impact performance.

Again, the issue of sustainability has become a pressing challenge for fashion houses globally, and Ghana is no exception. The global call for more sustainable and ethically produced garments puts immense pressure on these fashion houses to reassess and remodel their practices. There is, however, a significant knowledge gap on how sustainability practices are enacted in Ghanaian fashion houses and how these practices might affect performance. The composite influence of these challenges on the performance of selected fashion houses in the Greater Accra region remains under-researched, thus warranting a detailed investigation.

Therefore, it is pertinent to explore these challenges, understand their underlying dynamics, and devise appropriate strategies to mitigate their impact on performance.

Furthermore, the industry faces marketing and distribution challenges. Often, the inability to access new markets, poor product visibility, and weak distribution networks limit the expansion and profitability of fashion houses in the Greater Accra region (Oppong, Owiredu, & Churchill, 2014). Thus, it is imperative to delve into the various challenges experienced by the garment industry in the Greater Accra region of Ghana and determine their impact on the performance of selected fashion houses.

Besides, the existing literature mainly evaluates the relationship between business performance within the context of developed countries, with a limited focus on developing countries like Ghana, especially regarding fashion houses in the garment industry. To address this research gap, there is a need for empirical studies to assess the impact of fashion challenges on the performance of fashion houses in the Ghanaian context.

Most existing studies on the impacts of fashion challenges focus on employees and large companies (Asiedu & Agyeiwaah, 2020; Joergens, 2006; Niinimäki et al., 2020), leaving a void in understanding the experiences of small-scale fashion designers in the garment industry, particularly in the Ghanaian context. This study aims to fill this gap by systematically examining the challenges confronting the garment industry and their impact on the performance of selected fashion houses in the Greater Accra Region of Ghana.

### **1.3 Purpose of the Study**

The challenges faced by the garment industry and their impact on the performance of fashion houses in the Greater Accra Region of Ghana is a critical area of research. This study aims to contribute to the existing body of knowledge by comprehensively assessing these challenges and their implications for the industry's performance.

This study aims to comprehensively assess the challenges confronting the Greater Accra Region of Ghana's garment industry and determine their impact on the performance of selected fashion houses.

#### **1.4 Research Objectives**

1. To examine the challenges confronting the garment industry and to assess the relationship between fashion challenges and performance in Ghana.
2. To determine the impact of the challenges on the performance of fashion houses in the garment industry in Ghana.
3. To propose tentative solutions and strategies that can be implemented to address or mitigate the impact of the challenges on the performance of the fashion houses in the garment industry.

#### **1.5. Research Questions**

1. What is the role and importance of fashion houses in the garment industry in Ghana.?
2. What are the challenges confronting the garment industry and the relationship between fashion challenges and performance in Ghana?
3. To what extent do fashion challenges impact fashion houses' performance in Ghana's garment industry?
4. To what extent can the fashion challenges of fashion houses in the garment industry in Ghana be addressed?

#### **1.6 Significance of the Study**

This study provides comprehensive insights into the challenges facing the garment industry in the Greater Accra region of Ghana. This understanding is vital for business owners, investors, policymakers, and academics interested in this industry. The knowledge gained from this study

can help them to make informed decisions and strategic planning for business improvements and sustainable development. Also, Ghana's garment industry is crucial, providing numerous employment opportunities and contributing significantly to the nation's GDP. Understanding the challenges that hinder its performance can help to devise strategies to overcome them, thereby boosting the industry's economic contribution and creating more jobs.

Furthermore, this study proposes tentative solutions and strategies to mitigate the impact of these challenges. These strategies are expected to provide a roadmap for enhancing the performance of fashion houses in the garment industry, thereby contributing to its growth and development.

The government and policymakers could also use the findings of this study to create policies and frameworks that promote growth in the garment industry. By addressing the challenges identified in the study, policymakers can ensure the industry's sustainability and competitiveness, contributing to national economic goals. Similarly, the study will highlight the best practices of successful fashion houses in the Greater Accra region, which can then be adopted or adapted by other businesses in the region or country. This could lead to enhanced productivity, innovation, and overall improvement in the industry's performance. The insights gained from this research could guide policymakers and industry leaders in identifying areas for improvement and implementing strategies to foster the industry's growth and sustainability.

Finally, the garment industry has a significant societal impact as it involves a large workforce and indirectly affects the lives of many Ghanaians. Identifying and addressing the challenges can lead to improved working conditions and living standards, contributing to social development. The study can also act as a foundation for future research. The challenges identified and the impact of these on industry performance can be studied in more depth or

across different geographical areas, providing a broader understanding of the dynamics and complexities of the garment industry in Ghana and similar contexts elsewhere.

### **1.7 Limitations of the Study**

The study focused on the Greater Accra region of Ghana, which means the findings may not apply or generalize to other Ghana regions. Cultural, economic, and infrastructural differences can vary greatly, even within a single country. Also, the selection of fashion houses included in the study may not represent the whole garment industry in the region.

Again, the study focused only on challenges and impacts on performance, but it might not account for the entire supply chain complexities, including sourcing of materials, labour conditions, distribution networks, and retail strategies, which can all significantly influence the garment industry. Besides, the study represents a snapshot in time. The garment industry is highly dynamic and influenced by trends, economic conditions, and policy changes.

Moreover, the data was collected through surveys, and there may be biases from respondents who may not wish to disclose negative information about their business. Finally, performance in the garment industry can be multi-dimensional, including financial performance, brand reputation, creativity, sustainability etc. The study is limited by its definition and measurement of performance, which might not capture all relevant aspects.

### **1.8 Delimitation of the Study**

The study was geographically confined to fashion houses in the Greater Accra region of Ghana. Therefore, findings from this study may not apply or be generalized to the garment industry in other regions of Ghana or other countries, as the specific challenges and their impacts may vary due to different regional policies, economies, or socio-cultural contexts. Secondly, the study

focuses solely on the garment industry, particularly the fashion houses within it. Other sectors within the larger textile industry, such as raw material production, dyeing, printing, or finishing industries, will not be covered in this study. Thus, the results may not comprehensively understand the entire textile industry's challenges and performance.

Finally, the study only considered selected fashion houses in the Greater Accra region due to resource and time constraints. Therefore, the results may not reflect the challenges all fashion houses face in the area or their overall performance. The selection criteria for these fashion houses can also influence the study's findings - whether they are selected based on size, market share, years in operation, etc.

### **1.9 Definition of Terms**

**Challenges:** In the context of an industry, this term refers to the difficulties, problems, or obstacles that businesses within that industry must overcome in order to succeed. These can be external (like changes in consumer tastes or government regulations) or internal (like problems with production or distribution).

**Garment Industry:** This segment of the economy is dedicated to producing and selling clothing items. It includes many businesses, from textile producers to fashion designers to retailers.

**Impact:** This term refers to one factor or event's effect or influence on another. In this case, it refers to how the challenges faced by the garment industry affect the performance of fashion houses.

**Performance:** In a business context, this term refers to how well a company or industry performs. Performance can be measured in many ways, including financial metrics (like profits or revenue), operational metrics (like production efficiency or product quality), and market metrics (like market share or brand recognition).

**Fashion Houses:** These businesses design, produce, and sell high-end clothing. They often set trends in the fashion world, and their products are typically more expensive than those of mass-market clothing retailers.

**Greater Accra Region of Ghana:** This is a specific geographic region in Ghana, which includes the country's capital, Accra. The businesses and consumers in this region might have unique characteristics that make this an exciting area for study.

**GDP:** Gross Domestic Product. GDP is a monetary measure of the market value of all the final goods and services produced in a specific time period by a country or countries. GDP is most often used by the government of a single country to measure its economic health.

**SME:** Small and Medium Size Enterprises. These are businesses whose personnel and revenue numbers fall below certain limits/threshold. The abbreviation SME is used by international organizations such as the World Bank, European Union, the United Nations and the World Trade Organizations.

**UNIDO:** UNIDO is a specialized agency in the United Nations system, headquartered in Vienna. The Organizations objective is the promotion an acceleration of industrial activities.

**OECD:** OECD is a global policy forum that promotes policies to improve the economic and social wellbeing of people around the world.

### **1.10 Organization of the Study**

The study is organized into six chapters. Chapter one, which is the introductory part of the study, contains the background information, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study and delimitation of the study and the general layout of the report. Chapter Two contains a review of the related literature. The conceptual issues of the research work are taken care of in this chapter.

The research methodology is discussed in Chapter Three. The methodology focuses on the research design and issues related to data collection methods and data analysis procedures. It also looks at the socioeconomic background of the study area and sample population. Chapter Four contains the analysis of the data collected from the field and the secondary sources. It also contains an analysis of data and findings. Chapter Five highlights an in-depth discussion of the findings gathered, while the final section, Chapter Six, contains the study's summary, recommendations and conclusions.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Overview**

This chapter is devoted to reviewing various theoretical literature relating to this study, which includes a review of ideas and comments regarding the influence of formal education and training on the performance of small-scale fashion designers in the garment industry. The research's specific objectives provide the basis for the review. The literature review in research is regarded as a preparatory stage for gathering data. It also serves to acquaint researchers with previous research on their study topic. It thus enables them to continue in a tradition, to place their work in context, and to learn from earlier endeavours (Hart, 2018).

As Booth, Papaioannou and Sutton, (2012) pointed out, reviewing relevant literature is an exercise in which the researcher tries to identify, locate, read and evaluate previous studies, observations, opinions, and comments related to the proposed research. Such a review aims to provide the researcher with a good knowledge of the state of the art in their work area. It lets them know what areas have been covered, what remains to be covered, and what techniques to employ in their investigation.

Again, Fink, 2019 confirmed that a literature review allows researchers to be located substantively in relation to what has gone before by identifying what is already known; it also provides insight into where the new research may contribute and continues the process of continuous focusing. Thus, literature will be reviewed on the role and importance of fashion houses; the relationship between formal education and training and business performance in fashion houses in general, the appropriate education and training required by small-scale fashion designers; the extent to which formal education and training influence the performance of small-scale fashion designers among others.

## **2.2. Definitions of Key Concepts**

### **2.2.1 Fashion**

Fashion is a multifaceted phenomenon that encompasses a vast range of concepts. It can be defined as a popular style or trend, especially in clothing, footwear, accessories, makeup, lifestyle, and body (Barnard, 2014). However, the concept of fashion extends far beyond mere aesthetics or style trends, serving as a medium of expressing identity, culture, and social status (Kawamura, 2005). According to English and Pomazan (2010), fashion is an intersection of various spheres of life, such as culture, politics, economics, and technology. It mirrors societal changes, reflects cultural values, and catalyzes political and economic shifts. Fashion is not just an industry; it is a mode of self-expression, a way of understanding, and a form of art.

Moreover, Davis (1992) posited that fashion serves as a mechanism of social control, perpetuating and reinforcing class and gender distinctions. Additionally, through creating and normalizing trends, fashion plays a significant role in consumer behaviour, shaping societal consumption patterns and the global economy (Bui et al., 2020; Breward & Evans, 2005). Furthermore, in recent years, the concept of sustainable fashion has emerged as a critical area of interest in the industry. Sustainable fashion addresses the industry's environmental impact, promoting ethical and eco-friendly materials and methods (Fletcher & Grose, 2012).

Thus, fashion is a complex and dynamic phenomenon with significant implications in various areas of life. As defined by Li (2011), fashion typically refers to the prevailing mode of expression, but it can also apply to a personal mode of expression that may or may not apply to all. Inherent in the term is the idea that the mode will change more quickly than the culture as a whole. The terms "fashionable" and "unfashionable" are used to describe whether someone or something fits in with the current popular mode of expression. Fashion is frequently used positively as a synonym for glamour and style. In this sense, fashions are a sort of communal art through which a culture examines its notions of beauty and goodness.

Chalmers (2007) also posits that fashion in clothing has allowed wearers to express emotions or solidarity with other people for millennia. Westerners have a wide range of choices available in selecting their clothes. What a person chooses to wear can reflect that person's personality or preferences. When people with cultural status start to wear new or different clothes, a fashion trend may start, and people who admire and respect them may start to wear clothes of a similar style (Amed et al., 2016).

In the context of this study, fashion varies significantly within a society according to age, social class, generation, occupation, geographical location, and over time. If an older person dresses according to the fashion trends of younger people, they may appear ridiculous in the eyes of both young and older people. Some people become victims of fashion "fashionistas" or fashion victims because they are fond of following every fashion trend lavishly. The challenges faced by the fashion houses in the garment industry in the Greater Accra Region of Ghana are largely influenced by these dynamics of fashion.

### **2.2.1 Fashion Houses**

A fashion house is a company or brand that designs, creates, and sells high-end clothing, footwear, accessories, or cosmetics (Tungate, 2012; Jansson & Power, 2010). These companies are often synonymous with luxury, exclusivity, and influence in the world of fashion. They are typically led by one or more influential designers who guide the brand's creative vision. Fashion houses can be independent entities or part of larger conglomerates in the luxury goods industry. Their creations are generally presented during fashion weeks in international fashion capitals such as Paris, Milan, New York, and London (Entwistle, 2015).

There are two main types of fashion houses: haute couture and prêt-à-porter. Haute couture refers to high-fashion design and dressmaking, and its creations are one-of-a-kind, tailored specifically for the individual client. In contrast, prêt-à-porter, or ready-to-wear, consists of

collections designed for mass production and sold in standard sizes (Breward & Gilbert, 2006). Fashion houses' influence extends beyond the fashion industry. They shape cultural trends and social norms through partnerships with celebrities, influencers, and athletes. Their brand identities are often developed into perfumes, cosmetics, and home goods, expanding their reach into the global consumer market (Kapferer & Bastien, 2009).

However, the operations and impacts of fashion houses are complex and multilayered. On the one hand, they contribute to economic growth and provide employment opportunities. On the other hand, they have been criticized for promoting unsustainable consumption patterns and their role in environmental pollution and labour exploitation (Fletcher & Tham, 2015). However, a standard universal definition of fashion houses is not established, leading to a lack of explicit characterization that can be universally referenced by all economies, statistical agencies, or researchers (Skov, 2006).

Despite this lack of universality and alignment in criteria, the importance of characterizing fashion houses is undeniable (Bui et al., 2020; Breward & Evans, 2005). Boakye (2008) pointed out that the definition of a fashion house is essential and valuable in statistics and the monitoring of the well-being of an industry over time; it is helpful in benchmarking against other economies and between regions within an economy, advantageous in affording arbitrary thresholds for the imposition of levies or other regulations; and valuable in determining the suitability for specific forms of public support.

According to the Merriam-Webster dictionary, a fashion house is an establishment where fashionable clothes are designed, made, and sold. Allwords.com (2020) also defines a "fashion house" as a company engaged in fashion design, often associated with an important designer or couturier. It is a business that designs, makes, and sells fashionable clothes, often trend-setting garments. Examples of such fashion houses include The House of Chanel, Ralph

Rucci's Chado label, GUCCI, PRADA, D&G, CHANEL, VERSACE, GLORGIO AMANI, and Calvin Klein, among others (Nauman, 2009).

Again, the term "fashion house" typically describes fashions of a higher quality and a higher price point, providing the best comparability given the changing data collection practices across nations (Allwords.com; Campaniolo. 2019). Black and Cloud (2009) further elaborates that a fashion or design house creates clothing designs and puts them into production. The house usually has one leading master designer and several next-level designers who create custom fabric notions like buttons, zippers, fancy closures, labels, elastics, etc. In this study, fashion houses refer to establishments in the Greater Accra Region of Ghana where fashionable clothes are designed, made, and sold and face various challenges that impact their performance in the garment industry.

### **2.2.2 The Garment Industry**

The garment industry, also known as the apparel or clothing industry, is a globally encompassing industry that involves designing, producing, and selling clothing and related accessories (Anitha, 2005). This complex supply chain industry starts with raw materials such as cotton or synthetic fibres, which are processed into fabric, dyed, and manipulated into garments (Tsyewu and Monnie, 2020). The clothing industry consists of various businesses, from small-scale to large corporations, and includes various sectors such as high fashion, ready-to-wear, and mass-market manufacturing (Lascity, 2021). Fashion design is a pivotal aspect of the garment industry, with high-end designers setting trends influencing mass-market production (Entwistle, 2015).

The industry has evolved significantly over time, particularly with the advent of fast fashion. Fast fashion, characterized by short lead times and frequent style changes, has heightened the

demand for rapid production and disposal of garments, leading to sustainability and ethical labour concerns (Johnson et al., 2008). The garment industry has a significant socioeconomic impact globally, providing employment opportunities in developing countries, contributing significantly to their export earnings, and in many cases facilitating the transition from an agrarian to an industrial economy (Gereffi & Frederick, 2010). However, the industry is also characterized by low wages, poor working conditions, and environmental degradation, which have become increasingly scrutinized in the 21st century (Anner, 2018).

To fully appreciate the garment industry, it is crucial to differentiate between fashion and clothing. Fashion is a socially and culturally constructed phenomenon that cannot exist without material objects such as clothing (Polese & Blaszczyk, 2012; Aksu et al., 2011; Craik, 2003). Fashion is an intangible concept supported by a complex and tangible system. It performs several functions in people's lives, serving as a medium of communication, an avenue for self-expression, a social catalyst, or even an art form (Black and Cloud, 2009). Fashion can help individuals establish their personal style and identity, discover a social niche, or articulate a belief.

In this study, the garment industry is used as an umbrella term for the system supporting fashion and its underlying belief systems. The term "fashion-ology" describes the investigation of fashion as a social and cultural phenomenon (Kuchta, 2017; Kalčić, 2018). A fashion house plays a unique but essential role in creating this symbolic, ambiguous product (Kang, 2019). Garments can be a form of art, appreciated, projected, and communicated through clothing and other material objects (Fletcher & Tham, 2015). The apparel industry supports the impermanence of garments because ever-changing garment trends generate profit.

Today, the garment industry is one of the most critical industries in global commerce, with manufacturing and marketing activities scattered around the globe (Gereffi et al. 2015;

Poorthuis et al. 2019). The industry has extensive product differentiation and remains largely a discretionary purchase (Hodges & Link, 2018; Gwilt & Rissanen, 2012).

However, the garment industry in highly developed or emerging economies faces numerous challenges, including a constant fall in production, loss of markets, unmotivated workers, and factory closures. Developed countries have been forced to intensify research into automatic systems of technology processes, leading to progress in automation and robotics and the invention of new intelligent sewing machines (Nayak & Padhye, 2018).

Given the rapid dynamics of change, the unstoppable trend of globalization, and high competition, it is necessary to examine the influence of formal education and training on the performance of fashion designers in the garment industry. This is particularly relevant in the Greater Accra Region of Ghana, where the garment industry faces unique challenges that impact the performance of fashion houses.

### **2.2.3 Performance**

In the context of the topic, performance primarily refers to fashion houses' operational efficiency, productivity, and profitability. It can also extend to aspects of customer satisfaction, quality of the output (i.e., garments), and the level of innovation in their product offerings. Operational efficiency relates to how well fashion houses use resources (such as materials, labour, and time) to produce their goods (Kumar & Suresh, 2009). Productivity refers to the quantity of output (garments, in this case) produced per unit of input (labour, material, time, etc.) (Syverson, 2011). Profitability refers to the ability of fashion houses to generate revenue that exceeds their costs (Bragg, 2012). Customer satisfaction pertains to how well the output (garments) meets or exceeds customer expectations. Quality can be viewed in terms of the garments' durability, aesthetics, and functionality.

The garment industry's challenges could impact all these aspects of performance. For example, supply chain disruptions, labour unrest, or inadequate infrastructure could affect operational efficiency and productivity. Market-related challenges such as high competition or changes in consumer tastes could affect profitability and customer satisfaction. Technological challenges could impact the quality and innovation of garment offerings.

However, performance in the garment industry is a complex concept that encompasses a variety of factors, including productivity, efficiency, profitability, market share, and customer satisfaction, among others (Saravanan & Rao, 2017; Nayak & Padhye, 2018). It measures how well a fashion house, or any business in the garment industry, can meet its objectives and fulfil its mission. Productivity in the garment industry refers to the rate at which garments are produced. It is often measured in terms of the number of garments produced per unit of time or unit of labour (Saravanan & Rao, 2017). High productivity is crucial in the garment industry due to the high volume of production required to meet consumer demand.

Generally, performance measures how well a mechanism or process achieves its purpose (Brudan, 2010; Taticchi et al., 2010). Bragg (2012) defines business performance as how well a business is managed and the value the business delivers for customers and other stakeholders. Measuring performance is multi-dimensional (Saravanan & Rao, 2017; Nayak & Padhye, 2018). Effectiveness and efficiency are the two (2) central dimensions of performance. According to Neely et al.s (2005), effectiveness denotes the degree to which stakeholder requirements are fulfilled. In contrast, efficiency measures how frugally the business's resources are exploited when providing a given level of stakeholder satisfaction.

To achieve superior relative performance, a business must realize its projected objective with better efficiency and effectiveness than its competitors. Multi-measures ought to be employed to demonstrate efficiency, effectiveness, and the value delivered. Albeit their forms differ

extensively, financial indicators are usually employed. Neely et al., (2005) explained that manufacturing performance measures signify that five (5) core dimensions must be measured. These comprise quality, delivery speed, delivery reliability, price (cost), and flexibility. By assessing these features, performance is balanced and multi-dimensional, better-mirroring stockholder interest. Thus, performance indicators are the heart of the performance measurement system and represent indispensable means for making performance-based management decisions (Van Ryzin, 2013; Liao et al., 2011). Productivity in the garment industry refers to the rate at which garments are produced. It is often measured in terms of the number of garments produced per unit of time or unit of labour (Saravanan & Rao, 2017). High productivity is crucial in the garment industry due to the high volume of production required to meet consumer demand.

Efficiency, on the other hand, refers to the optimal use of resources in the production process. It involves minimizing waste and maximizing materials, labour, and time use. Efficiency in the garment industry can be influenced by various factors, including the use of technology, the workforce's skills and training, and the production process's effectiveness (Nayak & Padhye, 2018). Profitability is another key aspect of performance in the garment industry. It refers to the ability of a fashion house to generate profits from its operations. Profitability can be influenced by various factors, including the price and quality of the garments produced, the efficiency of the production process, and the effectiveness of the marketing strategies employed (Saravanan & Rao, 2017).

Market share refers to the proportion of the total market that a particular fashion house controls. It measures the popularity and competitiveness of a fashion house's products. A high market share is often associated with strong brand recognition and customer loyalty (Nayak & Padhye, 2018). Customer satisfaction is a crucial aspect of performance in the garment industry. It refers

to the extent to which customers are satisfied with the products and services provided by a fashion house. High levels of customer satisfaction can lead to repeat business, positive word-of-mouth, and increased market share (Saravanan & Rao, 2017).

In the context of this study, performance in the garment industry refers to the ability of fashion houses in the Greater Accra Region of Ghana to achieve high levels of productivity, efficiency, profitability, market share, and customer satisfaction, despite the challenges they face in the industry. The study will assess how these performance indicators are impacted by the challenges these fashion houses face and how formal education and training can help enhance performance in the garment industry.

### **2.3 The Garment Industry in Ghana**

The garment industry in Ghana plays an essential role in the country's economic development. It offers employment opportunities, contributes to GDP, and supports the country's industrialization and modernization efforts (Quartey et al., 2017). However, despite its importance, the sector faces numerous challenges, including the influx of cheap second-hand clothes, the high production cost, and limited credit access (Morris, 2021). The Ghanaian garment industry has seen fluctuating fortunes over the years. The sector thrived in the 1960s and 1970s due to protective industrial policies. However, structural adjustment programs in the 1980s led to a decline in the industry as these policies were abolished, and the market was flooded with cheap imports.

In recent years, government initiatives, such as the "One District, One Factory" initiative, have been aimed at rejuvenating the industry and transforming Ghana into a significant garment manufacturing hub. This initiative aims to establish at least one factory in each of the country's districts, potentially driving demand for locally produced textiles and garments. However, a

significant challenge the industry faces is competition from second-hand clothing, also known as 'obroni wawu,' imported from Europe and North America. This market offers Ghanaian consumers inexpensive clothing, and it has become a significant portion of the textile and clothing market (Eveleth & Baker-Eveleth, 2015). Morris (2021) noted that the high cost of local production makes it difficult for local industries to compete with these imports.

Another challenge is the lack of access to credit. Many garment businesses in Ghana are SMEs, and they face difficulty obtaining loans due to high-interest rates and collateral requirements (Quartey et al., 2017). This situation restricts their growth and limits the industry's overall potential. Furthermore, the industry suffers from a lack of skilled labour. Despite the abundance of raw human resources, there is a need for capacity building to equip these individuals with the necessary skills for the industry (Quartey et al., 2017). In conclusion, while the garment industry in Ghana has potential, significant hurdles must be addressed. Government initiatives, policy reform, capacity building, and easier credit access are required to transform this sector fully.

#### **2.4 Challenges Facing the Garment Industry**

As pointed out earlier, the garment industry is a multimillion industry divided into producing apparel and fashion products (accessories etc.) (Bhargave & Montgomery, 2013; Bray, 2009). It is focused on achieving optimal results concerning supplies, research, production and distribution of fashion products. It is characterized by the development of fashion trends and brands, the development of distributive networks and stores and the optimization of logistics from production to retail stores (Bhargave & Montgomery, 2013; Bray, 2009). Technological development in the last few decades has empowered the garment industry to implement innovative approaches and procedures and increase productivity using innovative textiles.

In the garment production sector currently, there are major challenges revolving around the environmental and social impacts of the industry. The garment industry is notorious for its heavy resource consumption and pollution, especially concerning water usage, carbon emissions, and waste (Akter et al., 2022; Muthu, 2014). Thus, the industry has received profuse criticism over its limited consideration of social and environmental issues, placing the non-financial costs of fashion on the global public agenda.

The environmental impacts of the garment industry are widespread and substantial (Islam, 2021). For instance, despite various estimates, the industry produces up to 10% of global CO<sub>2</sub> emissions<sup>1–3</sup>. The fashion industry is also the second largest consumer of water, responsible for 20% of industrial water pollution from textile treatment and dyeing and contributing 35% of oceanic primary microplastic pollution and produces vast quantities of textile waste, much of which ends up in landfill or is burnt, including unsold product (Niinimäki et al., 2020).

The rising environmental impact and awareness can be attributed to the substantial increase in clothing consumption and textile production. The drastic increase in textile production and fashion consumption is reflected in the emergence of fast fashion (Chandler & Jansen, 2020), a business model based on offering consumers frequent novelty in the form of low-priced, trend-led products. Fast fashion relies on recurring consumption and impulse buying, instilling a sense of urgency when purchasing (Damhorst, 2010). This business model has been hugely successful, evidenced by its sustained growth, the outperformance of more traditional fashion retail and the market entry of new players, such as online retailers, who can offer more agility and faster delivery of new products more frequently.

As a result, fashion houses are now producing almost twice the number of clothing collections, and the overall increase in clothing-production demand is estimated to be 2% yearly (Niinimäki et al., 2020). The rising consumption and production of fashion products have, in turn, driven

the price of clothing very low (Bhargave & Montgomery, 2013; Bray, 2009). Low costs further amplify the phenomenon of buying more and wearing items less frequently (Aziz et al., 2019), enabling the fast-fashion model. Given the global proliferation of fast fashion and the volume of items produced, the fashion industry represents a key environmental threat.

In response, industry leaders have been striving to shift towards more sustainable practices, though progress has been slow and uneven (Dhir, 2021). For instance, Niinimäki et al. (2020) assert that the garment industry is known for its significant environmental footprint, including water pollution, excessive water usage, energy consumption, and waste generation. Reducing the industry's environmental impact and promoting sustainable practices, such as using eco-friendly materials and adopting circular economy principles, pose challenges (Liao et al., 2011; Nayak & Padhye, 2018).

Labour issues in the garment industry have also drawn significant attention. Many workers face poor working conditions, low wages, and violations of their rights (Anner, 2018). Moreover, the industry's reliance on cheap labour in developing countries contributes to a complex web of economic and social problems (Anner, 2018). The garment industry has often faced criticism for poor working conditions, low wages, long working hours, and labour exploitation in some regions. Ensuring fair wages, safe working conditions, and workers' rights remain ongoing challenges.

Furthermore, the rapid rise of technology poses both opportunities and threats. While it can potentially increase efficiency, customize production, and reduce waste (Morris, 2021), it also implies significant adjustments, including worker displacement due to automation and the need for new skills (Brun et al., 2018). Global market shifts, such as those triggered by COVID-19 and changing trade agreements, also pose challenges. Businesses must adapt to these shifts while maintaining competitiveness and market share (Tokatli, 2008).

Besides, the fashion supply chain is characterized by vertical disintegration and global dispersion of successive processes, spanning several industries from agriculture and petrochemicals to manufacturing, logistics and retail (Fletcher & Grose, 2012; Gwilt & Rissanen, 2012). The global shift in garment production to lower-labour-cost countries led to a substantial decline of production in many developed countries, in some cases to the point of extinction, with associated increased complexity and reduced transparency through the supply chain. It is often difficult for downstream manufacturers to know where raw materials have come from and how they were processed.

Each step of garment production often occurs in a different country, which increases the logistic steps between processes, depending on economic decisions. Developing countries generally hold a competitive advantage in manufacturing and labour costs, so textile production has shifted to these nations. After manufacturing, garments are shipped in large quantities to central retail distribution centres, followed by smaller retailers where clothing is purchased (Niinimäki et al., 2020). Garments are traditionally transported by container boats, but increasing amounts are shipped through air cargo to save time, especially in online shopping.

Moreover, the long supply chains mean that garments can travel around the globe once or several times during the many manufacturing steps in turning raw fibre cultivation into a ready outfit. At their end of life, most garments are incinerated or transported to landfills or developing countries (Liao et al., 2011; Damhorst, 2010), and few are recycled. As mentioned earlier, the fashion industry exerts environmental impacts at each stage of the supply chain.

Davis (2013) pointed out that there are two types of garment producers in the fashion industry: leaders and imitators. Leaders create a new product; they impose and dictate new fashion with the help of powerful creative centres, modern technology, and marketing campaigns. Producer's imitators are late with production, but they find their place in satisfying the needs

of a large market. They do not often have a quality product, but real competition exists among them. Products on the market can not last forever, and they must innovate and change permanently, especially in the garment industry (Niinimäki & Hassi, 2020). Social development has changed the lifestyle of consumers, and due to demographic changes, there is an increasing number of consumers with different demands and needs, thus requiring garment manufacturers to develop new marketing strategies and methods (Niinimäki, 2020).

## **2.5 Challenges Facing the Ghanaian Garment Industry**

The garment industry in Ghana has shown significant promise in recent years; however, it faces several challenges that limit its potential growth and profitability (Tetteh & Ofosu, 2018). These issues cut across production, marketing, and policy-making.

### ***2.5.1.1 Production Challenges***

Tetteh and Ofosu (2018) noted that one of the major challenges faced by the garment industry in Ghana is a lack of technical capacity. This refers to a lack of advanced machinery and technology and skills training for workers. Another significant issue is inconsistent quality control. The inability to maintain high-quality production levels significantly hinders the industry's growth (Amankwah-Amoah, 2016). The Ghanaian garment industry also grapples with weak supply chain structures. This is particularly evident in sourcing raw materials, which are often of low quality and irregularly supplied.

### ***2.5.1.2 Market Challenges***

The sector faces stiff competition from cheap imported garments, especially from Asia. This competition makes it difficult for local garment producers to compete, even within their domestic market. Accessing domestic and international markets remains a significant challenge

for the Ghanaian garment industry. The high cost of marketing, coupled with a limited understanding of international markets, is a barrier to industry growth (Tetteh & Ofosu, 2018).

#### **2.5.1.3 Policy Challenges**

Another major challenge is insufficient governmental support regarding favourable policies and regulations (Tetteh & Ofosu, 2018). While the Ghanaian government has introduced some supportive measures, they are often inadequately implemented or enforced. Compliance with environmental regulations is another challenge for the industry. These regulations, while necessary for environmental conservation, add to the operational costs of garment producers (Amankwah-Amoah, 2016). While the Ghanaian garment industry has significant economic growth and job creation potential, several challenges limit its expansion. These challenges cut across production, marketing, and policy domains, underscoring the need for a holistic and integrated approach to addressing them.

#### **2.6 Impact of the Challenges on the Performance of Fashion Houses**

The challenges faced by the garment industry can significantly impact the performance of fashion houses. The garment industry is a complex and dynamic sector encompassing various stages, including design, manufacturing, sourcing, and distribution. A key challenge in the garment industry is the issue of sustainability and ethical practices in supply chain management. Damhorst (2010) points out that the fast-fashion model relies on rapid production and consumption, contributing to environmental degradation. Given the increasing consumer awareness and demand for sustainable products (Niinimäki & Hassan, 2020), fashion houses are pressured to adapt to these expectations, which may imply increased costs and reduced speed. It also presents opportunities for differentiation and value creation through ethical and sustainable supply chains.

Again, the fashion industry has often been criticized for exploiting workers in low-wage countries (Amed et al., 2016). Labour rights abuses and poor working conditions in garment factories are significant concerns (Chalmers, 2007). This scrutiny can affect the reputation of fashion houses and, consequently, their performance, demanding improvement in workforce management and fair-trade practices. Furthermore, integrating new technologies into business models presents challenges and opportunities. For instance, the shift towards e-commerce has changed how fashion houses interact with their customers (Tungate, 2012).

Thus, the fashion industry constantly evolves, with technological advancements shaping consumer behaviour, manufacturing processes, and marketing strategies (Johnson et al., 2008; Bui et al., 2020). To remain competitive, fashion houses must stay updated with emerging technologies, such as digital design tools, automation in production, e-commerce platforms, and data analytics. Failing to adapt to technological changes can result in inefficiencies, missed opportunities, and loss of market share. On the one hand, digital platforms enable fashion houses to reach larger audiences and improve customer experience; on the other hand, they also require significant investment and strategic planning.

Economic instability, such as recessions or global pandemics, which represents another impact, can drastically impact the garment industry (Janson & Power, 2010). The COVID-19 pandemic, for instance, disrupted supply chains and decreased consumer demand. Fashion houses must build resilience to navigate these challenges, which could involve diversification, strategic partnerships, or developing leaner business models. Besides, fast fashion has increased pressure on fashion houses to deliver new collections more frequently, leading to design obsolescence (Johnson et al., 2008). The rise of fast fashion, characterized by quick turnaround times and low-cost production, has created a consumer expectation for frequent product launches and affordable prices.

Fashion houses may struggle to keep up with the demand for new designs and rapid production cycles, leading to a decline in sales if they fail to meet these expectations. Balancing quality, sustainability, and speed can be challenging for fashion houses aiming to maintain their brand image and customer loyalty. This model can impact performance by elevating production costs and resource usage but may also enable rapid response to market trends and consumer preferences.

## **2.7 Theoretical Framework**

A **theoretical framework** is a foundational review of existing theories that serves as a roadmap for developing the arguments you will use in your own work. Theories are developed by researchers to explain phenomena, draw connections, and make predictions. In a theoretical framework, you explain the existing theories that support your research, showing that your paper or dissertation topic is relevant and grounded in established ideas. In other words, your theoretical framework justifies and contextualizes your later research. Examples of theoretical framework include: Conceptual, deductive and inductive framework.

### **2.7.1 Economic Theories of Production**

#### **2.7.1.1 *The Classical Theory***

The Classical Theory of Production can be traced back to Adam Smith and his seminal work, “The Wealth of Nations” (Tiwari et al., 2007). Smith proposed that labour was the primary determinant of value, and this perspective was subsequently expanded upon by David Ricardo and Karl Marx, who significantly contributed to the development of classical economics. Classical economists believed a product’s value was derived from the labour required (Tiwari et al., 2007).

This 'labour theory of value' held that the cost of producing a good could be objectively measured by the number of labour hours put into it. However, these classical economists also acknowledged the role of capital and land in production. David Ricardo extended Tiwari's ideas, focusing more on the distribution of income and the notion of 'economic rent' - the idea that landowners can earn income simply because the land is limited (Ricardo, 2006). On the other hand, Davis argued that labour exploitation was intrinsic to capitalism. He introduced the concept of 'surplus value,' suggesting that capitalists profit by paying workers less than the value of what they produce (Davis, 1992).

While the classical production theory has been influential, it has also faced criticism. John Maynard Keynes, for example, argued that spending drives the economy, not production (Keynes, 1936). Moreover, the marginalist school of thought largely rejected the labour theory of value in the late 19th century. Economists like Jevons, Menger, and Walras argued that value is subjective and depends on an individual's marginal utility or satisfaction derived from consuming an additional unit of a good or service (Jevons, 1871; Menger, 1871; Walras, 1874).

The classical production theory has recently been revisited due to increasing inequality and environmental concerns. Some scholars argue that the theory provides a framework for understanding economic disparities and unsustainable production practices (Piketty, 2014; Harvey, 2018). Others see potential in integrating classical production theory with modern theories to tackle these issues (Shaikh, 2016). While the Classical Theory of Production has limitations, its emphasis on labour, capital, and land as the three main factors of production continue to inform economic discourse. Its focus on production and distribution provides a valuable lens for understanding and addressing contemporary economic issues.

Applying the Classical Theory of Production to the context of garment production can shed light on several aspects of the industry. The garment industry's labour, capital, and land

production can be analyzed. Labour involves the work done by individuals involved in various stages of garment production, such as design, cutting, sewing, and finishing. The role of labour is critical in garment production, as it involves a great deal of skilled manual work (Dickerson, 1995). Capital in garment production includes machinery, factories, and investments in technology. Over time, the garment industry has seen a significant increase in capital intensity, particularly with the advent of automation and computer-aided design and manufacturing systems. Despite this, labour remains a significant factor due to the intricate work required in garment production (Towill & Christopher, 2002). Land, or the production location, has also influenced the garment industry.

Many garment manufacturers have relocated their factories to countries with lower labour costs, highlighting the interplay between the factors of production (Gereffi & Frederick, 2010). The principle of diminishing returns also applies in garment production. For example, while initial investment in machinery can significantly boost productivity, the marginal increase in output decreases as more machines are added, especially if the number of skilled workers remains the same. However, the garment industry has seen an increased focus on sustainability, fair trade, and improved working conditions. These changes reflect an expanded understanding of production beyond the traditional factors of land, labour, and capital, including social and environmental considerations (Muthu, 2014).

### ***2.7.1.2 The Neoclassical Theory of Production***

The neoclassical theory of production builds upon the classical theory but incorporates the concept of marginal productivity. This theory, developed by economists such as Alfred Marshall, emphasizes the role of the marginal product of each input in determining the optimal combination of inputs. According to neoclassical theory, firms maximize their profits by choosing the combination of inputs that equates the marginal productivity of each input to its

price. The theory also introduces the concept of the production function, which represents the relationship between inputs and output. The neoclassical theory of production is a central idea in economics. It posits that a firm will combine its factors of production - namely, labour, capital, and sometimes land - to produce its output in such a way that maximizes profit while minimizing costs (Shephard, 1970).

This theory is based on several key assumptions.

First, it assumes that firms are rational and aim to maximize their profit. Second, it assumes that the factors of production are variable in the short run and that there are diminishing returns to scale in the long run. Third, it assumes that the market is competitive, meaning that firms are price-takers (Koopmans, 1957). The theory includes two critical functions: production and cost functions. The production function describes the maximum amount of output that a firm can produce with a given set of inputs. The cost function, on the other hand, describes the minimum cost of producing a given output level (Varian, 1992).

Applying the neoclassical theory to the garment production industry gives us a theoretical framework to understand the dynamics of this industry. First, the garment industry is highly labour-intensive. This means that labour is a significant factor of production in this industry, and firms often try to minimize their labour costs to maximize their profit. This has led many firms to outsource their production to countries where labour costs are lower (Gereffi & Frederick, 2010). The garment industry also requires a significant amount of capital. This includes the machinery needed to produce garments and the buildings and other infrastructures needed to house this machinery. According to the neoclassical theory, firms in the garment industry would aim to optimize the combination of labour and capital to minimize costs and maximize profit (Palley, 2002).

However, as the neoclassical theory assumes perfect competition, it may not fully capture the dynamics of the garment industry, characterized by various market imperfections. For instance, there are significant barriers to entry in this industry, and firms often have some degree of market power (Tokatli, 2008).

### ***2.7.2 The Human Capital Theory***

Human Capital Theory has been an influential framework for understanding the role of education, training, and individual skills in enhancing a person's economic productivity (Becker, 1964). These principles have profound implications for various sectors, including the garment production industry. This literature review will explore Human Capital Theory, its evolution, and how it has been applied in garment production.

The Human Capital Theory suggests that investments in education, training, and health significantly enhance an individual's economic productivity (Schultz, 1961). Human Capital Theory has often rationalised societal and personal educational investments, promoting economic development. Sweetland (1996) notes that Human Capital Theory posits education as a private and public investment yielding considerable returns.

The application of Human Capital Theory extends across various domains, from economics to sociology, and even in public policy-making. For instance, governments often utilize Human Capital Theory to justify investments in education and healthcare, framing them as critical inputs for economic growth (Psacharopoulos & Patrinos, 2004). Over time, Human Capital Theory has evolved, emphasizing the importance of a 'knowledge economy', where information and knowledge are vital economic resources (Powell & Snellman, 2004).

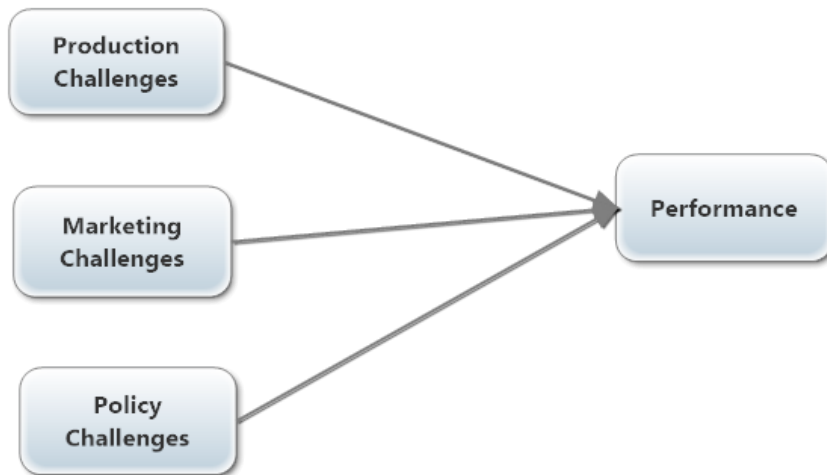
Garment production is a labour-intensive industry traditionally reliant on low-skill labour. However, with the advancement in technology and increasing globalization, the industry is undergoing a transition, with more emphasis on higher-skilled workers (Bair & Gereffi, 2001).

There has been an increasing realization that investments in human capital via education, training, and skill development can lead to higher productivity, quality improvements, and innovation in the garment industry (Tokatli, 2008). Workers with higher education and skills are more productive and better equipped to adapt to changing technology and market conditions.

Several studies have demonstrated the positive impact of investing human capital in the garment industry. One study in Bangladesh found that investing in worker training significantly increased productivity and reduced wastage (Majumdar, 2015). Similarly, a study of the garment sector in Cambodia indicated that firms investing in worker training had higher productivity and were more likely to export (Yamagata, 2012). The literature suggests adopting Human Capital Theory principles in the garment production industry can significantly improve productivity and competitiveness. This indicates the importance of policies encouraging investment in human capital, such as vocational training, skill development programs, and continuous learning opportunities (Gereffi et al., 2011).

Investing in human capital could improve working conditions and worker rights with the rising importance of sustainable and ethical fashion, leading to a more sustainable and equitable garment industry (Wood, 2014). In conclusion, Human Capital Theory provides a valuable lens to view the challenges and opportunities in the garment production industry. By focusing on investing in human capital, firms can not only enhance productivity but also foster a more sustainable and equitable industry.

## 2.8 Conceptual Framework



**Figure 2.1 Conceptual Framework (Source: Researcher’s Construct) 2023**

The conceptual framework for assessing the challenges of the garment industry and its impact on performance in selected fashion houses in the Greater Accra region of Ghana is founded on the analysis of three key independent variables: Production Challenges, Marketing Challenges, and Policy Challenges. These independent variables are believed to substantially impact the overall performance of fashion houses, which is the dependent variable.

Production Challenges encapsulate the issues faced during the creation of garments. It can include challenges such as the unavailability of skilled labour, technological shortcomings, irregular power supply, and high materials costs. Such challenges can directly impact the production capacity, quality of products, and ultimately the overall performance of fashion houses.

Additionally, Marketing Challenges signify the struggles related to the marketing and distribution of the garments. These challenges can include competition, consumer preferences, accessibility to markets, pricing, and advertising. This can significantly affect how the product

is perceived by consumers, influencing their buying decisions and, in turn affecting the sales and profitability of the fashion houses.

Policy Challenges, on the other hand, pertain to regulatory and policy-related issues. These might include high import taxes, limited access to credit, export restrictions, lack of governmental support, and inconsistent policy regulations. These issues can create barriers to entry, limit expansion, and pose significant hurdles that may impede the operation and growth of the fashion houses, thereby affecting their performance.

Performance is measured by various factors such as financial results (profitability, revenue), operational efficiency, market share, and customer satisfaction. It is crucial to note that the relationships indicated in this conceptual framework might be complex and multi-directional. For instance, challenges in one area could indirectly influence another, e.g., production challenges may lead to marketing difficulties by affecting product availability.

This conceptual framework hence serves as a basis to deeply understand the critical challenges faced by fashion houses in the Greater Accra region of Ghana and how these challenges potentially impact their performance. This understanding could subsequently guide the development of strategies and policies to improve the efficiency and effectiveness of the garment industry within this region.

## **2.9 Hypothesis**

- H1 There is a significant negative relationship between production challenges and the performance of fashion houses in the Greater Accra region of Ghana.
- H2 There is a significant negative relationship between marketing challenges and the performance of fashion houses in the Greater Accra region of Ghana.

H3 There is a significant negative relationship between policy challenges and the performance of fashion houses in the Greater Accra region of Ghana.

By addressing these challenges, fashion houses in the Greater Accra Region of Ghana could improve their performance and competitive standing in the garment industry. This hypothesis warrants a detailed investigation, which will further explore the extent and impact of these challenges, offering invaluable insights for both the fashion houses and policymakers

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Overview**

In this chapter, the researcher presents the methods and procedures used to obtain data. According to Mishra and Alok (2022), research methodology refers to the systematic and logical framework within which research is conducted. It encompasses the actions, procedures, and tools to investigate a research problem and gather relevant data. The choice of research methodology depends on the nature of the research problem, the research objectives, and the available resources. Thus, it involves the actions and procedures which are relevant in investigating a research problem, a subject and the rationale or justification for the application of specific procedures or techniques used to identify, select, process and analyze information applied to understand the problem, thereby allowing the reader to evaluate a study's overall validity and reliability.

The methodology is also the process of studying how research is done (Pandey & Pandey, 2021). The methodology aims to provide the various steps this study adopts in investigating the research problems and their underlying logistics. The chapter deepens the understanding of the study plan and provides room for comparison with other prior studies while enhancing possible means of replicating the study in the future (Patel & Patel, 2019). The chapter focuses on the research design, target population sample size and sampling procedures, research instruments, validity and reliability, data analysis and presentation, ethical considerations and conclusion.

#### **3.2 Research Design**

Research design is a researcher's overall plan or strategy to answer their research questions or test hypotheses. It involves making decisions about various aspects of the research process,

such as the type of study, data collection methods, sample selection, and data analysis techniques (Asenahabi, 2019). A well-designed research study ensures that the data collected is reliable, valid, and relevant to the research objectives. According to Flick (2022), a research design is the framework, plan, and structure for investigating a phenomenon and enables the researcher to obtain appropriate answers to the developed research questions.

It is, thus, a blueprint that outlines the processes or procedures for measurements, data collection, and analysis of these data. The study design is a specific plan or protocol for conducting the study allowing the investigator to translate the study facets or transform the conceptual hypothesis into an operational one (Habib et al., 2014). Although there are several research designs, not all are suitable for every study. However, the choice of a particular design depends mainly on the research problem and the research approach. Based on this, researchers evaluate the suitability and appropriateness of the available research designs for their studies.

The literature also shows that a quantitative approach requires a design capable of handling quantified or numerical data. Therefore, referencing these, the study adopts a survey design. According to Devi (2017), a descriptive survey is one of the study designs that pave the way for a useful collection of data from a large group of people. Descriptive survey design involves using standardized questionnaires to produce quantifiable data and open-ended data on the variables of interest for the population. They are accessible and authoritative research strategies, affording researchers more control over the research process. This descriptive survey design is a method for collecting information or data as reported by individuals. The surveys are questionnaires or a series of questions presented to research participants who answer them themselves (Nayak & Padhye, 2018; Kuada, 2012).

Descriptive survey design involves collecting and analysing a large amount of quantitative and open-ended data from a sizeable population through descriptive and inferential statistics.

Siedlecki (2020) noted that using descriptive survey design provides an avenue to employ descriptive and inferential statistics to explain findings and answer research questions. The feature is consistent with the focus of this study. Also, this design will aid the researcher in explaining the findings from the study, and the generalization of the conclusions reached. The descriptive survey design is also suitable and appropriate when comparing and analyzing the responses from standardized questionnaires through descriptive and inferential statistics, which fit well in the design.

Another reason for employing the descriptive survey design is that it is consistent with the study approach. The study will be designed and structured to allow the instrument to be adapted to derive data from large samples of numerical data across the target population. Nevertheless, the researcher ensured that the instrument adopted is consistent with the needs of the study, data requirement and measurement of the study variables (Jamieson et al. 2023). This design would also enhance the consistency required between the research approach and the research design in determining the challenges of the garment industry and its impact on performance in selected fashion houses.

Furthermore, the three main research approaches for conducting a study are quantitative, qualitative and mixed. The quantitative approach was used for the current study. The quantitative approach involves numerical-based data collection where the information collected can be quantified and rigorously subjected to higher-order statistical analysis to support or refute alternative knowledge claims. Again, it deals with cause and effect thinking, reduction to specific variables and hypotheses and questions, use of measurement and observation and test of theories), and employs strategic enquiry (Nayak & Padhye, 2018; Kuada, 2012).. Also, the quantitative approach is one of the best to help the researcher test pre-determined hypotheses and produce generalizable results.

### **3.3 Population**

A population can be described as the complete set of subjects that can be studied (Majid 2018). The accessible population for this study included all fashion houses in the Greater Accra Region of Ghana. The estimated population was 60 fashion houses.

### **3.4 Sample Size and Sampling Procedures**

Sampling refers to the process of accurately selecting subjects from the study population with the intention of equal representation of the entire population. According to Sharma (2017), sampling cannot be evaded in research as it is unrealistic to survey the entire population due to budget and time constraints; thus, samples are drawn to represent a population adequately. Bodnar et al. (2013) define a sample as a relatively small number of units used to generalize the whole. Its primary objective is to provide accurate estimates of an unknown parameter. It is made up of single members or units.

Also, sampling is a practical way to collect data when the population is colossal; thus, studying all its elements is impossible. It may be the only efficient method of data collection. Its main advantage is that it is less costly and less time-consuming (Rahi et al., 2019; Etikan & Bala, 2017). This study used a non-probability sampling method. Vehovar et al. (2016) noted that non-probability sampling methods provide a range of alternative techniques for the researcher. The purposive sampling technique was used to select sixty (60) fashion houses in the Greater Accra Region of Ghana. In all, sixty (60) fashion houses, with three (3) employees each from the 60 fashion houses, were selected to participate in the study. This led to a total of 180 fashion employees from the 60 fashion houses. The three employees were made up of owners, Managers, apprentices, workers and others . The 60 fashion houses were purposely selected from some of the busy market areas like Tema, Ashaiman, Newtown, Afiencya and some people whose shops are located at home.

Purposive sampling is appropriate when the study aims to glean knowledge from targeted respondents deemed to have specific knowledge in the field of study. Purposively selecting a case is a deliberate decision by the researcher; thus, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of their knowledge or experience.

### **3.5 Data Collection Instruments**

This study adopted the quantitative approach; therefore, the self-administered questionnaire was used to collect data because most of the population for the study were literate. Questionnaires are used as a general term to comprise all methods of data gathering in which each person is required to respond to the same set of questions in a pre-determined order. Questionnaires are frequently one of the specific forms of primary data collection on which it depends for the accuracy of the data. It is a standard technique for gathering primary data in more than half of the comprehensive research studies in business.

A valid questionnaire will permit accurate data to be collected, and one that is reliable will mean that these data are collected consistently (Rahi et al., 2019). Again, using the questionnaire will guarantee consistency, uniformity and stability in response. Its usage will make the respondents complete answering the questionnaire at their convenience and ensure their greater anonymity. Both closed-ended and open-ended questions was asked. The open-ended questions will allow participants to express their views freely on issues raised.

### **3.6 Validity of Research Instruments**

The validity of an instrument is the extent to which research instruments measure what they are intended to measure. The validity, thus, is the accurateness, meaningfulness and technical reliability of the research instrument (Knapp & Mueller, 2010). Explicitly, this study used

content validity since the primary purpose of the study was to establish the situation as it exists. To establish the content validity of research instruments, an expert review was sought as proposed by. The supervisor of the researcher scrutinized the instruments' content. The opinions, comments, and suggestions were considered, and the instruments were reviewed. Moreover, content validity was improved through the piloting of instruments.

### **3.7 Reliability of Instruments**

Reliability measures the degree to which a research instrument will reliably produce the same result after being administered several times to the same respondents (Mohamad et al., 2015; Knapp & Mueller, 2010). In order to test the reliability of the questionnaires, the researcher used the test-retest method. This was done by administering the same questionnaire twice to the pilot fashion houses within two weeks. Reliability coefficient was calculated to establish the degree to which the contents of the questionnaire consistently prompted the same responses every time they were administered (Knapp & Mueller, 2010).

### **3.8 Data Analysis and Techniques**

Analysis involved editing the questionnaires and tabulating and coding the responses. There is no rational approach or the most suitable process for analyzing quantitative data in the methodology literature. Analysis refers to and requires an ultimate choice (Ewusie, 2020). For instance, in analyzing and interpreting qualitative data, it is essential to bring meaning to them so that they recount a consistent narrative; thus, others may read and comprehend what has been discovered. Consequently, the data gathered will be analyzed, employing quantitative approaches to provide a reasonable meaning to the study. However, the responses will be compiled, edited, coded and tallied. The scores for individual respondents will be aggregated

across the items to reach the ultimate raw score. Manageable percentages, including frequency tables and inferential statistics, will be adopted to examine the issues.

### **3.9 Ethical Considerations**

In conducting this study, the researcher was aware of the ethical responsibility to protect the rights and interests of all entities involved. This includes ensuring the data is collected, analyzed and reported ethically. Ethical considerations are vital in research, irrespective of whether the research is qualitative or quantitative (Bitter et al., 2020). As Armond et al. (2021) argue, it is crucial to incorporate ethical considerations in any investigation.

The researcher adhered to the ethical guidelines Gregory (2003) outlined in conducting this study. These guidelines address essential considerations such as obtaining informed consent from entities whose data were accessed, maintaining the confidentiality of information, evaluating potential risks, ensuring reciprocity, and determining data access and ownership. While some ethical challenges were identified during the research process, steps were taken to address them. A critical ethical concern was ensuring that entities whose data were accessed fully understood the nature and purpose of the research.

To maintain ethical standards, the researcher followed the guidelines Bitter et al. (2020) outlined to consider various ethical aspects such as informed consent, confidentiality, risk assessment, reciprocity, data access, and ownership. In cases where data was sourced directly from entities, informed consent was obtained, detailing how the data would be used and ensuring a clear understanding of their participation in the study.

To ensure confidentiality, proper procedures were established to ensure that the information gathered was used only for the intended purposes (Bitter et al., 2020). The data collected was protected through strict measures, and confidential documents and records were kept in a

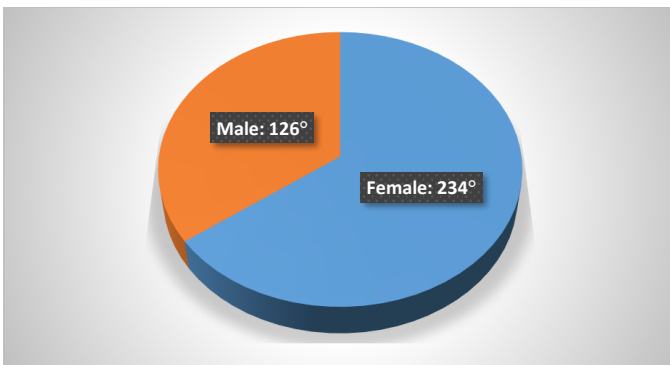
secure place, accessible only to the researcher and their supervisors. In order to preserve confidentiality, the data gathered from each entity was not shared with any other entity involved in the study.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSIONS

#### 4.1 Overview

The current study investigates the challenges of the Ghanaian fashion industry, focusing on sixty (60) fashion houses in the Greater Accra Region of Ghana as the case study. A non-probability sampling method, specifically the purposive sampling technique, was used to select these fashion houses, with three (3) employees each participating in the study. A total of 180 fashion employees from the 60 fashion houses were chosen as the sample participants. Out of the 180 questionnaires distributed, 149, representing 83% of the total, were considered valid for further analysis. The researcher could not retrieve the remaining instruments distributed.



*Figure 4.1 Gender distribution of the respondents*

*Source: Fieldwork (2023)*

Figure 4.1 displays the gender distribution of the respondents from the sixty (60) selected fashion houses in the Greater Accra Region of Ghana. The results show that 234 degrees representing 65.4% of the respondents were females, while 126 degrees representing 34.6% were males. This gender distribution is consistent with the perception that the fashion industry in Ghana is predominantly a female profession. The implications of this gender distribution are

noteworthy. The over-representation of females in the fashion industry may reflect broader social and cultural norms around gender roles and expectations in Ghana. These norms may contribute to the gender-based occupational segregation observed in the industry, with women concentrated in lower-paid and less-skilled roles.

The gender distribution of the respondents highlights the gendered nature of the fashion industry in Ghana and the need for policies and interventions that address gender-based occupational segregation and promote gender equality in the industry.

**Table 4.1 Age of Respondents**

Age range (years)	Frequency ( <i>n</i> )	Percent (%)
Below 20	32	21.8
21 – 25	44	29.5
26 – 30	25	16.7
31 – 35	31	20.5
36 – 40	17	11.5
Total	149	100.0

**Source: Fieldwork (2023)**

Table 4.1 presents the age distribution of the 149 respondents who participated in the research. A careful examination of the data reveals several key insights into the sample composition. The largest group of respondents falls within the age range of 21 to 25, representing 29.5% of the total sample. This indicates a substantial presence of young adults in the fashion industry, suggesting a dynamic and youthful influence. The next significant age group is those below 20, constituting 21.8% of the respondents. Together with the 21 to 25 age range, these two categories comprise more than half of the total respondents (51.3%), emphasizing the youthful demographic within the industry.

The age groups 26 to 30 and 31 to 35 are also well represented, accounting for 16.7% and 20.5% of the sample, respectively. These figures strongly represent mid-career professionals who likely bring more experience and stability to the industry. The smallest age group is 36 to 40, making up 11.5% of the sample. The smaller representation of this age group may indicate various factors, such as higher positions in the industry, a shift to different career paths, or other socio-economic dynamics.

The data in Table 4.1 highlight a predominantly young workforce in the Ghanaian fashion industry, with a significant focus on the early stages of professional development (below 25 years). The distribution also reflects a continuous presence of mid-career professionals, contributing a blend of energy and experience. The relative under-representation of the 36 to 40 age group may prompt further investigation into the career paths and opportunities for older professionals within the industry. Overall, the age distribution presents a picture of an industry marked by youthfulness, dynamism, and potential growth, supported by a backbone of more experienced professionals.

**Table 4.2 Educational Qualification**

<b>Educational Qualification</b>	<b>Frequency (n)</b>	<b>Percent (%)</b>
None	20	13.4
Basic Education	30	20.1
Secondary Education	40	26.8
Diploma	25	16.8
1st Degree	20	13.4
2nd Degree	14	9.5
Total	149	100.0

**Source: Fieldwork (2023)**

Table 4.2 outlines the respondents' educational qualifications within the study sample. It is evident from the data that the majority of respondents have at least completed secondary education, accounting for 26.8% of the sample. This is followed by those who have attained primary education, constituting 20.1%.

A significant proportion of the sample also holds a diploma (16.8%) or a first degree (13.4%), reflecting a somewhat diverse educational background among the participants. Interestingly, the number of respondents with no formal education is relatively low at 13.4%, while the smallest group comprises those with a second degree, making up only 9.5% of the total sample.

This distribution provides valuable insights into the educational landscape among the respondents, highlighting the predominance of secondary education and signalling a potential correlation between educational attainment and factors that may be explored further in the study. It also underscores the importance of considering educational background as a variable in understanding the research context and may have implications for policy and practice in the field under investigation.

**Table 4.3 Working experience**

<b>Years in business</b>	<b>Frequency (<i>n</i>)</b>	<b>Percent (%)</b>
< 1 year	8	5.3
1 – 5 years	80	53.6
6 – 10 years	38	25.5
11 years & above	23	15.4
Total	149	100

**Source: Fieldwork (2023)**

Table 4.3 provides a detailed insight into the working experience of respondents, categorized by their years in business within the study's context. The majority of respondents, constituting 53.6% of the sample, have been in the business for 1 to 5 years. This significant portion suggests a dynamic segment within the industry where many have recently entered and are still in the early stages of their careers or business ventures.

Next, 25.5% of respondents have 6 to 10 years of experience. This quarter of the sample represents individuals with moderate experience who have likely encountered various challenges and successes in their field and can provide substantial insights into the industry's evolution. The smallest group, with 5.3% of respondents, consists of those with less than one year in business. These individuals may be at the initial phase of their careers or business, presenting unique perspectives on the barriers and opportunities for newcomers in the industry.

Lastly, the respondents with 11 years of experience and above comprise 15.4% of the sample. This segment illustrates a more seasoned and well-established group within the industry, providing a longer-term perspective that may enrich the understanding of sustained practices, trends, and transformations in the field.

In conclusion, Table 4.3 showcases various experience levels among the respondents, from novices to veterans. Such distribution may reflect the industry's dynamic nature and

heterogeneous landscape. Understanding these different experience levels could be crucial in interpreting various attitudes, behaviours, and insights into the industry, which could be pivotal for policymaking, interventions, or strategic planning in the context of the study.

**Table 4.4 Job Description of Respondents**

<b>Rank</b>	<b>Frequency (<i>n</i>)</b>	<b>Percent (%)</b>
Owner	4	2.7
Manager	74	49.6
Worker	32	21.2
Apprentice	18	12.2
Other	21	14.1
Total	149	100.0

**Source: Fieldwork (2023)**

Table 4.4 provides a detailed insight into the educational qualifications of the respondents within the Ghanaian fashion industry, specifically considering their ranks.

The most significant proportion of respondents were Managers, comprising nearly half the total sample at 49.6%. This significant percentage could indicate the managerial roles' importance in the industry and possibly a preference for surveying those who have a comprehensive understanding of the overall business operations. The next significant category is the Workers, representing 21.2% of the respondents. These individuals will likely be involved in the hands-on aspects of fashion creation, reflecting a considerable portion of the industry's workforce.

Apprentices comprised 12.2% of the sample, which may reflect the prevalence of on-the-job training or mentorship within the industry. Apprenticeship could be a common pathway for

skill development and entry into various roles in the fashion industry. Despite being critical stakeholders, owners constituted only a tiny percentage of the sample at 2.7%. This lower representation might be due to fewer owners relative to other roles, or the focus of the study may not have targeted this particular group extensively.

Table 4.4 illustrates a complex picture of the educational qualifications and ranks within the Ghanaian fashion industry. It underscores the industry's hierarchical structure and highlights the importance of considering various roles and responsibilities when analysing and developing strategies for this sector. The distribution in this table may also provide essential insights into the industry's workforce development needs and priorities, guiding future policies and interventions.

## 4.2 Descriptive Statistics Role and Importance of Fashion Houses

**Table 4.5 Descriptive Statistics on the Role and Importance of Fashion Houses**

Statement	N	Min.	Max.	Mean	±SD
Fashion houses in Ghana significantly influence local garment trends	149	2	5	4.50	.629
The success of the garment industry in Ghana relies on fashion houses	149	2	5	4.46	.592
Fashion houses create job opportunities in the Ghanaian garment industry	149	2	5	4.42	.623
Local fashion houses have a strong global presence	149	1	5	4.52	.628
Fashion houses play a key role in promoting traditional Ghanaian designs	149	1	5	4.50	.725
Fashion houses contribute to innovation and design improvements in the garment industry	149	1	5	4.40	.747
There is a sufficient collaboration between fashion houses and garment manufacturers	149	1	5	3.27	.768
Fashion houses are instrumental in training and developing garment industry talent	149	1	5	3.04	1.143
Fashion houses in Ghana can compete with international brands	149	1	5	2.74	1.345
Fashion houses have helped in enhancing the quality of garments produced in Ghana	149	1	5	2.53	.875
The garment industry in Ghana would suffer without the influence of fashion houses	149	1	5	4.49	1.186
The government adequately supports fashion houses in Ghana	149	1	5	3.41	1.520
The creativity of local fashion houses sets the pace for the entire garment industry	149	1	5	3.52	1.325
Fashion houses in Ghana significantly influence local garment trends	149	1	5	3.20	.780

**Source: Fieldwork (2023)**

Table 4.5 reveals insights into the perceptions regarding the role and importance of fashion houses in the Ghanaian garment industry. The statements are evaluated on a scale from 1 to 5.

The areas where respondents strongly agreed, indicating significant influence or importance, include the influence of fashion houses on local garment trends ( $M=4.50$ ,  $\pm SD=0.629$ ), their role in the success of the industry ( $M=4.46$ ,  $\pm SD=0.592$ ), and the creation of job opportunities

(M=4.42,  $\pm$ SD=0.623). The strong global presence of local fashion houses also received high agreement (M=4.52,  $\pm$ SD=0.628).

The aspects that received relatively lower agreement scores highlight potential challenges or areas for improvement. This includes the sufficiency of collaboration between fashion houses and garment manufacturers (M=3.27,  $\pm$ SD=0.768), the role in training and developing talent (M=3.04,  $\pm$ SD=1.143), and the ability to compete with international brands (M=2.74,  $\pm$ SD=1.345).

The composite scores of the responses imply a nuanced perception of the fashion houses' roles in the Ghanaian garment industry. The strong agreement regarding their influence on trends, job creation, and global presence indicates recognition of their critical contributions to the industry's growth and success. However, the lower scores related to collaboration, talent development, and competitiveness may signal potential barriers or challenges that must be addressed.

By focusing on strengthening collaboration, enhancing talent development, and improving the ability to compete internationally, fashion houses in Ghana may be able to enhance their overall impact. Addressing these areas could increase productivity, efficiency, and quality, fostering the industry's competitiveness, growth, and sustainability. Conversely, the relatively high scores on influence, global presence, and innovation suggest that these are already strong areas, but there may still be opportunities for further development and leveraging of these strengths to achieve greater success within the industry.

### 4.3 The Challenges Confronting the Garment Industry in Ghana

**Table 4.6 General Challenges Confronting the Garment Industry in Ghana**

Statement	N	Min	Max	Mean	±SD
Lack of modern technology hinders the growth of the garment industry in Ghana	149	1	5	4.19	.935
Ghana's garment industry suffers from inadequately skilled labour	149	1	5	4.01	.915
High production costs negatively affect the competitiveness of the garment industry in Ghana	149	1	5	3.60	1.163
The garment industry in Ghana is significantly affected by low-quality raw materials	149	1	5	4.00	.923
Ghana's garment industry is negatively affected by unfair international trade policies	149	1	5	3.95	0.984
Inadequate power supply is a significant challenge in Ghana's garment industry	149	1	5	4.49	1.022
Inadequate infrastructure hampers the growth of the garment industry in Ghana	149	1	5	4.02	1.044
Access to financing is a significant challenge for the garment industry in Ghana	149	1	5	3.02	1.335
The inability to meet international standards is a challenge for the garment industry in Ghana	149	1	5	3.42	1.282
Limited market access is a significant challenge for the garment industry in Ghana	149	1	5	3.54	1.387
Environmental sustainability is a significant challenge for the garment industry in Ghana	149	1	5	3.47	1.393
Political instability in Ghana hinders the growth of the garment industry	149	1	5	4.02	1.044
The lack of governmental support hinders the growth of the garment industry in Ghana	149	1	5	3.02	1.335
The prevalence of counterfeit goods in the market affects the garment industry in Ghana	149	1	5	3.42	1.282
Inadequate industrial policy and regulations negatively impact the garment industry in Ghana	149	1	5	3.54	1.387

**Source: Fieldwork (2023)**

Table 4.6 presents data on the challenges confronting the garment industry in Ghana. The data was measured on a scale of 1 (strongly agree) to 5 (strongly disagree). From the mean scores, one can identify that the respondents strongly agree that the lack of modern technology hinders the growth of the garment industry in Ghana (Mean = 4.19, ±SD = .935) and that Ghana's

garment industry suffers from inadequately skilled labour (Mean = 4.01,  $\pm$ SD = .915). High production costs were also considered a significant challenge but with a lower degree of agreement (Mean = 3.60,  $\pm$ SD = 1.163).

The respondents strongly agreed that inadequate power supply is a significant challenge in Ghana's garment industry (Mean = 4.49,  $\pm$ SD = 1.022), and they also showed concerns about inadequate infrastructure (Mean = 4.02,  $\pm$ SD = 1.044). The financing access appeared less concerning but still agreed upon as a challenge (Mean = 3.02,  $\pm$ SD = 1.335). The respondents agreed that international standards and market access are significant challenges (Mean = 3.42 and 3.54,  $\pm$ SD = 1.282 and 1.387, respectively). Environmental sustainability and political instability were seen as considerable challenges, too (Mean = 3.47 and 4.02,  $\pm$ SD = 1.393 and 1.044). The lack of governmental support (Mean = 3.02,  $\pm$ SD = 1.335), the prevalence of counterfeit goods (Mean = 3.42,  $\pm$ SD = 1.282), and inadequate industrial policy and regulations (Mean = 3.54,  $\pm$ SD = 1.387) were also identified as hurdles in the garment industry.

From the analysis, it can be resolved that the garment industry in Ghana faces multifaceted challenges ranging from technological deficiencies to human resource constraints, economic barriers, and regulatory shortcomings. The responses highlight a strong need for technological advancements, skilled labour development, policy support, and quality assurance. While some areas, such as inadequate power supply, are more critical, the challenges paint a picture of an industry needing comprehensive interventions and support from various stakeholders. Enhancing infrastructure, providing easier access to finance, promoting fair trade policies, and ensuring government backing could be pivotal in addressing these challenges and steering the industry towards growth and global competitiveness.

#### 4.4 Production Challenges in the Garment Industry

**Table 4.7 Descriptive Statistics Production Challenges**

Statement	N	Min	Max.	Mean	±SD
Ghanaian fashion designers are affected by international market competition	149	1	5	3.38	1.425
The Ghanaian fashion industry has enough resources to compete globally	149	1	5	3.46	1.125
Current fashion trends impact the success of the fashion industry in Ghana	149	1	5	3.58	1.157
There is a strong correlation between the quality of fashion products and their sales in Ghana	149	1	4	2.58	1.013
Local consumer demands significantly affect the performance of the fashion industry in Ghana	149	1	5	3.96	1.098
Cultural challenges affect the ability of Ghanaian fashion designers to compete globally	149	1	5	3.92	1.078
The skills and creativity of Ghanaian fashion designers are on par with international standards	149	1	5	3.73	.863
The Ghanaian fashion industry effectively addresses the current environmental sustainability issues	149	1	5	3.50	.752
Government policies are supportive of the growth and development of the fashion industry in Ghana	149	1	5	3.27	1.028
Limited access to modern technology is a challenge to the performance of the Ghanaian fashion industry	149	1	5	3.92	1.078
The Ghanaian fashion industry is responsive to changes in global fashion trends	149	1	5	4.58	.635
The Ghanaian fashion industry has adequate infrastructure to support its growth	149	1	5	4.04	.860
The lack of skilled labour is a significant challenge to the Ghanaian fashion industry	149	1	5	3.96	.986
Collaboration among Ghanaian fashion designers can significantly improve industry performance	149	1	5	3.58	1.123

**Source: Fieldwork 2023**

Table 4.7 provides insights into the relationship between production challenges and performance in the Ghanaian fashion industry. Respondents acknowledge that international market competition affects Ghanaian fashion designers (Mean = 3.38, ±SD = 1.425), reflecting the global pressures on local designers. There are mixed perceptions about Ghana's ability to compete globally, with a mean score of 3.46, indicating neither strong agreement nor disagreement.

The influence of current fashion trends on the industry's success in Ghana is recognized, with a mean score of 3.58, highlighting the importance of staying abreast of global trends. Quality is also seen as paramount, as there is a strong correlation between the quality of fashion products and their sales (Mean = 2.58). Local consumer demands play a significant role, with respondents agreeing that these demands affect the industry's performance (Mean = 3.96). This is complemented by the recognition of cultural challenges (Mean = 3.92), which might affect the ability of Ghanaian designers to compete globally.

Regarding skills and creativity, the respondents believe that Ghanaian fashion designers meet international standards (Mean = 3.73). However, there are mixed feelings about how effectively the Ghanaian fashion industry addresses environmental sustainability issues (Mean = 3.50), and the respondents are neutral about government policies supporting the industry's growth (Mean = 3.27).

Technological challenges are apparent, with limited access to modern technology as a significant hindrance (Mean = 3.92). Despite this, the industry's responsiveness to global fashion trends is highly rated (Mean = 4.58), and there is a perception of adequate infrastructure to support growth (Mean = 4.04). The lack of skilled labour is a significant challenge (Mean = 3.96), highlighting potential development areas. Collaboration among Ghanaian fashion designers is seen as a pathway to improving industry performance (Mean = 3.58), indicating the value of cooperation and networking.

In conclusion, Table 4.7 reveals a multifaceted picture of the Ghanaian fashion industry, marked by adaptability, creativity, and local consumer engagement strengths. Simultaneously, there are clear areas for improvement and development, particularly in technology access, skilled labour, government support, and sustainability efforts. These insights provide a

comprehensive understanding of the industry's challenges and opportunities, paving the way for targeted strategies to enhance growth and competitiveness.

#### 4.5 Marketing Challenges in the Garment Industry

**Table 4.8 Descriptive Statistics on the Marketing Challenges**

Statement	N	Min	Max	Mean	±SD
Our garment business struggles to attract new customers	149	1	5	2.19	.935
It's challenging to retain existing customers	149	1	5	2.18	.915
Our company faces intense competition from larger brands	149	1	5	2.60	1.163
Our business has difficulty differentiating our products from competitors	149	1	5	2.50	.923
We struggle to set the right pricing that attracts customers and still gives us a good profit	149	1	5	1.49	.987
We find it hard to market our products online (e-commerce)	149	1	5	2.41	.652
Our business lacks effective promotional strategies	149	1	5	4.30	.542
Our business struggles to engage customers on social media	149	1	5	3.88	1.002
We lack the resources for conducting thorough market research	149	1	5	4.06	1.173
Our business finds it difficult to adapt to changing fashion trends	149	1	5	3.40	1.181
We struggle to build strong relationships with suppliers and distributors	149	1	5	3.94	1.157
It is challenging to create a distinctive and appealing brand image	149	1	5	4.02	1.124

**Source: Fieldwork 2023**

The analysis of Table 4.8 reveals insights into the marketing challenges the garment industry faces. The responses were measured on a 5-point Likert scale where 5=strongly agree to 1=strongly disagree.

The results show that garment manufacturing firms struggle significantly concerning the difficulty of attracting new customers; the mean score of 2.19 and a standard deviation of .935

indicates that respondents generally disagree or are neutral about this challenge. A similar trend is seen in retaining existing customers, with a mean score of 2.18 and a standard deviation of .915. Shifting towards competition, the respondents feel slightly more concerned about facing competition from more prominent brands, as indicated by a mean score of 2.60 and a standard deviation of 1.163. Closely related, differentiating products from competitors is a mild concern, with a mean of 2.50 and a standard deviation of .923.

Pricing appears to be a lesser concern, with a mean score of 1.49 and a standard deviation of .987, indicating strong disagreement that this is a challenge. Meanwhile, marketing products online has a mean of 2.41 and a standard deviation of .652, suggesting a general disagreement or neutrality.

A significant shift is noticed in promotional strategies, where the respondents largely agree that they lack effective strategies, as evidenced by a high mean score of 4.30 and a standard deviation of .542. This trend continues with engaging customers on social media, with a mean score of 3.88, and lacking resources for market research, with a mean of 4.06.

The further agreement is seen in difficulties adapting to changing fashion trends, building relationships with suppliers and distributors, and creating a distinctive brand image, with mean scores of 3.40, 3.94, and 4.02, respectively.

In conclusion, the analysis delineates where the industry sees significant challenges, such as in promotional strategies, social media engagement, market research, and building brand image, while other areas, like pricing and attracting new customers, are not perceived as significant challenges. This multifaceted view of the industry offers valuable insights for decision-makers to prioritize areas for improvement and strategic development.

#### 4.6 Policy Challenges in the Garment Industry

**Table 4.9 Descriptive Statistics on Policy Challenges in the Garment Industry**

Statement	N	Min	Max	Mean	±SD
Our company is significantly affected by frequent changes in governmental policies	149	1	5	4.19	.935
Current import/export regulations hinder our ability to compete globally	149	1	5	4.01	.915
Taxation policies in our region are unfavourable for our garment business	149	1	5	4.60	1.163
We struggle to comply with environmental regulations related to our industry	149	1	5	1.50	.923
Labour laws and regulations create challenges in managing our workforce	149	1	5	1.49	.987
Obtaining necessary licenses and permits is a cumbersome process for our business	149	1	5	3.86	.652
Trade policies are not conducive to our business expansion into new markets	149	1	5	4.30	.542
Our business lacks the resources to stay updated and comply with all relevant policies and regulations	149	1	5	3.88	1.002

**Source: Fieldwork (2023)**

Table 4.9 elucidates the descriptive statistics concerning policy challenges in the Garment Industry. The data reveals that participants strongly agree that their companies are significantly affected by frequent changes in governmental policies, as indicated by a mean score of 4.19 and a standard deviation of .935.

Likewise, current import/export regulations hindering global competition (mean 4.01, ±SD .915) and unfavourable taxation policies (mean 4.60, ±SD 1.163) are considered substantial obstacles. Conversely, the respondents largely disagree that complying with environmental regulations (mean 1.50, ±SD .923) and managing the workforce due to labour laws (mean 1.49, ±SD .987) are major challenges.

However, obtaining necessary licenses and permits is cumbersome, reflected by a mean of 3.86 and a standard deviation of .652. Furthermore, the respondents strongly agree that trade policies are not conducive to business expansion into new markets (mean 4.30,  $\pm$ SD .542), and there is general agreement that businesses lack the resources to stay updated and comply with relevant policies and regulations (mean 3.88,  $\pm$ SD 1.002).

The analysis portrays a clear picture of how various policy-related factors are influencing the garment industry as the results show that the company is significantly affected by frequent changes in governmental policies, current import/export regulations hinder our ability to compete globally, Taxation policies in our region are unfavourable for our garment business, and Trade policies are not conducive to business expansion into new markets.

#### 4.7 Impact of the Challenges on the Operations of Garment Firms

**Table 4.10 Impact of the Challenges on the Operations of Garment Firms**

Statement	N	Min	Max	Mean	±SD
Lack of modern equipment affects my productivity	149	1	5	4.40	.936
The high cost of materials significantly impacts the profit margin.	149	1	5	4.60	.608
The lack of skilled labour in the market affects the quality of work.	149	1	5	4.50	.673
Infrastructural challenges (electricity, water, etc.) hinder our daily operations.	149	1	5	4.40	.609
Competition from foreign fashion brands negatively affects sales.	149	1	5	4.55	.733
Difficulties in accessing capital/loans significantly hamper business growth.	149	1	5	3.55	.994
Inadequate government support and industry regulation affect businesses negatively.	149	3	5	4.04	.591
The high cost of shipping and logistics affects our ability to serve customers outside of the location.	149	2	5	4.08	.834
Inconsistent supply of quality fabrics/materials affects our production schedule.	149	1	5	3.62	1.119
Changes in fashion trends are difficult to keep up with, affecting our product relevance.	149	1	5	3.65	1.174
The lack of a vibrant local market for fashion products hinders our sales growth.	149	1	5	3.46	1.125
The absence of a platform for global visibility affects our international sales.	149	1	5	3.35	1.308
Limited access to advanced fashion design training affects our product innovation.	149	2	5	3.69	1.036
Lack of adequate intellectual property protection affects our design security.	149	1	5	3.73	.949

**Source: Fieldwork (2023)**

Table 4.10 presents the data on the perceived impact of various challenges on the performance of fashion houses in Ghana, measured on a scale of 1 (Not at all) to 5 (Very large extent). From the mean scores, the respondents strongly agreed that the lack of modern equipment affects productivity in their fashion houses ( $M=4.40$ ,  $\pm SD=.936$ ). They also agreed to a large extent that the high cost of materials significantly impacts their profit margin ( $M=4.60$ ,  $\pm SD=.608$ ), and the lack of skilled labour in the market affects the quality of their work ( $M=4.50$ ,  $\pm SD=.673$ ).

The respondents also strongly believe that infrastructural challenges, such as electricity and water, hinder their daily operations ( $M=4.40$ ,  $\pm SD=.609$ ) and competition from foreign fashion brands negatively affects their sales ( $M=4.55$ ,  $\pm SD=.733$ ). However, the extent to which difficulties in accessing capital/loans significantly hamper business growth was viewed as somewhat less significant ( $M=3.55$ ,  $\pm SD=.994$ ). Still, this was viewed as a challenge to a significant extent.

The results suggest that inadequate government support and industry regulation negatively impact the respondents' businesses to a large extent ( $M=4.04$ ,  $\pm SD=.591$ ), as does the high cost of shipping and logistics, which affects their ability to serve customers outside of their location ( $M=4.08$ ,  $\pm SD=.834$ ). Respondents perceive that inconsistent supply of quality fabrics/materials affects their production schedule ( $M=3.62$ ,  $\pm SD=1.119$ ) and changes in fashion trends are difficult to keep up with, affecting their product relevance ( $M=3.65$ ,  $\pm SD=1.174$ ).

These were viewed as challenges to some extent. A lack of a vibrant local market for fashion products was perceived to hinder sales growth to some extent ( $M=3.46$ ,  $\pm SD=1.125$ ), as does the absence of a platform for global visibility which affects their international sales ( $M=3.35$ ,  $\pm SD=1.308$ ), and limited access to advanced fashion design training which affects their product

innovation ( $M=3.69, \pm SD=1.036$ ). Lastly, respondents suggested to some extent that the lack of adequate intellectual property protection affects their design security ( $M=3.73, \pm SD=.949$ ).

In conclusion, the results data suggest that fashion houses in Ghana face many significant challenges which impact their performance, ranging from high materials costs, lack of modern equipment and skilled labour to infrastructural issues and competition from foreign brands. These challenges, along with perceived inadequate government support and difficult access to capital, could potentially impede growth and competitiveness in the industry, necessitating urgent and multifaceted interventions to alleviate these challenges.

#### 4.8 Mitigating Strategies against the Challenges

**Table 4.11 Strategies to be Implemented to Mitigate Challenges**

Items	N	Min.	Max	Mean	±SD
Diversification of product lines would enhance the performance of our fashion house.	149	1	5	4.24	1.00
Increasing the use of locally sourced materials would positively impact the industry.	149	1	5	4.24	0.94
Technological advancement and the use of modern machines would boost production capacity.	149	1	5	4.23	1.01
Regular staff training on current fashion trends would improve the company's competitiveness.	149	1	5	4.16	1.02
Collaborations with international fashion houses would increase our brand's exposure and recognition.	149	1	5	4.08	1.07
More government support in terms of tax incentives would facilitate growth.	149	1	5	4.08	1.09
Increased investment in sustainable practices could enhance the company's reputation.	149	1	5	4.08	1.06
Investing in a strong online presence and e-commerce would increase sales.	149	1	5	4.04	1.06
Active participation in international fashion shows and events could increase visibility and sales.	149	1	5	4.03	1.01
Engaging celebrity brand ambassadors would help in reaching a wider audience.	149	1	5	4.03	1.05
Creating a conducive work environment could reduce employee turnover.	149	1	5	3.94	1.12
Focusing on fast-fashion trends could increase the rate of product turnover.	149	1	5	3.93	1.08
Implementation of comprehensive quality control procedures would boost customer satisfaction.	149	1	5	3.87	1.27
Strategic partnerships with local textile producers could secure the supply chain and reduce costs.	149	1	5	3.80	1.16

**Source: Fieldwork 2023**

Table 4.11 outlines the tentative strategies that could be implemented to mitigate challenges in the Ghanaian fashion industry. Respondents generally agreed that diversifying product lines would enhance performance, with a mean score of 4.24. They also showed a strong inclination

towards increasing the use of locally sourced materials, reflecting a mean score of 4.24 ( $\pm$ SD=0.94).

Technological advancement was highlighted as a critical aspect, with a consensus that modern machines would significantly boost production capacity, as evidenced by a mean score of 4.23 and a standard deviation of 1.01. Similarly, regular training of staff on current fashion trends was acknowledged as vital to improving competitiveness, resulting in a mean of 4.16 ( $\pm$ SD=1.02). The need for international collaborations was evident, with collaborations with global fashion houses seen as a strategic move for brand exposure and recognition, resulting in a mean score of 4.08 and a standard deviation of 1.07. This was closely related to the call for more government support, especially in the form of tax incentives, to foster growth, which also registered a mean of 4.08 ( $\pm$ SD=1.09).

The survey also pointed to the importance of increased investment in sustainable practices, with a mean score of 4.08 and a standard deviation of 1.06, suggesting that focusing on sustainability could enhance the fashion industry's reputation in Ghana. Investing in a robust online presence and e-commerce was considered vital for sales growth, reflected in a mean score of 4.04 ( $\pm$ SD=1.06).

Furthermore, active participation in international fashion shows and the engagement of celebrity brand ambassadors were seen as pragmatic strategies to widen reach, displaying a mean score of 4.03 and standard deviations of 1.01 and 1.05, respectively. Creating a conducive work environment to reduce employee turnover (Mean = 3.94,  $\pm$ SD = 1.12) and focusing on fast-fashion trends for quicker turnover (Mean = 3.93,  $\pm$ SD = 1.08) were also relevant to the sector's success.

Implementation of comprehensive quality control procedures and strategic partnerships with local textile producers were identified as ways to boost customer satisfaction and supply chain

efficiency, with mean scores of 3.87 and 3.80 and standard deviations of 1.27 and 1.16, respectively.

The results from Table 4.11 reveal a multifaceted understanding of the challenges facing Ghana's fashion industry and propose a broad range of solutions. Emphasizing local materials, technological enhancement, international collaborations, governmental support, sustainability, quality control, and strategic partnerships were identified as the top priorities. These strategies represent a comprehensive roadmap that could lead to substantial growth and competitiveness in local and international markets, reflecting the industry's complex dynamics and potential future direction.

#### 4.9 Hypothesis Testing

The impact of various challenges, such as Policy Challenges, Production Challenges, and Marketing Challenges, on the performance within the garment industry was examined using regression analysis. The results of this investigation are presented in Table 4.12, Table 4.13 and Table 4.14.

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.710 <sup>a</sup>	.504	.496	.833	.504	66.931	3	198	.000

a. Predictors: (Constant), Policy Challenges, Production Challenges, Marketing Challenges

Table 4.12 illustrates a significant relationship between the dependent variable and three predictors: Policy Challenges, Production Challenges, and Marketing Challenges. The correlation coefficient 0.710<sup>a</sup> signifies a strong correlation between the predicted and observed values. Furthermore, the R Square value of 0.504 implies that the model explains

approximately 50.4% of the variance in the dependent variable, a notion slightly adjusted to 0.496 in the Adjusted R Square, providing a more nuanced fit. The standard error of the estimate, standing at 0.833, indicates the precision of the predictions.

The R Square change of 0.504 reflects a substantial increase in the R Square value with the inclusion of the predictors, and the F Change of 66.931 substantiates the statistical significance of these predictors, with degrees of freedom at 3 and 198 for the model and residual, respectively, and a Sig. F Change value of 0.000, the statistical evidence confirms the significance of at least one of the predictors, underlining that the model is aptly fitted to the data. The model robustly demonstrates that Policy, Production, and Marketing Challenges significantly influence the dependent variable, signifying their importance in the context being analysed.

**Table 4.13 ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.388	3	46.463	66.931	.000 <sup>a</sup>
	Residual	137.448	198	.694		
	Total	276.837	201			

**a. Predictors: (Constant), Policy Challenges, Production Challenges, Marketing Challenges**

**b. Dependent Variable: Performance**

The statistical analysis revealed a significant effect of the predictors on the dependent variable, Performance. The sum of squares associated with the regression (139.388) and the residual (137.448) culminates in a total sum of squares of 276.837.

The model's F-statistic value of 66.931, with a significance level of 0.000a, confirms the model's adequacy in describing the relationship between the challenges and performance in the

garment industry. The mean square for the regression was found to be 46.463, further underscoring the importance of these challenges in influencing performance.

These findings provide empirical support for the hypothesis that Policy Challenges, Production Challenges, and Marketing Challenges have a notable influence on the Performance of the garment industry in Ghana. The insights drawn from this analysis lay the foundation for understanding the underlying dynamics that shape the performance within the sector. Further investigations could lead to specific recommendations and interventions that address these challenges to enhance the competitiveness and sustainability of the garment industry in Ghana.

**Table 4.14 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.845	.226		3.738	.000
Production Challenges	-.095	.070	.097	1.369	.173
Marketing Challenges	-.499	.082	.481	6.089	.000
Policy Challenges	-.186	.069	.199	2.704	.007

**a. Dependent Variable: Performance**

Table 4.14 reveals the coefficients of the regression model focusing on the impact of Production Challenges, Marketing Challenges, and Policy Challenges on Performance within the garment industry. The constant term, statistically significant at the 0.000 level, shows that the Performance value when all independent variables are zero is .845. The analysis illustrates that Production Challenges, though present, do not significantly impact Performance ( $\beta = -.095$ ,  $t = 1.369$ ,  $p = .173$ ). Conversely, Marketing Challenges have a pronounced negative effect on

Performance ( $B = -.499$ ,  $t = 6.089$ ,  $p = .000$ ), as do Policy Challenges, though to a lesser degree ( $\beta = -.186$ ,  $t = 2.704$ ,  $p = .007$ ).

The practical implications of these findings are paramount for the garment industry in Ghana. The lack of significance of Production Challenges suggests that interventions in this area may not directly influence Performance. On the other hand, the significant negative impact of Marketing and Policy Challenges emphasizes the urgent need for focused strategies to address these areas. For instance, the garment industry might benefit from targeted marketing campaigns, enhanced market access strategies, and collaboration with governmental bodies to ensure fair policies. These efforts can foster a more competitive industry, enhancing its capability to respond to market demands and international standards.

The insights also direct attention to the potential need for broader policy reforms, capacity building in marketing, and perhaps collaborations with international stakeholders to mitigate the effect of global trade policies. These measures could enhance the overall Performance of the garment industry, leading to increased growth, sustainability, and global competitiveness. By aligning strategies with these insights, the industry can position itself for success in local and international markets, providing a solid foundation for future growth and innovation.

**Table 4.15 Summary of Hypothesis Results**

<b>Hypo.</b>	<b>Statement</b>	<b>Outcome</b>		
		<b>Beta</b>	<b>Sig.</b>	<b>Decision</b>
H <sub>1</sub>	There is a significant negative relationship between production challenges and the performance of fashion houses in the Greater Accra region of Ghana.	-.095	.173	Rejected
H <sub>2</sub>	There is a significant negative relationship between marketing challenges and the performance of fashion houses in the Greater Accra region of Ghana.	-.499	.000	Accepted
H <sub>3</sub>	There is a significant negative relationship between policy challenges and the performance of fashion houses in the Greater Accra region of Ghana.	-.186	.007	Accepted

**Source: Fieldwork 2023**

Table 4.15 summarises the hypotheses tested and their corresponding outcomes within the context of the fashion houses in the Greater Accra region of Ghana. Three hypotheses were examined, focusing on the relationship between production, marketing, and policy challenges with the performance of fashion houses.

Hypothesis 1 posited a significant negative relationship between production challenges and performance. However, the results indicated a Beta value of -.095 and a significance level of .173. Since the significance level is above the typical threshold of .05, Hypothesis 1 is rejected, meaning that production challenges do not significantly affect the performance of fashion houses in the Greater Accra region.

Hypothesis 2 anticipated a significant negative relationship between marketing challenges and performance. The results confirmed this expectation, with a Beta value of -.499 and a

significance level of .000. Consequently, Hypothesis 2 is accepted, highlighting that marketing challenges indeed have a substantial negative impact on performance.

Hypothesis 3 proposed a significant negative relationship between policy challenges and performance. The outcome of the test supported this assertion, with a Beta value of  $-.186$  and a significance level of .007. Hence, Hypothesis 3 is accepted, confirming that policy challenges adversely affect performance.

The acceptance of Hypotheses 2 and 3 underlines the importance of marketing and policy aspects in shaping the performance of fashion houses in the Greater Accra region. It urges stakeholders, including governmental bodies and industry leaders, to collaborate in mitigating these challenges through targeted strategies and reforms. On the other hand, the rejection of Hypothesis 1 indicates that production challenges may not be the key area of focus in improving performance. These insights can guide strategic planning and policy formulation, helping to strengthen the fashion industry's positioning within the regional and perhaps even global markets.

## **CHAPTER FIVE**

### **DISCUSSION OF RESULTS**

#### **5.1 Overview**

This chapter presents the discussions of the results. The purpose of the study was to examine the challenges prevalent in the garment manufacturing industry and how they impact the performance of fashion houses in the garment.

#### **5.2 Challenges Confronting the Garment Industry**

The results from the study echo several of the challenges outlined in the literature, painting a comprehensive picture of the obstacles the Ghanaian garment industry faces. One of the central findings, the lack of modern technology (Mean = 4.19), aligns with the broader challenges emphasized by Poorthuis et al., (2019) which spoke of a lack of technical capacity within the Ghanaian garment industry. This technological deficiency is also mirrored in the global perspective, where technological advancements pose opportunities and threats (Brun et al., 2018).

Another significant finding is the inadequately skilled labour in Ghana's garment industry (Mean = 4.01). This corroborates the literature's emphasis on poor working conditions and a lack of skills training (Amankwah-Amoah, 2016; Anner, 2018). The shortage of skilled labour is not unique to Ghana, as it is a common concern in the global garment industry that can lead to labour exploitation and poor working conditions (Anner, 2018).

High production costs and concerns about infrastructure (Mean = 3.60 and 4.02, respectively) echo global issues in the garment industry, particularly in developing countries. The complex and globally dispersed supply chain, as described by Fletcher & Grose (2012), contributes to

the increased logistical challenges and costs, which may be reflected in the perceived inadequacy of infrastructure.

The strong agreement that inadequate power supply is a significant challenge (Mean = 4.49) can be seen as a specific manifestation of the broader challenges related to the environmental sustainability of the garment industry. This resonates with the global concern over the industry's environmental impact, including energy consumption, emphasized by Niinimäki et al. (2020).

Market-related challenges, such as international standards and market access (Mean = 3.42 and 3.54), correspond with the literature's depiction of stiff competition from imported garments and barriers to both domestic and international markets. These challenges are intertwined with the global trends in fast fashion and the associated environmental threats (Anker, 2018).

Concerning governmental and policy-related challenges (Mean = 3.02 and 3.54), the results align with the literature's identification of insufficient governmental support and compliance with environmental regulations (Amankwah-Amoah, 2016). This reflects the global industry's slow and uneven shift towards more sustainable practices (Dhir, 2021).

In summary, the findings from the study effectively map the complex landscape of challenges depicted in the literature, highlighting the complex nature of the issues confronting the garment industry in Ghana. These challenges range from technological and human resource constraints to economic barriers and regulatory shortcomings. The alignment between the study results and the broader literature provides a compelling case for comprehensive interventions and support from various stakeholders in the Ghanaian context while also situating these challenges within the global dynamics of the garment industry. Therefore, the study contributes valuable insights specific to Ghana and offers reflections that resonate with the global garment industry, underscoring the universality of many of these challenges.

### **5.3 Impact of the Challenges on the Performance of Fashion Houses in the Garment Industry**

The global literature emphasizes the challenges in the garment industry related to technical capacity, quality control, environmental impact, labour conditions, and the complex web of production and supply chains (Chen et al., 2022). However, the research findings from the Greater Accra region of Ghana reject the hypothesis that production challenges significantly affect the performance of fashion houses ( $B = -.095$ ,  $t = 1.369$ ,  $p = .173$ ). This discrepancy may be related to specific contextual factors in Ghana, such as existing technical capacity or the scale of production, that require further investigation (Tsyewu & Monnie, 2020; Al-Otaibi et al., 2022). It may also highlight resilience or adaptability within the Ghanaian fashion houses that allow them to navigate production challenges without detrimental impacts on performance.

Global and Ghanaian-specific literature highlights the marketing challenges the garment industry faces. The emergence of fast fashion, low costs, competition from imports, and accessing domestic and international markets are well-documented challenges (Chen et al., 2022). The research findings in the Greater Accra region confirm the significance of marketing challenges on performance ( $B = -.499$ ,  $t = 6.089$ ,  $p = .000$ ), particularly the stiff competition from cheap imported garments and high marketing costs. This aligns with global trends and indicates a need for strategic marketing initiatives and support, such as focusing on developing unique brand propositions, exploring niche markets, and leveraging local cultural heritage (Breunig & Skjølvik, 2020).

Policy challenges form a critical aspect of the global garment industry and the specific context of Ghana. Insufficient governmental support, compliance with environmental regulations, and the need for favourable policies and regulations are universally acknowledged (Hooper et al., 2015; Chen et al., 2022). The results further confirm that policy challenges significantly affect

the performance of fashion houses in the Greater Accra region ( $B = -.186$ ,  $t = 2.704$ ,  $p = .007$ ). This highlights the need for government intervention and collaboration with industry leaders to tailor policies supporting local businesses, ensure fair labour practices, and promote sustainable practices.

The discussion underscores that while the challenges faced by the fashion houses in the Greater Accra region mirror global trends, there are distinct dynamics at play. The lack of a significant relationship between production challenges and performance sets the Ghanaian context apart. The alignment of marketing and policy challenges with global trends emphasizes the need for targeted interventions.

These findings align with existing studies on the garment industry, reinforcing the multifaceted nature of the challenges that need to be addressed to enhance the performance of firms within the industry. The constant term in the regression model, statistically significant at the 0.000 level, further substantiates the analysis, showing the Performance value of .845 when all independent variables are zero.

The result can guide stakeholders in shaping policies, strategies, and industry practices that respond to the specific challenges and opportunities within the Ghanaian garment industry. Collaborative efforts between government, industry leaders, and other stakeholders can foster a more robust, sustainable, and competitive regional garment industry. This analysis also underscores the potential for further research to explore the unique dynamics and opportunities within the Ghanaian context, serving as a foundation for future academic inquiry.

#### **5.4 Solutions and Strategies that can be Implemented**

The results from Table 4.11 provide an insightful roadmap for mitigating the challenges facing Ghana's fashion industry. Respondents favour diversifying product lines and increasing the use

of locally sourced materials, emphasising enhancing performance and supporting local resources. Technological advancement is also acknowledged as vital, with a shared belief that modern machinery would elevate production capacity (Mean = 4.23,  $\pm$ SD=1.01). This aligns with the broader discourse on the need for technology to drive industrial growth (Tetteh & Ofosu, 2018).

Similarly, regular staff training (see Table 11) and international collaborations, such as partnerships with global fashion houses, were identified as crucial for brand competitiveness and exposure. These strategies resonate with previous studies that underline the importance of continuous learning and global networking in the fashion industry. The call for government support, especially tax incentives, reflects the need for a supportive policy framework, a point previously highlighted by Amankwah-Amoah (2016).

Additionally, the emphasis on sustainability (Mean = 4.08,  $\pm$ SD=1.06) and e-commerce (Mean = 4.04,  $\pm$ SD=1.06) capture contemporary industry trends, such as the global shift towards environmental responsibility (Niinimäki et al., 2020) and the rise of online retail (Dhir, 2021). Strategies such as engaging celebrity brand ambassadors, focusing on fast-fashion trends, comprehensive quality control, and forging partnerships with local textile producers also emerged as relevant to boosting the sector's success, with mean scores ranging from 3.80 to 4.03.

These findings, collectively, represent a multifaceted approach that could significantly contribute to the growth and competitiveness of the Ghanaian fashion industry in both local and international markets, encapsulating a complex array of dynamics and potential directions for future development.

## **CHAPTER SIX**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 Overview**

This final chapter of this research report summarises the findings, and conclusions offer recommendations grounded in these findings and suggest areas for further research.

#### **6.2 Summary of Findings**

##### **6.2.1 General Challenges Confronting the Garment Industry**

The findings from the analysis reveal a complex set of challenges facing the garment industry in Ghana. Most prominently, respondents identified a critical lack of modern technology and inadequately skilled labour as substantial hindrances to the industry's growth. High production costs were acknowledged but not as acutely as other concerns. The inadequacy of the power supply and infrastructure were also strongly emphasized as significant challenges, pointing to fundamental infrastructural constraints within the industry.

Access to financing was acknowledged as a challenge but was not considered as pressing as other factors. Respondents recognised international standards and market access as significant obstacles, reflecting a broader concern with competitiveness and market access. Environmental sustainability and political instability were also seen as considerable challenges, emphasizing broader contextual factors that affect the industry.

The lack of governmental support, the prevalence of counterfeit goods, and inadequate industrial policy and regulations were also highlighted as obstacles. These findings underscore the multifaceted nature of the challenges that must be addressed and present a detailed picture of the barriers that must be overcome. These insights can guide stakeholders in shaping policies, strategies, and industry practices that respond to the specific challenges and

opportunities within the Ghanaian garment industry. The analysis also underscores the potential for further research to explore this context's unique dynamics and opportunities.

### **6.2.2 Relationship Between Fashion Challenges and Performance in Ghana**

The study found that the Ghanaian fashion industry presents a multifaceted picture, with strengths in adaptability, creativity, and local consumer engagement, coupled with clear needs for improvement in areas such as technology access, skilled labour, government support, and sustainability efforts. It was discovered that significant challenges in the industry include promotional strategies, social media engagement, market research, and building brand image, while other facets like pricing and attracting new customers were not viewed as considerable hurdles.

Furthermore, the study revealed a transparent connection between various policy-related factors and their influence on the garment industry in Ghana. The results demonstrated that the industry is significantly affected by frequent governmental policy changes, unfavourable taxation policies, and trade regulations that impede global competition and business expansion.

In addition, the study portrayed that fashion houses in Ghana confront numerous critical challenges impacting their performance. These encompass high material costs, lack of modern equipment and skilled labour, infrastructural deficiencies, and competition from foreign brands. These challenges are exacerbated by perceived inadequate government support and difficult access to capital, which the study indicates could potentially obstruct growth and competitiveness in the industry. This comprehensive understanding necessitates urgent, multifaceted interventions to address the identified challenges and support the industry's ongoing growth and development.

### **6.2.3 Impact of the Challenges on the Performance of Fashion Houses**

The study found three main focus areas concerning the challenges to the performance of fashion houses in the Greater Accra region of Ghana: production, marketing, and policy challenges.

It was discovered that there is a significant negative relationship between production challenges and performance, which was rejected, meaning that production challenges do not significantly affect the performance of fashion houses in the region.

The study also evidenced that marketing challenges substantially negatively impact performance. This discovery aligns with the need for broader policy reforms, capacity building in marketing, and collaboration with international stakeholders to enhance overall performance, sustainability, and global competitiveness in the garment industry.

Additionally, it was noted that policy challenges adversely affect performance. This finding further underscores the importance of marketing and policy aspects in shaping the performance of fashion houses, urging stakeholders, including governmental bodies and industry leaders, to collaborate in mitigating these challenges through targeted strategies and reforms.

Interestingly, the study found that production challenges do not significantly influence the performance of fashion houses, implying that there may be another critical area of focus for improving performance. These insights collectively provide valuable guidance for strategic planning and policy formulation, paving the way for strengthening the fashion industry's positioning within the regional and perhaps even global markets.

### **6.2.4 Solutions and Strategies to Address Challenges in the Performance**

The study found that technological advancement and modern machines would be the starting point for boosting production capacity. This technological foundation, in turn, allows for the

diversification of product lines, enhancing the performance of the fashion house. Simultaneously, a strategic shift toward using locally sourced materials and partnerships with local textile producers could have dual benefits: positively impacting the industry and securing the supply chain to reduce costs.

Further, the findings suggest that focusing on fast-fashion trends and regular staff training on current fashion trends would increase the rate of product turnover and sharpen the company's competitive edge. On the marketing front, investing in a robust online presence and e-commerce was crucial for sales growth, a strategy complemented by engaging celebrity brand ambassadors and active participation in international fashion shows to reach a wider audience and enhance visibility.

Collaborations with international fashion houses would bolster the brand's global exposure and recognition. The research revealed that increased investment in sustainable practices and comprehensive quality control procedures would enhance the company's reputation and boost customer satisfaction. On the organizational side, creating a conducive work environment was identified as a means to reduce employee turnover.

Lastly, the findings emphasized government support's role in tax incentives, which would facilitate growth and underscore the broader implications for policy engagement and alignment with industry goals.

## **6.3 Conclusions**

The study concludes that:

### **6.3.1 Challenges in the Garment Industry**

- A critical lack of modern technology and the scarcity of adequately skilled labour are central challenges, significantly hindering the garment industry's potential growth and competitiveness in Ghana.
- High production costs, though recognized, are overshadowed by more urgent foundational challenges such as inadequate power supply and infrastructure.
- The industry's struggles with international standards, market access, environmental sustainability, and political instability are interconnected, reflecting the broader context and necessitating a comprehensive approach to policy formulation.
- Governmental support in the form of tailored policies and regulations is urgently needed to address specific challenges, including counterfeit goods and inadequate industrial regulations.

### **6.3.2 Relationship Between Fashion Challenges and Performance in Ghana**

- The Ghanaian fashion industry showcases adaptability, creativity, and local consumer engagement strengths but struggles with technology access, skilled labour, government support, and sustainability.
- Specific challenges include promotional strategies, social media engagement, market research, and brand image building.

- A transparent connection exists between governmental policy changes, unfavourable taxation policies, and restrictive trade regulations on the one hand and impediments to global competition and business expansion on the other.
- Fashion houses in Ghana face critical challenges, including high material costs, lack of modern equipment, skilled labour deficiencies, infrastructural issues, and competition from foreign brands, further compounded by inadequate government support and demanding access to capital.

### **6.3.3 Impact of the Challenges on the Performance of Fashion Houses**

- Three main areas of focus impact the performance of fashion houses in the Greater Accra region of Ghana: production, marketing, and policy challenges. Of these, marketing and policy challenges were found to substantially negatively impact performance.
- Contrary to expectations, production challenges had no significant negative relationship with performance. This implies that focusing on production challenges may not be the critical area for improving performance, and other factors must be considered. This finding suggests the need for further investigation into what drives performance within the industry.
- A substantial negative impact of marketing challenges on performance was discovered. This evidence underscores the importance of broader policy reforms, capacity building in marketing, and collaboration with international stakeholders. Targeting these areas could enhance overall performance, sustainability, and global competitiveness in the garment industry.
- The study also identified that policy challenges adversely affect performance. This finding emphasizes the need for a strategic alignment between governmental bodies, industry

leaders, and other stakeholders to mitigate these challenges through targeted strategies and reforms.

#### **6.3.4 Strategies to Mitigate the Challenges**

- Implementing modern technology and machinery is foundational for boosting the fashion industry's production capacity and diversifying product lines. This technological evolution is critical to enhancing overall performance.
- Having a strategic shift toward using locally sourced materials, and partnerships with local textile producers, these initiatives could reduce costs, positively impact the industry, and align with global sustainability trends.
- Investing in a solid online presence and e-commerce, engaging celebrity brand ambassadors, and actively participating in international fashion shows are crucial strategies to increase sales, enhance brand exposure, and reach wider audiences.
- Collaboration with international fashion houses could solidify the brand's global recognition, and focusing on fast-fashion trends and regular staff training on current fashion nuances would sharpen competitiveness and increase product turnover, allowing for more agile and responsive market positioning.
- Emphasizing quality control and organizational culture, the fashion industry in Ghana can benefit from investing in sustainable practices and comprehensive quality control procedures. Creating a conducive work environment enhances the company's reputation, boosts customer satisfaction, and reduces employee turnover.
- Lastly, governmental backing in the form of tax incentives and policy alignment facilitates growth. This conclusion underscores the potential for synergistic collaboration between

the government and industry to shape Ghana's more innovative, sustainable, and globally competitive fashion sector.

#### **6.4 Recommendations**

1. Authorities in the educational and industrial sectors should collaborate to implement modern technology and machinery in the garment industry. This will require significant investment and a commitment to continuous technological evolution, fostering growth and sustainability.
2. In conjunction with industry leaders, educational institutions should develop specialised training programs to address the scarcity of adequately skilled labour. This includes vocational training and higher education initiatives to enhance the industry's skill set.
3. The Ghanaian government should take the lead in addressing the foundational challenges of an inadequate power supply and infrastructure. Strategic planning, investment, and collaboration with the private sector can pave the way for essential improvements.
4. Government bodies, together with industry stakeholders, should work to develop and implement tailored policies and regulations that mitigate specific challenges such as counterfeit goods, unfair taxation, and inadequate industrial regulations. In addition, incentives like tax benefits could encourage growth and innovation within the industry.
5. Fashion houses and marketing authorities should invest in comprehensive marketing strategies, online presence, and brand-building efforts. Collaboration with international stakeholders and alignment with global trends will enhance the industry's competitiveness.
6. Industry leaders and regulatory bodies must emphasize sustainability, quality control, and ethical practices. This includes investment in sustainable materials, partnerships with local producers, and implementing comprehensive quality control procedures.

### **6.5 Suggestions for Further Study**

Further research and investigation should be conducted by academics to understand the underlying factors that drive performance within the industry. This could uncover new avenues for growth and competitiveness.

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## APPENDIX A

### QUESTIONNAIRE FOR FASHION OWNERS/MANAGERS

This questionnaire is designed to collect relevant information about your views on **the challenges of the garment industry and its impact on performance in fashion houses**. Any information provided by you will help improve the fashion industry in Ghana. Do not write your names on this instrument to guarantee anonymity. Your response to the items of this questionnaire will remain confidential. You can use a [√] mark to indicate your responses for items with alternative responses.

#### SECTION A: DEMOGRAPHICS

1. Name of Business: \_\_\_\_\_
2. Location of Business: \_\_\_\_\_
3. Gender: Female [ ] Male [ ]
4. Age: Below 20 [ ] 21 – 30 [ ] 31 – 40 [ ] 41 – 50 [ ] 50 & above [ ]
5. Highest Educational qualification: None [ ] Basic [ ] Secondary [ ] Diploma [ ] 1st Degree [ ] 2nd Degree [ ] Others (specify) \_\_\_\_\_
6. Area of specialization \_\_\_\_\_
7. Rank: Owner [ ] Manager [ ] Worker [ ] Apprentice [ ]
8. Work Experience: less than a year [ ] 1-5years [ ] 6-10years [ ] Above 10years [ ]

**SECTION B: THE ROLE AND IMPORTANCE OF FASHION HOUSES IN THE GARMENT INDUSTRY IN GHANA**

<i>The role and importance of fashion houses</i>	<i>Strongly Agree</i> 5	4	3	2	<i>Strongly Disagree</i> 1
Fashion houses in Ghana significantly influence local garment trends					
The success of the garment industry in Ghana relies on fashion houses					
Fashion houses create job opportunities in the Ghanaian garment industry					
Local fashion houses have a strong global presence					
Fashion houses play a key role in promoting traditional Ghanaian designs					
Fashion houses contribute to innovation and design improvements in the garment industry					
There is a sufficient collaboration between fashion houses and garment manufacturers					
Fashion houses are instrumental in training and developing garment industry talent					
Fashion houses in Ghana can compete with international brands					
Fashion houses have helped in enhancing the quality of garments produced in Ghana					
The garment industry in Ghana would suffer without the influence of fashion houses					
The government adequately supports fashion houses in Ghana					
The creativity of local fashion houses sets the pace for the entire garment industry					
Fashion houses in Ghana significantly influence local garment trends					

*Key: 5=Strongly Agree; 4= Agree; 3= Not sure; 2= Disagree; 1=Strongly Disagree*

**SECTION C: THE CHALLENGES CONFRONTING THE GARMENT INDUSTRY IN GHANA**

<i>Challenges confronting the garment industry</i>	<i>Strongly Agree</i> 5	4	3	2	<i>Strongly Disagree</i> 1
Lack of modern technology hinders the growth of the garment industry in Ghana					
Ghana's garment industry suffers from inadequately skilled labor					
High production costs negatively affect the competitiveness of the garment industry in Ghana					
The garment industry in Ghana is significantly affected by low-quality raw materials					
Ghana's garment industry is negatively affected by unfair international trade policies					
Inadequate power supply is a major challenge in Ghana's garment industry					
Inadequate infrastructure hampers the growth of the garment industry in Ghana					
Access to financing is a major challenge for the garment industry in Ghana					
The inability to meet international standards is a challenge for the garment industry in Ghana					
Limited market access is a significant challenge for the garment industry in Ghana					
Environmental sustainability is a major challenge for the garment industry in Ghana					
Political instability in Ghana hinders the growth of the garment industry					
The lack of governmental support hinders the growth of the garment industry in Ghana					
The prevalence of counterfeit goods in the market affects the garment industry in Ghana					
Inadequate industrial policy and regulations negatively impact on the garment industry in Ghana					

*Key: 5=Strongly Agree; 4= Agree; 3= Not sure; 2= Disagree; 1=Strongly Disagree*

**SECTION D: PRODUCTION CHALLENGES IN THE GARMENT INDUSTRY**

<i>Production challenges in the Garment Industry</i>	<i>To a very Large Extent 5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>Not at All 1</i>
Ghanaian fashion designers are affected by international market competition					
The Ghanaian fashion industry has enough resources to compete globally					
Current fashion trends impact the success of the fashion industry in Ghana					
There is a strong correlation between the quality of fashion products and their sales in Ghana					
Local consumer demands significantly affect the performance of the fashion industry in Ghana					
Cultural challenges affect the ability of Ghanaian fashion designers to compete globally					
The skills and creativity of Ghanaian fashion designers are on par with international standards					
The Ghanaian fashion industry effectively addresses the current environmental sustainability issues					
Government policies are supportive of the growth and development of the fashion industry in Ghana					
Limited access to modern technology is a challenge to the performance of the Ghanaian fashion industry					
The Ghanaian fashion industry is responsive to changes in global fashion trends					
The Ghanaian fashion industry has adequate infrastructure to support its growth					
The lack of skilled labour is a significant challenge to the Ghanaian fashion industry					
Collaboration among Ghanaian fashion designers can significantly improve industry performance					

*Key: 5 = Very Large Extent 4 = Large Extent 3 = Some Extent 2 = A Small Extent 1 = Not at All*

**SECTION E: MARKETING CHALLENGES**

Statements	<i>Strongly Agree</i>				<i>Strongly Disagree</i>
	5	4	3	2	1
Our garment business struggles to attract new customers					
It's challenging to retain existing customers					
Our company faces intense competition from larger brands					
Our business has difficulty differentiating our products from competitors					
We struggle to set the right pricing that attracts customers and still gives us a good profit					
We find it hard to market our products online (e-commerce)					
Our business lacks effective promotional strategies					
Our business struggles to engage customers on social media					
We lack the resources for conducting thorough market research					
Our business finds it difficult to adapt to changing fashion trends					
We struggle to build strong relationships with suppliers and distributors					
It's challenging to create a distinctive and appealing brand image					

*Key: 5=Strongly Agree; 4= Agree; 3= Not sure; 2= Disagree; 1=Strongly Disagree*

**SECTION F: POLICY CHALLENGES**

<b>Statements</b>	<i>Strongly Agree</i>				<i>Strongly Disagree</i>
	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
Our company is significantly affected by frequent changes in governmental policies					
Current import/export regulations hinder our ability to compete globally					
Taxation policies in our region are unfavourable for our garment business					
We struggle to comply with environmental regulations related to our industry					
Labor laws and regulations create challenges in managing our workforce					
Obtaining necessary licenses and permits is a cumbersome process for our business					
Trade policies are not conducive to our business expansion into new markets					
Our business lacks the resources to stay updated and comply with all relevant policies and regulations					

*Key: 5=Strongly Agree; 4= Agree; 3= Not sure; 2= Disagree; 1=Strongly Disagree*

**SECTION E: THE IMPACT OF THE CHALLENGES ON THE PERFORMANCE OF FASHION HOUSES IN THE GARMENT INDUSTRY IN GHANA**

<i>To what extent do you agree to the following</i>	<i>To a very Large Extent 5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>Not at All 1</i>
Lack of modern equipment affects productivity in my fashion house					
The high cost of materials significantly impacts the profit margin.					
The lack of skilled labour in the market affects the quality of our work.					
Infrastructural challenges (electricity, water, etc.) hinder our daily operations.					
Competition from foreign fashion brands negatively affects our sales.					
Difficulties in accessing capital/loans significantly hamper business growth.					
Inadequate government support and industry regulation affect our business negatively.					
The high cost of shipping and logistics affects our ability to serve customers outside of our location.					
Inconsistent supply of quality fabrics/materials affects our production schedule.					
Changes in fashion trends are difficult to keep up with, affecting our product relevance.					
The lack of a vibrant local market for fashion products hinders our sales growth.					
The absence of a platform for global visibility affects our international sales.					
Limited access to advanced fashion design training affects our product innovation.					
Lack of adequate intellectual property protection affects our design security.					
The increasing cost of energy affects our production costs and profits.					
Lack of modern equipment affects productivity in my fashion house					
The high cost of materials significantly impacts the profit margin.					

*Key: 5 = Very Large Extent 4 = Large Extent 3 = Some Extent 2 = A Small Extent 1 = Not at All*

**SECTION F: TENTATIVE SOLUTIONS AND STRATEGIES TO BE IMPLEMENTED TO ADDRESS/MITIGATE THE IMPACT OF THE CHALLENGES ON THE PERFORMANCE OF THE FASHION HOUSES IN THE GARMENT INDUSTRY**

<i>To what extent do you agree to the following</i>	<i>To a very Large Extent</i> <i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>Not at All</i> <i>1</i>
Diversification of product lines would enhance the performance of our fashion house.					
Increasing the use of locally sourced materials would positively impact the industry.					
Technological advancement and the use of modern machines would boost production capacity.					
Regular staff training on current fashion trends would improve the company's competitiveness.					
Collaborations with international fashion houses would increase our brand's exposure and recognition.					
More government support in terms of tax incentives would facilitate growth.					
Increased investment in sustainable practices could enhance the company's reputation.					
Investing in a strong online presence and e-commerce would increase sales.					
Active participation in international fashion shows and events could increase visibility and sales.					
Engaging celebrity brand ambassadors would help in reaching a wider audience.					
Creating a conducive work environment could reduce employee turnover.					
Focusing on fast-fashion trends could increase the rate of product turnover.					
Implementation of comprehensive quality control procedures would boost customer satisfaction.					
Strategic partnerships with local textile producers could secure the supply chain and reduce costs.					

*Key: 5 = Very Large Extent 4 = Large Extent 3 = Some Extent 2 = A Small Extent 1 = Not at All*