

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING
AND ENTREPRENEURIAL DEVELOPMENT**

**ORGANISATIONAL CREATIVITY AND INNOVATION
PERFORMANCE: THE MODERATING ROLE OF TOP
MANAGEMENT SUPPORT**

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MASTER OF PHILOSOPHY

2022

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MANAGEMENT SUPPORT**

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**A thesis in the Department of Management Studies Education, Faculty of Business
Education, submitted to the School of Graduate Studies in partial fulfilment
of the requirements for the award of the degree of**

**Master of Philosophy
(Business Management)**

**in the Akenten Appiah-Menka University of Skills Training and Entrepreneurial
Development, Kumasi**

SEPTEMBER, 2022

STUDENT'S DECLARATION

I, Iris Bithiah Kyei, 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 in accordance with the guidelines for supervision of thesis/dissertation/project as laid down by the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi

Mr Augustine Acheampong (Principal Supervisor)

Signature:.....

Date:.....

DEDICATION

This thesis is dedicated to my family.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for his grace, favor and blessings. My gratitude also goes to my family especially to my lovely husband, Dr Sampson Kofi Kyei for their immense support during this journey. My sincere thanks also go to my supervisor, Mr Augustine Acheampong who played an instrumental role in helping me complete this thesis successfully. Finally to my private external supervisor Dr Emmanuel Kwabena Anin who fully assisted me on this thesis.

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ABSTRACT

Organizational creativity continues to be a high-end resource that births innovation performance and long-term competitive advantages in this dynamic globalized environment. These advanced developments are heightened by the support of top management. Consequently, most small and medium-sized enterprises (SMEs) and other supply chain partners are increasingly becoming creativity-oriented by harnessing the ideas and innovative capabilities of individuals at all organizational levels as well as factoring in the support and leadership skills of top management for organizational success. The purpose of this study was to extend the boundary of knowledge on organizational creativity and innovation performance by examining the contingency role of top management support in the creativity-innovation practice nexus. The proposed relationships were tested on a sample of 100 top management and staff of small and medium-sized enterprises (SMEs) in the Ashanti region of Ghana. This study adopted a face-to-face data collection approach, specifically delivery-and-collection. The study used inferential statistical tools in analyzing the data. The findings show that organizational creativity has a positive significant effect on the innovation performance of SMEs in Ghana. Also, the relationship between top management support and innovation performance is positive and significant. Finally, top management support positively moderates the relationship between organizational creativity and innovation performance. It is recommended that top management should make efforts to invest in novel and innovative structures that will promote creative strategic decision-making processes in their organization. At the macro level, policymakers should provide enough institutional support to organizations, particularly SMEs to enable them embed creativity in their business practices.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The increasing competitiveness of business environment characterized by unpredictability and turbulence has driven many scholars and practitioners alike to recognise the importance of innovation in enhancing business success (Zahra et al., 2004). Innovation guarantees organisational survival and success. Innovation performance refers to the extent to which an organisation is successful in introducing new products, operation processes, and organisational systems to stimulate growth (Covin and Miles 1999). Prior research indicates that innovative performance can stimulate a firm's growth and profitability and secures organisation in a competitive market position (McCann et al., 2001). Thus, innovative performance takes on added significance in the success and survival of organisation.

Accordingly, how organisations can improve their innovation performance is an imperative issue for organisations to remain strong and competitive (Rosenbusch, Brinckmann, and Bausch 2011). Several factors have been considered as antecedents of successful innovation performance (Cabra, and Puccio, 2010). One key drivers of innovation performance that has received attention in extant literature is organisational creativity (Cabra, and Puccio, 2010). Defined as the extent of organisations ability to generate a valuable, useful new product, service, idea, procedure, or process to create value (Cabra, and Puccio, 2010), organizational research recognizes that organizational creativity may drive organisational innovation performance. Prior studies show that greater organizational creativity is the vital determinant of organisational performance outcomes. As such there have been sustained scholarly and practitioner interests in explaining how creativity

drives organizational performance outcomes (Gong, Zhou, & Chang, 2013). Modern organizations research has explicated creativity and innovation as critical dimensions of organisational performance (Gong, Zhou, & Chang, 2013).

Thus, Organisational creative and innovative performance has been taking a more prominent role in management research.

In discussing organizational creativity and its influence on innovation performance, it is important to acknowledge the role of top management support in stimulation creativity at the firm level. Top management support is an important and critical resource the enable firm to undertake its operation to achieve success and maintain a competitive advantage (Al Shaar et al., 2015). Prior studies suggest that top executive support inspire creativity and innovation (Elenkov, et al., 2005). Top management support refers to the degree to which top executives demonstrate commitment towards organisational creativity to improve innovation performance (Hsu et al., 2018; Al Shaar et al., 2015). Management literature recognizes the vital role of top management support in identifying, exploiting opportunities, and making decisions that affect innovation to add value to the businesses (Elenkov, et al., 2005).

The interaction between top management and innovation has received significant attention by researchers (Hsu et al., 2018). Scholars have argued that top management support does not only influence creativity culture but also leads to the availability of key resources for innovation projects (Hsu et al., 2018). Thus, top management support plays an essential role in generating innovations by facilitating the appropriate environment and making decisions that enhance the creation and execution of ideas successfully (Hsu et al., 2018). As such the instrumental role of

top management support in improving innovative performance cannot be ignored in the analysis of the relationship between organisation creativity and innovation performance. Although organisational creativity may drive innovation performance, such association, and the boundary condition of organisational creativity-innovation performance link requires empirical investigation. In light of this, the study is set out to examine the extent to which organisational creativity drives innovation performance and whether top management support plays a contingency role in the organisational creativity-innovation performance link.

1.2 Problem statement

The increasing competition in the business environment characterized by unpredictability has driven many scholarly works and organizational leadership to recognize the key role of organizational creativity for innovation, growth and organisational success (Boso et al., 2017). The creativity literature suggests that greater organizational creativity is the vital determinant of sustainable performance outcomes (Boso et al., 2017; Cabra and Puccio, 2010). Accordingly, management researchers have demonstrated research interests in explaining how creativity drives organizational performance outcomes (Acar et al., 2019; Boso et al., 2017; Hughes et al., 2018; Lee et al., 2020).

While organisational creativity has been linked to product innovation performance outcomes (Acar et al., 2019; Boso et al., 2017), the theoretical specification and empirical examination of such association appear under-explored in the creativity and innovation literature. In addition, the creativity research has argued that the organizational creativity–innovation performance relationship may be conditional upon the context within which creativity is exhibited (Boso et al., 2017). In view of this, management support is recognised as one of the crucial factors that can deepen creativity culture and firm-level innovation (Hughes et al., 2018; A. Lee et al., 2020).

Through idealized influence, top management support can stimulate the culture of creativity and motivate employees to develop creative minds and drive innovation. Furthermore, innovation project requires allocation of resources for R & D functions. Timely and sufficient deployment of such resources is largely dependent on the extent of top executives' commitment towards organisational creativity and innovation. Despite this regard, relatively little is known about the contingency role of top management support in the link between organisational creativity and innovation performance.

Furthermore, most creativity research has focused on advanced economies whose outcome may be of less relevant to practitioners in developing economies. To address these gaps, the current study develops and test a model that argues that organisational creativity may drive innovation performance, and that such association may be conditional upon varying levels of top management support.

1.3 Objectives of the study

The main objective of the study is to examine the innovation performance outcome of organizational creativity under the condition of top management support.

The specific objectives are:

1. To examine the relationship between organizational creativity and innovation performance
2. To evaluate the influence of top management support on innovation performance.
3. To examine the moderating role of top management support in the relationship between organisational creativity and innovation performance.

1.4 Research questions

1. To what extent does organizational creativity drive innovation performance in firms?
2. Does top management support influence innovation performance?
3. Does top management support moderate the relationship between organizational creativity and innovation of firms?

1.5 Significance of the study

The study contributes to creativity literature in several ways. Firstly, the study extends the logic of the upper echelons and resource Based view to organisational creativity and innovation research by examining the association of organisational creativity with innovation. Secondly, the study extends the boundaries of organisational creativity literature by accounting for the contingency role of top management support in the organisational creativity-innovation performance relationship. Thirdly, in bringing on board a developing economy perspective to the study of organisational creativity, this study helps broaden the scope of empirical analysis of organisational creativity and its consequences on organisations' operations, which has by far been dominated in advanced economies. Finally, the study provides practitioners the importance of top management support in encouraging firm-level creativity to drive innovation success.

1.6 Overview of Methodology

The study adopts a survey design to examine the extent to which organisational creativity of firms drive innovative performance under the conditions of top management support. The population of the study comprise SMEs (both the manufacturing and service sectors) operating in the second most commercialized or industrialized administrative and political region of Ghana, Ashanti region (Ghana Statistical Service 2016:2015). The study used. Respondents were selected using

the purposive and convenience sampling technique. A structured or self-completion questionnaire was used as an instrument to collect data from the firms. Key personnel who form part of top management (e.g., CEO or managing director or general manager, and operations manager) in the firms were contacted to respond to the questionnaire. To ensure that there was validity and reliability of findings, existing measures were adapted to tap into the study's constructs. The study employed descriptive and inferential statistics to analyse the data with the aid of SPSS.

1.7 Scope of the Study

The study was set out to examine how organisational creativity drives innovation performance under the conditions of top management support. It emphasized the moderating role of top management support in ensuring innovative performance. Contextually, the study was carried out within the Ashanti Region, Ghana.

1.8 Limitations

This study has some drawbacks despite its astounding value. Recognizing these limitations will enable researchers to fill up the gaps. First, the instrument used in this study to gather data on creativity, innovation, and managerial support is a questionnaire. Every method of gathering data does, in fact, have inherent biases. Regarding the survey, it's possible that respondents overstated the benefits of creativity, innovation, and management assistance. Therefore, it is advised that researchers use a variety of data collection methods to help them overcome these biases. Second, a cross-sectional survey approach was used in the current study and cannot explain causality. Third, the smallness of sample size may affect generalizability of the results.

1.9 Organisation of the Study

The study has five distinct chapters. Chapter one presents a background of the study, the research problem, objective of the study, and the impact of the outcome of the study on stakeholders.

Chapter Two, reviews both the theory and empirical. Chapter three presents methodology.

Chapter Four presents the results and discussion of results. Chapter Five draws relevant conclusions from the findings and provide recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the discussion of relevant literature on the key variables of the study. Under this section, prior conceptual reviews, theoretical studies and empirical reviews of the concepts of organizational creativity, innovation performance, top management support and the relationship between the variables are reviewed.

2.2 Conceptual Review

2.2.1 Organizational Creativity

The concept of creativity has been variously defined in extant literature. For example, Alnidawi and Jaffal (2018) conceptualized organizational creativity is the process of creating ideas or developing existing ideas to find or obtain a new idea that leads to a specific work or a new work that has never been created either on the product or service. De Vasconcellos, Garrido and Parente (2018) also defined organizational creativity as a high-level resource that begins in individuals, who share ideas in a conducive environment in which personal creative skills converge, forming an organizational resource that leverages capabilities and competencies. Similarly, Souto (2022) conceptualized organizational creativity as an organizational creative process that results in ideas, thoughts, perspectives, views and mental models that are characterized by their novelty/originality and usefulness/value. While varied definitions have been provided by various scholars in the literature, the underlying concept of organizational creativity is similar across these definitions. The definitions presented indicate that organizational creativity is essentially about the extent to which organizations are able to generate new and novel processes and products to improve value

creation (Alnidawi and Jaffal, 2018; Souto, 2022). Table 2.1 presents varied definitions of organizational creativity.

Table 1 Definitions of Organizational Creativity

| Author | Definitions |
|--|--|
| Alnidawi and Jaffal (2018) | Organizational creativity is the process of creating ideas or developing existing ideas to find or obtain a new idea that leads to a specific work or a new work that has never been created either on the product or service |
| De Vasconcellos, Garrido and Parente (2018) | Organizational creativity is defined as a high-level resource that begins in individuals, who share ideas in a conducive environment in which personal creative skills converge, forming an organizational resource that leverages capabilities and competencies. |
| Souto (2022) | Organizational creativity is conceptualized as an organizational creative process that results in ideas, thoughts, perspectives, views and mental models that are characterized by their novelty/originality and usefulness/value |
| Wangcharoendate, Siewsamdangdet and Sinchun (2020) | Organizational creativity is a critical factor for survival and for maintaining a lasting and effective competitive advantage. This is where organizations search for new ideas and come up with innovative products, services, or processes to survive in a volatile environment. |
| Boso et al. (2017) | Organizational creativity is described as an organizational culture-based resource that drives market performance via new product development (NPD) capability processes |
| Olszak, Bartuś and Lorek (2017) | Organizational creativity is considered one of the most developing research areas and the main vehicle of organizational development as well as the basis for staying on the market and innovative success |
| Eryigit and Uslu (2016) | Organizational /Team creativity is to improve valuable and, services, opinions, procedures or processes by the individuals working together in a complex social system |

Source: Researcher's Own Construction (2022)

From the definitions presented, discerned that organizational creativity plays a very important role in expanding and developing the internal and external structures and processes of organizations in this modern economy hence, the most priceless resource in business today. This is in response to developing new and advanced technological resources and digitalizing business models and processes. Creativity as expressed by Cherry (no date), involves the ability to develop newer ideas and extraordinary solutions in terms of originality and functionality that will positively impact the ways and life of individuals. Glăveanu (2015), defines creativity as a socio-cultural activity where individuals work together to achieve a common objective. With this, individuals in an organizational setting will unite, form groups to brainstorm ideas and complete tasks or projects efficiently. According to de Vasconcellos, Garrido and Parente (2019), organizational creativity is categorized as a resource that mirrors individuals' entrepreneurial skills as well as the tangible and intangible structures or processes put in place to produce specialized capabilities and solutions in solving complex business issues. For innovations to spread in businesses, top management must authorize and start these initiatives.

Organizational creativity drives innovativeness and efficiency to boost operational performance and most importantly allows organizations to achieve and maintain a competitive advantage over other players in the market. Thawabieh, Saleem and Hashim (2016) argue that to be able to build a sustainable competitive advantage, there is a need for organizations to constantly depend on creativity and innovative processes to compete and survive in dynamic environments to achieve long-term goals. This distinguishes organizations from competitors (Ali Taha, Sirkova and Ferencova, 2016). Therefore, businesses must inculcate creativity and innovative processes into their business models and structures to help solve and manage unforeseen problems more efficiently and exploit other opportunities presented by modernization. With this, organizations

must possess the essential expertise in handling tomorrow's opportunities efficiently as well as their current ones (Faiz, 2014). Developing an organizational culture that facilitates creativity and innovation and promotes flexibility is the critical success factor organizations must achieve. Concurrently, it affects the behaviour of individuals and promotes their willingness to brainstorm and come up with edge-cutting ideas to break through the stereotypes and complex systems (Ali Taha, Sirkova and Ferencova, 2016).

However, organizations can only achieve creativity, innovativeness and transform their business models by embracing creative thinking processes. According to Hidayat, Susilaningih and Kurniawan (2018); Munandar (2012), creative thinking skills involves originality, fluency, and flexibility that is extremely affected by self-efficacy, where an individual can construct solutions and completely new projects to solve impending problems to achieve set goals. Jaffal and Alshwabkeh (2021) categorize organizational creativity into four dimensions; (1) Internal Work Environment identifies all the internal components that affect the organization. Here, the organization does a thorough investigation of all its internal elements to reveal its weaknesses and strengths, (2) Strategic View outlines the clear strategic plans and visions that support innovation and creative processes for long-term organizational goals, and (3) Organizational Culture describes the key enablers that drive organizational creativity and adaptation rate of members for organizational success. It involves the beliefs, commitments and participation of members in both internal and external business environments, (4) Encourage and Embrace Creativity is the readiness of organizational members to constantly explore and accept new solutions or innovations to effectively solve organizational issues. Organizational creativity and innovation are measured in so many ways. However, Hughes et al. (2018) identify recognition, introduction, modification, promotion and implementation of new ideas as key conceptual makers in organizational creativity.

Thus, before creativity and innovation can occur, (1) a problem or opportunity must be identified, (2), (3) new ideas must be introduced and modified to provide solutions to identified issues or benefit the organization, (4) these ideas must be endorsed and accepted by all subjects and (5) the stage where the formulated ideas will be practically implemented. Koch et al. (2017) suggest that organizational creativity is a constant process of risk-taking and adventurous or dynamic collaborations between the entirety of a business and its environments. This collaboration and idea generation process help produce greater results and permits candidates to explore outside the box. In conclusion, collaborating with other teams to formulate ideas and implement newer business strategies and methods increases workplace satisfaction and directly promotes organizational innovation.

2.2.2 Innovation Performance

2.2.2.1 Definitions of Innovation

Recent literature has defined and expressed the concept of innovation in so many ways. Kahn (2018) expressed innovation as the outcome, mindset and process that emphasizes the overall processes and new product development for creatively solving problems and attaining organizational goals. Rosenbusch, Brinckmann and Bausch (2011) also defined innovation as the ability to reconfigure organizational resources based on agility for a competitive advantage and performance in the market. Concurrently, Steiber and Alänge (2015) conceptualized organizational innovation as the organizational elements and resources that increase organizational performance to satisfy workplace objectives. While different scholars have offered a plethora of definitions, the fundamental notion of innovation has some similarities. These definitions indicate that innovation is generally the critical resources, output, mindset and processes that provide organizations with long-term competitive advantages as well as maximizing performance (Steiber and Alänge, 2015; Kahn 2018). Table 2.3 presents varied definitions of innovation.

Table 2 Definitions of Innovation

| Authors | Definitions |
|--|--|
| Steiber and Alänge (2015) | Organizational innovation is described as the organizational elements and resources that increase organizational performance to satisfy workplace satisfaction. |
| Palazzeschi, Bucci and Di Fabio (2018) | Innovation is described as the critical key driver of competitive advantage that identifies both the technology and psychological transformations in organizations. |
| Kahn (2018) | Innovation is the outcome, mindset and process that emphasizes the overall processes and new product development for creatively solving problems and attaining organizational goals. |
| Rosenbusch, Brinckmann and Bausch (2011) | Innovation is the ability to reconfigure organizational resources based on agility for a competitive advantage and performance in the market |
| Migdadi (2019) | Innovation is an idea, product, system that is perceived to be novel to organizations. |

Source: Researcher's Own Construction (2022)

2.2.2.2 The Nature of Innovation

Innovation has been the number one driver of organizational performance in this modern society. It has driven firms to maximize profits and lead to cost reductions. Varadarajan and Jayachandran (2018) express innovation as technological capabilities that organizations explore to achieve competitive advantage. These competitive advantages may result in better communication services, advanced technological systems and software. The phenomenon of innovation has introduced organizations to utilizing sustainable technological resources that have transformed their tangible and intangible business processes and systems and ultimately optimized performance. Rajapathirana (2018) posits that the unpredictable customer preferences, market and financial forms, the economy and information technologies have duly affected organizational

efficiency and structures. Even though these changes come with their risks, innovation has contributed a lot to the development and the transitioning of business processes.

Only when an organization has the requisite resources for innovation can it take place (Laforet, 2011). This means that if a business entity lacks the necessary funds to innovate, it can only envision and not implement it. Therefore, innovation is considered an important capability for businesses to possess to distinguish themselves from other key market players and attain a competitive advantage. Innovation also helps organizations adapt and thrive in competitive and harsh business environments as they can overcome challenges faster than others who are not employing innovative ways of production or service. For instance, Apple Incorporation, Samsung and other smartphone brands are constantly conceptualizing new designs and developing newer models of their products and have also enhanced their services. These innovations have boosted their customer base and satisfactory levels. Hence, they have acquired a broader market share than any of their competitors. However, there is also disruptive innovation where organizations fail to adapt resources that will assist them to transform their business models and systems. Hence, they did not prepare themselves for the new technological and market shifts. A good example will be the Eastman Kodak Company and Polaroid Corporation, which were once the most successful camera production companies a while back. They failed to inculcate and utilize emerging digital technologies and other modern business practices. When the market environment became highly competitive and other businesses evolved, they fell into bankruptcy resulting from their failure to innovate. Canon and Nikon, on the other hand, took advantage of these digital opportunities presented and built an empire. They are now considered top-notch digital camera brands in the photography industry in this digital era.

Recognizing that innovation is three different things—an outcome, a process, and a mindset—will enable one to genuinely actualize innovation and realize its benefits (Kahn, 2018). These three constructs emphasize (1) the final output of the structures, processes and ideas that were formulated to provide solutions to an identified problem or create an avenue for opportunities in the business environment to meet set goals, (2) the basic and strategized procedures and systems that are built to operate efficiently and more effectively, and (3) the thought process, the creative thinking abilities of individuals and how flexible they are as to exploring, accepting and employing new technologies in executing tasks.

Table 3 Constructs of Innovation

| Construct | Variables | Definition |
|--------------------------|---|--|
| Innovation as a mindset | Individual Process Organization Culture | This is where individuals tend to embrace creative methods and constantly explore new and advanced opportunities in which they can execute tasks and projects. Thus, experimenting, networking and questioning methods to arrive at the best results. |
| Innovation as a process | Product Development Process Innovation Process | This describes the systematic methods and procedures organizations have laid down to achieve efficiency to meet set goals. This spell out the identification stage, idea-generation stage, the testing and experimentation stage and the implementation stage. It can also include changes made to technology and machinery used as well as software applied for a product design. |
| Innovation as an outcome | Marketing innovation Business model innovation Supply Chain Innovation Process Innovation Product Innovation Organizational Innovation | This emphasizes the final output of the innovation process. It entails the production of new products, services and other opportunity avenues resulting from said innovation process or initiative. This may include cost reductions, improvement of services and products, restructured business models and others. |

Source: Kahn (2018)

In summary, innovation capability is regarded as one of the most important assets for businesses to maintain their competitive edge and in the execution of their whole strategy; and achieving a competitive advantage is key to surviving in this highly competitive world. Rajapathirana (2018) expresses that, the success of innovation is ultimately dependent on how best organizations manage and process the 'knowledge' they possess. Efficient knowledge management across and within industries goes a long way to making organizations responsive and agile, improving overall output and retaining sensitive information within the organizations. It is, therefore, fundamental to an organization's success and survival in the long term.

2.2.2.3 Performance

Performance has been conceptualized and defined by scholars in extent literature. Abubakar et al. (2017), defined organizational performance as the realization of measurable business goals and objectives that are keen on employees' willingness and commitment to the industry. According to Andrew (2017), performance is expressed as the readiness and competency of employees to accomplish the objectives of organizations. Moreover, Al Khajeh (2018) defined organizational performance as the output of an organization that can be measured against strategized objectives. In sum, it can be expressed that performance is the measurable output that is visualized or attained through the competency and willingness of employees in achieving strategized organizational goals (Andrew 2017; Abubakar et al. 2017). Table 2.4 presents varied definitions of performance.

Table 4 Definitions of Performance

| Author | Definitions |
|-------------------------|---|
| Haroon and Malik (2018) | Organizational performance appraises the output of the organization against organizational vision, goals, and the standards of overall development of the organization |
| Abubakar et al. (2017) | Organizational performance is the realization of measurable business goals and objectives that are keen on employees' willingness and commitment to the industry. |
| Andrew (2017) | Performance is expressed here as the readiness and competency of employees to accomplish the objectives of organizations. |
| Migdadi (2019) | Organizational performance is the crucial establishment of a measurement system that provides managers and employees with outlined directions and goals set by the organization using resources to meet organizational goals efficiently. |
| Al Khajeh (2018) | Organizational performance comprises the output of an organization that can be measured against strategized objectives |

Source: Researcher's Own Construction (2022)

From the definitions presented, performance is conceptualized as a core organizational outcome (Khalid, Islam and Ahmed, 2019) that is a prominent and most widely used dependent variable in organizational research (Rogers et al., 1998). Hence, several organizations have paid much attention to it (Jahanshahi, 2012; Kirby, 2005). The revolution of businesses has been enablers of technological implementations and other modern organizational practices which in effect maximized performance and cost reductions today. These streams of digital resources have influenced the competency of businesses, especially in manufacturing industries (Lee et al., 2022). It has eliminated some complex production procedures and replaced them with more flexible yet efficient processes and machinery. Thus, the utilization of smart technologies, systems and high-powered machines has been a norm in this complex business environment. (Lee/lei?? et al, 2022)). To maintain organizational performance, businesses constantly explore opportunities in the environment to their advantage (Hickman and Silva, 2018). A recent study indicates that open innovation positively influences overall performance in organizations (Popa et al., 2017).

Performance is not only measured at managerial levels but identifies whether goals are being met by accomplishing a set of tasks or activities across all levels of the organization. Andrew (2017) argues that hiring high-performing employees directly affect the accomplishment of strategic goals of organizations in the market. That is, employees, must be committed, ethical and accountable to attain such performance. Organizational performance consists of actual outputs measured against desired outcomes (Jahanshahi et al., 2012). However, its measurement becomes relatively difficult as the measurable variables of performance are dynamic (Hubbard, 2006). Organizational performance is argued to be measured by financial performance, product market performance and shareholder return (Pierre et al., 2009). However, Jahanshahi et al. (2012) categorize organizational performance measures into (1) market-based (return to shareholders, market value added, annual return), (2) financial or accounting performance (profitability, growth, liquidity and cash flow), and (3) operational performance (market share, new product development, product/service quality, marketing effectiveness and customer satisfaction) Silva and Borsato (2017) posit that there is a need for organizations to monitor these performance outcomes through key performance indicators (KPIs)for firm survival.

2.2.3 Top Management Support

In existing literature, the concept of top management support has been defined in varied ways. For instance, Hsu et al. (2018) conceptualized top management support as the commitment an executive has in providing firms with all the necessary resources to facilitate service innovation. Darma et al. (2018) also described top management support as the support of top management to provide all resources that are needed to operate financially, accounting, information and systems properly. Concurrently, Anggadini (2015) defined top management support as their involvement in the provision of guidelines with a commitment in terms of time, cost and resources to support

activities within an organization. While various scholars have provided numerous definitions, the fundamental notion of top management support shares some similarities. According to these definitions, top management support is generally defined the commitment and involvement of top management in providing essential resources to operate and support operations efficiently within the organization (Anggadini 2015; Darma et al. 2018). Table 2.3 presents varied definitions of top management support.

Table 5 Definition of Top Management Support

| Author | Definition |
|---------------------------|--|
| Darma et al. (2018) | Top management support is defined as the support of top management to provide all resources that are needed to operate financially, accounting, information and systems properly. |
| Anggadini (2015) | Top management support is the involvement of the top management for the provision of guidelines with a commitment in terms of time, cost and resources to support activities within an organization. |
| Hsu et al. (2018) | Top management support is the commitment an executive has in providing firms with all the necessary resources to facilitate service innovation. |
| Zhen, Xie and Dong (2021) | Top management support is defined in terms of the top management's belief about IT governance and participation in facilitating the different stages of IT governance. |
| Yang and Zhang (2017) | Top management support is an enhancement that allows firms to have a stronger exchange and employment of novel ideas, relevant knowledge and experience, and ultimately facilitates them to increase the speed, flexibility and innovativeness measures associated with a new developed product. |

Source: Researcher's Own Construction (2022)

From the above definitions, top management support is concluded as a critical factor that is fundamental for organizational success (Kannan, de Sousa Jabbour and Jabbour, 2014) and hence, attracted the attention of management scholars (Kurtessis et al., 2017). For organizations to thrive

in dynamic globalized environments, management must constantly transform and adjust their strategies for organizational growth (Zhen, Xie and Dong, 2021). Recent studies have indicated that organizational agility necessitates growth and survival, and leverages firms to obtain a competitive advantage in the market (Felipe et al., 2016; Chen et al., 2014; Ashrafi et al., 2019). Top management support is the commitment and support of executives in providing firms with the necessary resources and guidelines to influence service innovation and facilitate other operational activities for long-term organizational goals (Hsu et al., 2018; Anggadini, 2015). They can identify opportunities and threats in external environments and develop capacities and strategies for firm survival (Wei et al., 2020). The ripple effect of globalization, digitalization and other external potential threats in the environment call for the support of management for business growth (Schein, 2009; Travaglione et al., 2017). Masli et al (2016) posit that the CEO in its highest hierarchical state has the ultimate power over the strategic direction of firm development. Thus, top management support draws on the knowledge recognition and managerial skills of the CEOs to drive creativity, innovations, and performance in organizations (Xue et al 2013). The knowledge value of top management is a crucial pre-condition of knowledge-sharing practices in organizations (Singh et al., 2019) as it effectively seizes opportunities for innovations (Tece, 2009) in competitive markets. Lin (2010) further argues that top management support is vital for numerous organizational models and practices, especially, its technological adoption behaviour. Management of organizations implements strategies that foster the utilization and adoption of technologies that will directly target specific oriented goals to promote innovation and creativity in firms. Hence, top management support is an ultimate internal force that drives specific behavioral goals (Blass et al, 2014).

2.3 Theoretical Review

2.3.1 Upper Echelon Theory (UET)

The Upper Echelons theory asserts that the personal dispositions, values and experiences of management influence their decision-making skills and how they analyse problems to promote organizational performance (Hambrick and Mason, 1984; Hambrick 2007). This theory expresses observable and psychological factors as dimensions of top management's characteristics (Hambrick and Mason 1984). The observable characteristics include the educational and socio-economical characteristics which indirectly affect performance (Waldman, Siegel, and Javidan 2004). On the other hand, the psychological factors are the values and cognitive-based aspects of management's personality (Finkelstein, Hambrick, and Cannella 2009). The UET however, places equal emphasis on both dimensions (Hambrick 2007). According to Abatecola and Cristofaro (2018), the psychological and cognitive factors of top management characteristics increasingly affect their processes and strategic choices in organizations. Hence, organizational strategies are the reflection of top management's characteristics and interests (Hambrick and Mason 1984 as cited in Tzempelikos, 2015).

Baker and Edwards (2018) argue that the upper echelon theory is one theory used to express the different ideas and decisions generated by individuals in strategic positions with diverse cultures. Previous research has validated the underlying logic of the upper echelon theory (Hambrick, 2007). Kim (2021) further expresses that, the UET is the significant effect of management's characteristics on firm behaviour and performance, especially among CEOs. According to Liang et al. (2007), top managers play a crucial role in converting external pressures into desired managerial activities such as policy formation and creating an atmosphere for the diffusion of new business practices. In the context of our study, top management support is likely to drive

organizational creativity and innovations through the adoption of new business practices, technological strategies and tools that promotes innovation performance in organizations (Lin, 2010; Xue et al 2013). The study draws on the lens of the upper echelon theory to examine the extent to which top management support influences organizational creativity and moderates its relationship with innovation performance.

2.3.2 Resource-Based View (RBV)

According to Madhani (2010), the resource-based view (RBV) evaluates and interprets the internal resources of the organizations to understand how organizations gain long-term competitive advantage. Previous studies have identified RBV as a critical predictor of sustainable competitive advantage and performance (Barney, 1991). The ever-changing nature of business settings has drawn attention to capabilities and resources as a primary competitive advantage through the resource-based theory (Assensoh-Kodua, 2019). In this context, the ability of top management to optimize internal resources to transform business models, strategies and introduce technological initiatives to promote innovation and gain a competitive edge over competitors reflects the idea of the RBV. Barney (1991) categorizes firm-controlled resources into specific dimensions (human, physical, capital, information, and knowledge). These resources make the implementation of strategies easier and faster to improve efficiency (Hanifah et al., 2019). Concurrently, the internal resources of the organization must be firm, definite and non-tradable (Wang et al., 2016). Innovation is increasingly being credited with enhancing competitiveness and productivity (Hanifah et al., 2019). According to Kitchell (1995), the important characteristics of innovation culture include creativity, risk-taking, openness and brainstorming of newer ideas coupled with an entrepreneurial mindset. However, innovation practices can only be encouraged and adopted by organizations with the culture and readiness to innovate continuously (Abdul Halim et al., 2015).

From the theory adopted, an organization that is persistent in gaining a competitive edge will restructure its business strategies and utilize resources and technologies efficiently through top management's initiatives and continuous organizational creativity. Thus, this model supports how organizations utilize internal resources to achieve innovation performance through organizational creativity and top management support.

2.4. Empirical Review

2.4.1 Organizational Creativity, Top Management Support and Innovation Performance

The empirical review of the study is addressed based on the research objectives. De Vasconcellos, Garrido and Parents (2018) reported that organizational creativity has a greater effect on international business competence (IBC) when structuring logical decisions in business environments. They further emphasized the significantly great impact of firms' IBC when this relationship is mediated by entrepreneurial and innovation capability. In a study investigating how organisational creativity affects market performance, Boso et al (2017) reported that new product development (NDP) capabilities partially mediate the novelty and usefulness elements of organizational creativity on market performance. Additionally, it was revealed that although the moderating factor of environmental dynamism weakens the indirect relationship between organizational creativity via NPD and market performance, the effects are strengthened under the conditions of greater market responsiveness. Dul and Ceylon (2014) suggest that creativity-supporting work environments foster the development of new products in the market to enhance new product productivity

Recent studies suggest that there is a relationship between entrepreneurial creativity and performance. Sijabet et al (2020) assert that the link between entrepreneurial creativity and competitive advantage is dependent on the mediating factor of ambidextrous innovation. It was

also reported that although entrepreneurial creativity and the creation of new ventures showed a positive impact on performance, its relationship with competitive advantage was insignificant and therefore showed no positive effect. Samson and Umar (2020) posit a significantly positive relationship between novelty and meaningfulness elements of entrepreneurial creativity and firm performance. Bricolage is an important variable as it encourages creative ideas and innovation performance in organizations (An et al., 2017). In this study, it is reported that bricolage successfully mediates the relationship between creativity and innovation performance. Gong, Zhou and Chang (2013) in their study found that entrepreneurial creativity does not necessarily promote firm performance. The moderating variables, riskiness orientation and firm size, negatively impact the relationship between entrepreneurial creativity and firm performance at high levels. However, the high levels of realized absorptive capacity positively moderate mentioned relationship above. Sutapa, Mulyana and Wasitowati (2017) express that market orientation and innovation significantly affect industry performance, excellence and competitive advantage. However, the study's data analysis results showed an insignificant impact of creativity on innovation. Tsai and Huang (2019) argue that service creativity reinforcement methods (SCR) and in-house intensity (IHI) have a significant positive impact on firm and innovation performance. However, the primary effect of IHI and organizational size is insignificant. Additionally, outsourcing service innovation does not enhance the effect of SCR on innovation performance.

Owing to the synthesis of the literature above, it was observed that the moderators employed in the baseline relationship are external to the organization. However, the moderating variable employed in this current study is internal (top management support) to the organization as it determines the intensity and extent to which transformational changes and strategic decisions are made in organizations. Moreover, the majority of the literature focused on firm performance as

against the few that looked at innovation performance. With this, it can be concluded that innovation performance and top management support have not received adequate attention thus, highlighting the necessity for more empirical studies to be done on organizational creativity, top management support and innovation performance is important.

| Author | Context | Independent Variable | Dependent Variable | Mediating Variable | Moderating Variable | Findings |
|---|----------------------------|---------------------------|-----------------------------------|---|---------------------|---|
| De Vasconcellos, Garrido and Parente (2018) | Brazilian audiovisual SMEs | Organizational creativity | International business competence | Entrepreneurial capability Innovation capability | | <p>The results showed that in the organizational environment, creativity has a greater effect when applied to the structuring of logical decisions.</p> <p>The effectuation dimension of entrepreneurial capability did not affect IBC. The role of organizational creativity is linked more to planning and designing scenarios than to improvisation, intuition, and flexibility.</p> <p>The results show that the relationship between organizational creativity and firms' IBC is stronger when the mediating effects of innovative capability and the causation dimension of entrepreneurial capability are considered in the relationship</p> <p>Results revealed that creativity plays a role as an antecedent of innovation and also plays a role as a precursor of entrepreneurial capability.</p> |
| Theory Used | | | | | | |
| Penrosean perspective | | | | | | |

| | | | | | |
|---|-----------------------------------|---------------------------------------|------------------|--|---|
| Gong, Zhou and Chang (2013) | High-technological firms in China | Core Knowledge Employee Creativity | Firm Performance | Riskiness Orientation Realized Absorptive Capacity Firm size | <p>The result revealed that the direct connection between creativity and IBC is no longer significant, and the mediating relationship has greater significance than the direct relationship exhibited in its absence.</p> <p>Building on the creation–implementation conceptual distinction and the attention capacity perspective, we argued that employee creativity does not necessarily enhance firm performance.</p> <p>Employee creativity was not significantly related to relative firm performance</p> <p>Riskiness orientation negatively moderated the relationship between employee creativity and relative firm performance such that the relationship became negative at high levels of riskiness orientation</p> <p>Firm size negatively moderated the relationship between employee creativity and relative firm performance such that the relationship moved in a negative direction as firm size increased</p> <p>Realized absorptive capacity positively moderated the relationship between employee</p> |
| Theories Used 1. Attention Capacity Perspective 2. Creation Implementation Tension | | | | | |

| | | | | | |
|---|------------------------------------|--|------------------------|--------------------------|--|
| | | | | | creativity and relative firm performance such that the relationship became positive at high levels of realized absorptive capacity |
| Tsai and Huang (2019) | Taiwan Technological Innovation | Service Creativity Reinforcement Methods (SCR) | Firm Performance | Innovation Intensity | This study found that SCR and IHI have positive interaction effects on innovation and firm performance. |
| Theory Used Resource-based View | Survey (TTIS) | | Innovation Performance | Organizational size (OS) | However, the main effects of IHI on innovation and firm performance were non-significant or negative. These results suggest that the contribution of new service concepts such as generation and development of service success primarily depends upon creativity embedded in teams or individuals, and the development and adoption of technology plays a supporting role in its contribution to performance outputs. |
| Resource Management Perspective | | | | Industry Type | |
| | | | | | The results of this study have suggested that outsourcing of service innovation does not enhance the effects of SCR on sales growth on innovation performance |
| | | | | | This study found that firm size had a negative influence on the effect of SCR on innovation performance and sales growth |
| | | | | | The results of this study have found that SCR had a greater impact on |

| | | | | | |
|--|---|--|--------------------------------------|-------------------------|--|
| Sijabat et al. (2020) | Indonesian new business shipping industries | Entrepreneurial Creativity | Performance Competitive Advantage | Ambidextrous Innovation | sales growth in the sector of KIBS than in other service sectors Generation Of entrepreneurial creativity and significant new ventures did not show a positive direct relationship and its insufficient to improve competitive advantage However, this study found that the relationship between entrepreneurial creativity and competitive advantage was mediated by ambidextrous innovation Generation of original creativity and significant new ventures had a positive and significant direct relationship with firm performance |
| Dul and Ceylon (2014) Theory used Parsimony | Bursa-Turkey | Creativity-supporting work environment | New Product (NP) productivity | (NP) success | The results show that firms with creativity-supporting work environments introduce more new products to the market (NP productivity) and have more NP success in terms of new product sales (NP success). NP productivity partly mediates the relationship between a creativity-supporting work environment and NP success |
| Boso et al. (2017) | Nigeria | Organizational Creativity | Market Performance | Environment Dynamism | Findings from the study indicate that process and product NPD |

| | | | | | | | | | | | | | | |
|---|------------------------------|-------------------------------|----------------|---|-------------------------|------------------|------------------------------|-----------------|---|--|---|--|---|--|
| <p>Theory Used Organizational Ecology Literature</p> | <p>Resource-based theory</p> | <p>Samson and Umar (2020)</p> | <p>Nigeria</p> | <p>Entrepreneurial Creativity (Novelty and Meaningfulness)</p> | <p>Firm Performance</p> | <p>Bricolage</p> | <p>Market Responsiveness</p> | <p>Firm Age</p> | <p>capabilities partially mediate the effect of novelty and usefulness elements of organizational creativity on market performance.</p> | <p>The study further finds that while environment dynamism weakens the indirect effects of novelty and usefulness of organizational creativity, via process and product NPD capabilities, on market performance, the effects are strengthened under conditions of greater responsiveness to target market needs.</p> | <p>The results of the study show that there is a positive influence of novelty on firm performance.</p> | <p>There is a positive significant relationship between meaningfulness and firm performance.</p> | <p>This study finds that bricolage is an important mediator of the relationship between creativity and innovation performance in SMEs and hence encourages its use of it for innovation performance</p> | <p>It reveals that younger SMEs (firm age) are better suited than older SMEs to use bricolage as a mechanism to implement creative ideas</p> |
|---|------------------------------|-------------------------------|----------------|---|-------------------------|------------------|------------------------------|-----------------|---|--|---|--|---|--|

| | | | | |
|---|--------------|---|---|---|
| Sutapa, Mulyana and Wasitowati (2017) | Central Java | Creativity Market Orientation Innovation | Industry Performance Competitive Advantage | <p>The results of data analysis show that creativity has no significant effect on innovation.</p> <p>Market orientation significantly affects innovation and performance.</p> <p>Innovation also has a significant effect on excellence and competitive performance.</p> <p>Furthermore, competitive advantage has a significant effect on company performance.</p> |
|---|--------------|---|---|---|

2.5 Research Model and Hypothesis Development

2.5.1 Organizational Creativity and Innovation Performance

Creativity and innovation are increasingly identified as critical sources of long-term competitive advantage that organizations utilize to thrive in dynamic working environments (Ghosh, 2015). Anderson, Potočnik and Zhou (2014) suggest that innovation and creativity are important antecedents of performance, success and long-term organizational survival. According to Heller and Weisberg (2018), the links between creativity-innovation and organizational performance are not novel. Creativity is the generation of ideas and innovation is the implementation of the generated ideas for organizational goals. While Job and Bhattacharyya (2007) highlight the distinction between the two, Flaatin (2007) argues the interchangeability of their uses in literature.

According to Ghosh (2015), organizational creativity is an outcome of collective individual creativity inside organizations. As organizations seek to harness the ideas and innovative capabilities of individuals in workplaces, they establish competitive advantages and promote innovations for high-performance outputs (Carmeli, Meitar and Weisberg, 2006). It can be argued that the usefulness, novelty and value of creative ideas will determine the success and level of innovation performance in organizations (Flaatin, 2007). Mehrabani (2012) argues that creativity is a prerequisite for innovation generation. Andriopaulose (2001) posits that organizational creativity is affected by the organizational culture and climate, resources and skills, leadership styles and systems of specific organizations. On the other hand, the factors that affect organizational innovation include top management support and skills, flexible innovations modes and strategies (Khandwalla and Mehta, 2004).

From the RBV, the exploitation of the firm-controlled resources (Barney 1991), ideas, innovative capabilities and tools will not only establish long-term competitive advantages but also promote organizational creativity and high-level innovation performance. Hence,

organizational creativity promotes innovation excellence in organizations (Job and Bhattacharyya, 2007). It is therefore proposed that:

H1: Organizational Creativity positively influences innovation performance.

2.5.2 Effect of Top Management Support

West et al., (2003) posit that leadership has a strong influence on creativity and innovations in this globalized economy. Top management leadership is fairly associated with top management support for innovation (Howel and Avolio, 1993). Top management is responsible for all the strategic decisions that affect performance in organizations (Anwar et al., 2018). These decisions are, however, influenced by their personal dispositions. The upper echelon theory argues that the experiences, education, values and personalities of individuals in managerial positions greatly influence their decision-making skills (Hambrick, 2007). Thus, top management support and dispositions significantly influence innovative strategies and activities to enhance high innovation performance in organizations (Alexiev et al., 2010; Harmancioglu, Grintein and Goldman, 2010). Top management support is a strong internal force to conduct a specific behaviour (Blass et al., 2014).

The global orientation of top management and the extent to which they are exposed to other creative strategic decision-making processes will influence how they creatively solve problems in organizations. In essence, it becomes important for top management to be oriented in such regard to equipping them with skills and values that enable them to creatively navigate through business decisions and strategies (Roxas, 2013). In sum, how diverse they are in terms of idea making and problem-solving, will help influence organizational creativity and firm performance through innovative tactics or initiatives. This promotes creativity and innovation in organizations. Innovation performance is directly and indirectly influenced by top management support (Elenkov and Manev, 2005). According to Hoffman and Hegarty (1993), innovation performance is categorized into 2 strategic innovations: product/market

innovations and organizational innovations. Top management support indirectly influences market/product innovation as these innovations are carried out by non-managerial employees or lower-level managers. Though directives may come from top management, their involvement with these processes and innovations is indirect. However, organizational innovations are directly influenced by top management as they set up the structures, processes and culture that support innovation as well as implement strategies for innovation performance. In sum, top management support draws on the knowledge recognition and managerial skills of the CEOs to drive creativity, innovations, and performance in organizations (Xue et al 2013). The upper echelons theory argues that top management disposition and orientation influence their decisions and behaviour (Xue et al, 2013). From the lens of the upper echelons' theory, it is argued that top management with positive attitude towards creativity is likely to facilitate creativity culture and innovation. Drawing on the upper echelons' theory, it is posited that top management support is likely to influence creativity in business environments and promotes innovative capacities and initiatives for firm survival. This leads to the following hypothesis:

H2: Top management support positively influences innovation performance.

H3: Top management support positively moderates the relationship between organizational creativity and innovation performance.

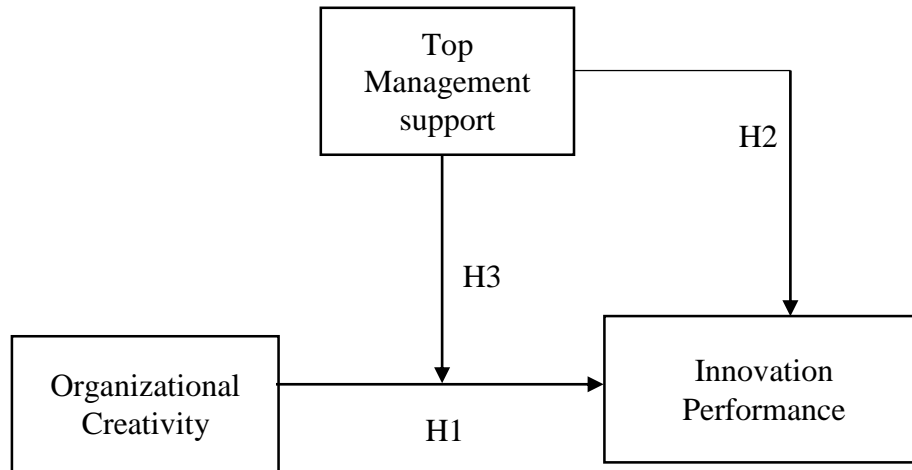


Figure 1. Conceptual Framework

2.6-Chapter Summary

This chapter aligns with the study’s objectives to discuss the notion of organizational creativity, innovation performance and top management support. It also identifies the underlying theories supporting the study’s variables as well as existing empirical and conceptual reviews of the study. Organizational creativity is understood as an outcome of collective individual creativity inside organizations that is a prerequisite for innovation generation. The concept of creativity has been defined as the generation of ideas while innovation is described as the implementation of the generated ideas for organizational goals. Prior research suggests that innovation and creativity are important determinants of performance, success and long-term organizational survival. However, the commitment and support of top management are pivotal in driving creativity, innovations, and performance in organizations. Ultimately, top management support influences effective project management, policies and service innovation by providing firms with essential resources for long-term organizational goals. Moreover, the organizational creativity-innovation performance-top management support linkage has not been sufficiently explored within the manufacturing

settings in developing economies. This study develops a framework to explore these linkages.

The next chapter presents the methodology adopted for the study.

CHAPTER THREE METHODOLOGY

3.1 Introduction

This chapter presents the methodology utilized in the study. Key methodological issues discussed in the chapter include research design and approach, population, sample and sampling; data type and instrument, data collection, data analysis, reliability and validity, and ethical consideration

3.2 Research Design and Approach

According to Creswell (2007) research design is the process that involves methods, tools, and techniques that are considered for data collection and analysis. Studies generally fall into the following three categories: descriptive, explanatory (causal), and exploratory study. Given the explanatory nature of the research, the study adopted a quantitative research approach with a cross-sectional survey design given the explanatory nature of the study. Moreover, a quantitative approach was used because it allows structured questionnaires, the use of numerical data, and statistical tools used while the explanatory design was selected for the study due to the causes and effects relationship between the variables (Creswell, 2007). In executing the study, the deductive approach was used to examine the research model. In the section that follows, the study population is presented.

3.3 Population

A study population is the whole group that the research focuses on (Bryman et al., 2003). The population of the study defines a group of people or objectives who share similar characteristics and identities (Saunders, 2015). Burns and Grove (2010) asserted that researchers are limited by some factors when it comes to using a whole population for a study therefore, they concentrate on choosing a required number that meets the qualities needed for the study.

The National Board for Small Scale Industries (NBSSI) in Ghana defines SMEs based on the number of employees, where micro enterprise consists of employees between 1-5, small enterprise 6-29, medium enterprise 30-99, while enterprise with employee above 100 are classified as large. Based on NBSSI's definition, this study regards firms with employees between 6-29 as small scale and those with employees between 30 and 99 as medium. The rationale for targeting these categories of firms (ie, small, and medium sized organisations) is since these firms constitute over 90% of the firms in Ghana (Ghana Statistical Service, 2016).

The requirements for assessing the size of the organization differ, but SMEs apply to autonomous business organizations that include between five and one hundred full-time workers (Ghana Statistical Service 2015; Dabebneh and Tukan 2007). The Ghana Statistical Service (2015) Integrated Business Establishment Survey provides an estimate of 22,288 SMEs (composed of 20,901 small firms and 1,387 medium firms) operating in the Ashanti region. For the research, the Ashanti region is an appropriate and relevant empirical context since first, the region is Ghana's hub; with substantial logistics and supply chain infrastructure linking together the northern and southern parts of Ghana as well as the country's neighbours. Secondly, the region has the second largest number of business enterprises in the populated region of Ghana (Ghana Statistical Service, 2016:2015).

3.4 Sample and Sampling Technique

Sampling means selecting a number of elements in a population in order to give conclusions that can be made concerning the complete population (Bryman, 2012). Sample sizes differ from one research to another based on the objectives of the work, however, (Hair et al., 2014) opined that, sample size must be larger in order to make significant impacts. In obtaining the sample size for this study. Two major factors which affects the decision were taken into consideration. These factors include the complex nature of the study's theoretical model

in relation to statistical analysis required with the second one being the generalization of subjects. The model of this study has one dependent variable, one moderating variable and one independent variable. Hair et al., (2014) propose that a sample size of between fifty and one hundred is typically appropriate to detect a substantial variance described using multiple regression analysis. The study seeks to employ regression analysis in evaluating this model. Accordingly, in following Hair et al. (2014), a sample size of 100 was arrived for the study.

Several sampling techniques exists in research literature that can be used to select the sample size for the study. Saunders et al., (2012) distinguish between probability and non-probability sampling technique. Probability sampling technique makes known the probability of members of the population being selected while the non- probability sampling technique does not make known the probability of members of the population being selected. For the purpose of this study, non-probability sampling technique was used. The sampling method that was used was purposive sampling. This sampling method allows the researcher to select participants with adequate knowledge about the studied.

3.5 Measures

For the study, a review of prior literature was undertaken to identify relevant measures for the study's constructs namely organisational creativity, innovation performance and top management support. Under the guidance of the research supervisor, an initial pool of items was identified for the independent, moderating, and dependent variables, with the relevant scale anchors to measure them. All items were measured using a 7-point Likert scale that ranged from strongly disagree (=1) to strongly agree (=7). Table 3.1 presents the variable and the number items under each variable.

3.6 Sources and Method of Data Collection

There are two main types of data for every research: primary and secondary data. A primary data is information collected for the first time from persons or group of persons. It may usually be collected through interviews, questionnaires, or observation. In contrast, secondary data is the information that has been collected by other individual(s) or organization (Bryman and Bell, 2007). Considering the objective and the purpose of the study, it was more appropriate to use primary data. Accordingly, the study also relied on primary data. The primary data was obtained from the researcher's generated survey where procurement practitioners were purposively selected to participate in the study.

The instrument used in collecting data for this study is questionnaires. According to Saunders et.al, (2009), a questionnaire refers to "all the techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order". Sanders et al (2009) classify questionnaires into self-administered and interviewer-administered questionnaires. In this study, self-administered questionnaires were used for the study. The questionnaires used were closed type. The key constructs under investigation were measured based on extensive review of literature. The researcher drew on existing literature to operationalize the constructs under study.

3.7 Data Analysis

Data analysis is a process of deriving meaning from data. This involves evaluating the measures and identifying patterns of relations that exist among data groups. Given the nature of the study, a quantitative data analysis method was adopted for the study, aided by the use of statistical tools to generate significant conclusions. Descriptive statistics including means, standard deviation and frequency were used to generate and analyze demographic characteristics of the respondents and their associated units, as well as the study's variables. Inferential analysis was concluded on the study's model using correlation and regression analysis to statistically determine the nature of the relation and the strength of the relation among the study variables. All analyses of the study was conducted using SPSS version 23 and relied on the generated tables and figures to present the results.

3.8 Validity and Reliability

Validity determines whether the study measures what it intends to (Jocobsen, 2002, cited in Bremen and Bell, 2007). In other words, research seeks to investigate, and the findings from the investigation are required to be valid. Valid findings indicate that information collected is accepted and relevant. The accepted and valid information depends on the source of data collected (Bremen & Bell, 2007). Reliability on the other hand is concerned with the consistency and trustworthiness of the results and the information found. A study is reliable if other research on the same subject yield similar results or arrives at similar conclusion (Bremen & Bell, 2007, Saunders et al, 2009). In order to address and reduce threats of validity and reliability, the researcher used procedural and statistical approach. Procedurally, the researcher tried to identify the respondents who were suitable to provide relevant information reliability test was run to further deal with reliability issues.

3.9 Ethical Considerations

As this study required the participation of human respondents, certain ethical issues were addressed. The consideration of these ethical issues was necessary for the purpose of ensuring the privacy as well as the safety of the participants. Among the significant ethical issues that were considered in the research process included respondent's consent and assurance of confidentiality. In order to secure the consent of the selected participants, the researcher relayed all important details of the study, including its aim and purpose. By explaining these important details, respondents were able to understand the importance of their role in the completion of the research. The respondents were also advised that they could withdraw from the study even during the process. With this, the participants were not forced to participate in the research, some of the questionnaires were distributed on line, and others were distributed in person. The confidentiality of the participants was also ensured by not disclosing their names or personal information in the research. Only relevant details that helped in answering the research questions were included.

3.10 Chapter Summary

This chapter details the study's methodology. As a recap, the study follows a deductive approach and relies on cross-sectional survey design to understand the relationship between information sharing. The relationship between these variables is tested on a sample of data from SMEs in the Ashanti region of Ghana. The study relies on questionnaire to collect data from senior managers of the firms and relies on hierarchical regression analysis in SPSS used to estimate the proposed theoretical model.

CHAPTER FOUR
DATA PRESENTATION RESULTS AND DISCUSSION

4.1. Introduction

In this chapter, data from the study was analyzed, interpreted and discussed in accordance with the objective of the study. The chapter begins with a brief presentation on the profile of the firms included in the study. Reliability analysis was performed to determine the authenticity of the questionnaire instrument use: the Cronbach’s alpha test, exploratory factor analysis and confirmatory factor analysis are presented. Evaluate and present some correlation and regression result and then following by interpretation and discussion of the findings.

Table 4.1 Results of Response Rate Analysis

| | Questionnaires administered | | Questionnaires received | | Questionnaires used | | Effective response rate = |
|--------------|-----------------------------|------------|-------------------------|-----------|---------------------|-----------|---------------------------|
| | (A) | | (B) | | (C) | | (C/A) *100% |
| | No. | % | No. | % | No. | % | % |
| | 100 | 100 | 75 | 75 | 72 | 72 | 72 |
| Total | 100 | 100 | 75 | 75 | 72 | 72 | 72 |

Source: Field study

A total of 100 questionnaires were issued to this selected firms, with 75 being returned and totally filled out, 3 of the questionnaires were rejected and 72 of the questionnaires were used for statistical analysis. The percentage response rate of used questionnaires was 72.0%, which was satisfactory for data analysis. According to Mugenda & Mugenda (1999), a response rate of 50% to 60% is considered good, and a response rate of 70% or more is considered excellent.

4.2. Demographic Information

In this section, key information and characteristics of the firms are presented in Table 4.2. From Table 4.2, out of 72 industrial firms that responded to the study, majority of the respondents (N=23) indicated that they were in the service sector signifying a percentage of 31.9%, followed by (N=20) who asserted that they were in the agricultural/agri-business sector having a percentage of 27.8%, (N= 19) also stated that they were in the manufacturing sector making 26.4%.

The table also shows the gender of the head of procurement unit. Gender is an important variable for this study, as such the respondents were asked to indicate their gender in the questionnaire. Out of the total respondents (N=72), majority of the respondents were males (N=39) representing a percentage of 54.2%. while the rest were females (N=33) having a percentage of 45.8% respectively. The percentage is an indication of enough evidence of gender inequality in the procurement unit.

The table also shows that in terms of age group, out of 72 respondents, majority 33 (45.8%) of respondents fall in the category of 30 to 39 years followed by 23 (31.9%) respondents in 20 to 29 years, 14(19.4%) respondents in 40 to 49 years, and 2 (2.8%) being 50 and above years.

The table showcases the educational background of respondents which is one of the most important factors. It was found that majority of the respondents have had their diploma/HND 26 (36.1%) followed by senior high school certificate or related certificate, 25(34.7), 18(25.0) had first degree certificate and 3(4.2%) second degree or more.

Lastly, the position of respondents was also included in the questionnaire. Individuals belonging to supervisory level dominated the study; they are made up 63.9% representing 46 of the total respondents. Individuals belonging to the middle level followed next with 30.6% representing 22 of the sample population, individuals belonging to the top level made up 5.6% representing 4 respondents respectively.

Table 4.2 Demographic Characteristics

| Variables/Category | | Frequency | % | | |
|---|--|------------------|------------|-------------|-----------|
| Firm industry | Service | 23 | 31.9 | | |
| | Mining/Extraction | 0 | 0.00 | | |
| | Agricultural/Agribusiness | 20 | 27.8 | | |
| | Manufacturing | 19 | 26.4 | | |
| | Others | 10 | 13.9 | | |
| Gender of head of the procurement unit | Male | 39 | 54.2 | | |
| | Female | 33 | 45.8 | | |
| Gender of respondent | Male | 33 | 45.8 | | |
| | Female | 39 | 54.2 | | |
| Respondent age | 20 – 29 Years | 23 | 31.9 | | |
| | 30 – 39 Years | 33 | 45.8 | | |
| | 40 – 49 Years | 14 | 19.4 | | |
| | 50 Years and Above | 2 | 2.8 | | |
| Educational Level | Senior high school/related certificate | 25 | 34.7 | | |
| | Diploma/HND | 26 | 36.1 | | |
| | First Degree | 18 | 25.0 | | |
| | Second Degree | 3 | 4.2 | | |
| Managerial Level | Supervisor | 46 | 63.9 | | |
| | Middle (manager, eg. head of department) | 22 | 30.6 | | |
| | Top (eg. CEO, managing director) | 4 | 5.6 | | |
| | | Min | Max | Mean | SD |
| Firm size (number of full-time employees) | | 2.00 | 114.00 | 9.3333 | 6.44574 |
| Firm age (number of years of operation) | | 2.00 | 34.00 | 9.8750 | 15.1230 |
| Managerial Experience (years of holding current position) | | 1.00 | 10.00 | 4.6857 | 5.03766 |

Source: Field study

The average firm age is 10 years. The least experience firm among the sample had operated for at least 2 years. Again, the average firm had 9 employees, and that suggests that most of the firms that participated in the study are sole proprietorship business.

The last demographic variable reported is the respondent managerial experience (years). This would enable one to determine if the informant/respondent have had adequate experience in the position within the firm. In order to provide relevant responses among the respondent, the average managerial experience is 5 years. In consideration, the entire respondent meets the minimum experience to participate in the study.

4.3 Measurement Model Analysis

This part of the chapter focuses on statistical validation of the scales used in measuring the variables in the study: organizational creativity, innovation performance, external integration, and top management. Results from Table 4.4 to 4.5b suggest that the phenomena being studied prevail in the study context.

Table 4.4 Descriptive and Normality Results on Organizational Creativity

| Code | | Mean | SD | Skewness | Kurtosis |
|------|---|-------|-------|----------|----------|
| OC1 | We normally have original ideas | 4.85 | 1.391 | -.527 | -.083 |
| OC2 | We often have fresh approaches to problems | 4.90 | 1.386 | -.231 | -.762 |
| OC3 | We have a unique perspective to solving problems | 4.85 | 1.535 | -.481 | -.382 |
| OC4 | We usually generate unprecedented solutions to problems | 5.25 | 1.340 | -1.160 | 1.777 |
| OC5 | Our solution to problems is often different from traditional ways of solving problems | 5.014 | 1.533 | -1.157 | 0.468 |

SCALE: 1= “strongly disagree” via 4= “as neutral” to 7= “strongly agree”

Table 4.5a Descriptive and Normality Results on Innovation Performance

| Code | | Mean | SD | Skewness | Kurtosis |
|------|---|------|-------|----------|----------|
| PEF1 | Compared with our competitors, our product modification and innovation have a better market response | 5.11 | 1.389 | -1.227 | 1.374 |
| PEF2 | Compared with our competitors, we have more success with their product innovation | 4.99 | 1.449 | -.862 | .485 |
| PEF3 | Compare with our competitors, our company takes the lead in using new technologies | 5.08 | 1.572 | -.924 | .299 |
| PEF4 | Our products are of state-of-the-art technology Compare with our competitors; We are the first to launch new products | 5.15 | 1.370 | -.993 | .712 |

SCALE: 1= “strongly disagree” via 4= “as neutral” to 7= “strongly agree”

Table 4.5b Descriptive and Normality Results on Top Management

| Code | | Mean | SD | Skewness | Kurtosis |
|------|--|-------|-------|----------|----------|
| TM1 | Top management have commitment for creativity that the relationship with customer is | 5.556 | 1.209 | -2.077 | 3.482 |
| TM2 | Top management considers that creativity is critical for organization success | 5.431 | 1.287 | -1.146 | 0.956 |
| TM3 | Top management provides resources for innovation | 5.51 | 1.434 | -.913 | .431 |
| TM4 | Top management encourages creativity through rewards | 5.15 | 1.598 | -.683 | -.172 |
| TM5 | Top management invest in employee’s creativity | 5.43 | 1.461 | -.959 | .866 |

SCALE: 1= “strongly disagree” via 4= “as neutral” to 7= “strongly agree”

4.4 Validity and Reliability Assessment

Using the reflective scales, an empirical demonstration of the reliability and validity are presented as a requisite for structural model analysis (Hair *et al.*, 2014; Bagozzi & Yi, 2012). As a result, scales reliability test, exploratory factor analysis was used as a basis to determine the validity and reliability of measures used to assess the constructs in this study's structural model (O'Leary-Kelly and Vokurka, 1998). The ensuing paragraphs present the results from the analyses.

4.4.1 Reliability Test

For the purpose of evaluating the study's proposed objectives, multiple indicators were developed to measure each of the study's construct using a Likert's scale from Strongly disagree (= 1)" to a Strongly agree (=7). In other to validate the internal constituency for each set of the item used in measuring each construct, a scale reliability test was performed for each construct using IBM's SPSS version 23. The result of each construct are presented in the table 4.6

Table 4.6: Result of reliability using Cronbach's alpha

| Construct | Number of items | Cronbach's alpha |
|------------------------------|-----------------|------------------|
| 1. Organizational Creativity | 5 | .892 |
| 2. Innovation Performance | 4 | .864 |
| 3. Top Management | 5 | .879 |

Source: Field study

4.5 Exploratory Factor Analysis (EFA)

As discussed in Chapter three, following the argument by Tabachnick and Fidell (2013), obtaining the initial hands-on of the data about its representativeness of the sample through descriptive statistics such as frequency distribution, mean, standard deviation, skewness, and kurtosis are tests that should be included in descriptive analysis. The study used Exploratory

Factor Analysis (EFA) to explore the initial evidence of validity (O’Leary-Kelly & Vokurka, 1998).

Moreover, by performing EFA, this study can tell which category of items measure specific constructs distinct from others. Putting it differently, a group of items that correlated highly with other items, but simultaneously are distinct from each other, are categorized into one factor or a group of variables smaller number of hypothesized variables. Accordingly, principal component and varimax were used as the estimation and rotation techniques respectfully. The principal component was used as a method of estimation as it is psychometrically sound and it is conceptually less complex. On the other hand, varimax was used as a method of rotation as it simplifies the interpretation of components (Field, 2009). The EFA carried out on the 10 items as shown in Table 4.7 as inferential analysis accounted for 77.973% of the variance explained.

Again, the study extracted and retained only components with Eigenvalues of at least 1.00. As shown in Table 4.7, the exploratory analysis conducted gave a -Meyer-Olkin (KMO) measure of sample adequacy value of .813, above the recommended minimum threshold of .60 (Pallant, 2007), suggesting that the study’s sample was adequate in each case, Bartlett’s test of sphericity for each analysis reached statistical significance level, χ^2 (Approx. Chi-Square) = 499.198, $df = 55$, $p < .000$. Overall, these results respectively suggest that the sample data for EFA was adequate and factorability was appropriate (Pallant, 2007). The results demonstrate the factor loadings together they explained 77.973% of the variance. Specifically, the item loadings on components one to three respectively, accounted for 45.102%, 17.207% and 15.664% of the variance explained. All items loading on components one to three respectively measured organizational creativity, innovation performance and support from top management. Each of the items loaded high (i.e. above .60) on their theoretical constructs in their respective components. These results provide sufficient initial

evidence of convergent validity and external or discriminant validity, showing that each scale in the study attempted to measure unique construct (O’LearyKelly & Vokurka, 1998).

Table 4.7 Exploratory factor analysis (Full Measurement Assessment) results

| Item | Component | | |
|-------------------------|-----------|--------|--------|
| | 1 | 2 | 3 |
| OC_1 | | .783 | |
| OC_2 | | .847 | |
| OC_3 | | .896 | |
| PEF_1 | .835 | | |
| PEF_2 | .877 | | |
| PEF_3 | .848 | | |
| PEF_4 | .907 | | |
| TM_1 | | | .897 |
| TM_2 | | | .835 |
| TM_3 | | | .825 |
| Eigenvalues | 4.961 | 1.893 | 1.723 |
| % of variance explained | 45.102 | 17.207 | 15.664 |

Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy = .813

Bartlett's Test of Sphericity: χ^2 (Approx. Chi-Square) = 499.198, df = 55, p < .000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 4 iterations.

NOTE: Items loading on component 1= organizational creativity (OC), 2 = innovation performance (PEF), 3= top management (TM).

Source: Field Study

4.7 Descriptive Statistics and Correlation Results

The Table 4.3 below shows the descriptive statistics and inter-constructs correlation results. As presented, the results indicate that there exist significant relationships between the constructs in the study. Specifically, the results indicated that support from top management positively relates organizational creativity practices ($r = .255$, $p < 0.01$) and innovation performance ($r = .333$, $p < 0.01$). Likewise, innovation performance had a positive and significant relationship with organizational creativity ($r = .385$, $p < 0.01$). Similarly, all the

three underlying variables correlate with each other and all of them scored P-value of < 0.01 . However, for firm size and firm age all correlated positively and significantly. The mean score of all the underlying constructs, organizational creativity, innovation performance and support from top management were above average and standard deviations were all within the acceptable benchmark.

Table 4.7 Descriptive statistics and Inter-Construct Correlation.

| Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------------------|--------|--------|-------|-------|--------|-------|
| 1. Organizational Creativity | 1 | | | | | |
| 2. Innovation Performance | .385** | 1 | | | | |
| 3. Top Management | .255** | .333** | 1 | | | |
| 4. Industry types | -.049 | -.190 | .012 | 1 | | |
| 5. Firm Size | .173 | -.053 | -.063 | .037 | 1 | |
| 6. Firm age | .228 | .038 | -.068 | -.182 | .530 | 1 |
| Mean | 4.866 | 5.107 | 5.366 | 2.903 | 9.333 | 9.875 |
| Standard deviation | 1.248 | 1.252 | 1.309 | 1.455 | 15.123 | 6.445 |

Note: *p < .05; **p < .01; N = 72

4.8 Regression Analysis

Regression model was used during the study to test the magnitude to which organizational creativity influence innovation performance and whether organizational creativity and support from top management also has an influence on innovation performance on firms in Ghana. The regression output is summarized in the Table 4.8

The structural model analysis results show that the normed chi-square (χ^2) value for model 3 (χ^2/df : 162.69/102 = 1.60) is significantly smaller than model 1 (χ^2/df : 204.34/105 = 1.95) and model 2 (χ^2/df : 170.53/103 = 1.66). This suggests that model 3 provides a significant improvement in the model fit compared to the first two models. In addition, the approximate fit heuristics for model 3 (RMSEA = .056; NNFI = .95; and CFI = .96) are better than the first two models. Moreover, model 3 explains 30% of the variability in sustainable procurement practices. This value is significantly better than the R2 values of the first two models. Overall, there is an indication that model 3 provides a better improvement of the model compared to the first two. As a result, the hypothesis of the study will be evaluated using model 3.

4.81 Hypotheses Findings

Table 4.8: Hypotheses Findings

| Predictors: | Dependent variable: Innovation Performance | | | Hypothesis |
|-----------------------------|---|-------------------|-------------------|-------------------|
| <i>Controls:</i> | Model 1 | Model 2 | Model 3 | |
| Industry type | .10 (1.27) | .09 (1.23) | .08 (1.11) | |
| Firm Experience | .16 (2.00) | .07 (1.00) | .10 (1.37) | |
| Firm Size | .04 (0.45) | .04 (0.49) | .01 (0.13) | |
| <i>Main effects:</i> | | | | |
| Org. Creativity (OC) | | .18 (2.12) | .18 (2.20) | Supported |
| Top Management (TM) | | .39 (5.02) | .40 (5.23) | Supported |
| <i>Interaction effect:</i> | | | | |
| OC x TM | | | .23 (2.97) | Supported |
| Goodness of fit indicators: | | | | |
| R ² | 4% | 26% | 30% | |
| Chi-Square/DF | 204.34/105 = 1.95 | 170.53/103 = 1.66 | 162.69/102 = 1.60 | |
| RMSEA | .071 | .059 | .056 | |
| NNFI | .91 | .94 | .95 | |
| CFI | .93 | .96 | .96 | |

Notes:

Survey (2022)

t-values are in the parenthesis;

hypothesized paths are evaluated at $t > 1.1645$ (5% sig., 1-tailed test)

Source: Field

4.9 To examine the relationship between organizational creativity and innovative performance

The first objective sought to examine the relationship between organizational creativity and innovation performance. From the results, it was observed that, there is a positive relationship between organizational creativity and innovation performance with regression coefficient ($B = .18; p < .01$). This implies that organizational creativity influences the firm performance and thus offer support for H1.

4.10 To examine the relationship between top management support and innovative performance

The study also sought to examine the effect of top management support on performance. The regression coefficient for the link between top management support is ($B = .39; p < .01$). This means that the relationship between top management and innovation performance is positive and statistically significant, providing support for H2. This indicates that effective top management can be critical for enhancing performance of firms. The values, and personalities of top management members to a greater extent influence firm performance.

4.11 To examine the moderating role of top management support in the relationship between organizational creativity and innovation performance

The final objective of the study was to examine the moderating effect of top management commitment in the link between organisational creativity and innovative performance. The study hypothesized that the interaction term between organizational creativity and top management commitment is positively related to sustainable procurement practices (H3). The study observed a positive significant moderating effect of top management support in the

relationship between organizational creativity and innovation performance given ($B = 0.23$; $p < .01$). Thus, offering support for H3.

CHAPTER FIVE

SUMMARY OF FINDINGS

5.0 Introduction

This study investigates the relationship between organisational creativity and innovative performance. The study further assesses the moderating role top management support plays in enhancing innovative performance.

5.1 Summary of Findings

5.1.1 The extent of organizational creativity

The primary objective sought to examine the extent of organizational creativity in small and medium-sized enterprises (SMEs). The results of the analysis showed a significantly positive outcome. This indicates that most organizations are creatively oriented and are constantly exploring novel and innovative ways to creatively solve problems in their daily operations. Therefore, organizational creativity is a crucial factor that aids organizations to attain a competitive edge over other market players while driving innovativeness, efficiency and performance for firm survival.

5.1.2 The relationship between organizational creativity and innovation performance

The second objective sought to examine the relationship between organizational creativity and innovation performance. From the results, it was observed that, there is a positive relationship between organizational creativity and innovation performance. This indicates that organizational creativity is key influencing the firm innovation performance. This finding is supported by Mehrabani (2012) who argued that creativity is a prerequisite for innovation generation. Heller and Weisberg (2018) posit that the linkage between creativity-innovation and organizational

performance are not novel. Consequently, creativity and innovation are increasingly identified as critical sources of long-term competitive advantage that organizations utilize to thrive in dynamic working environments (Ghosh, 2015; Anderson, Potočnik and Zhou 2014).

5.1.2 The relationship between top management support and innovation performance

The study also sought to examine the effect of top management support on performance. Results from the regression analysis indicate a positive and statistically significant relationship between top management support. This finding suggests that top management and is key in improving innovation performance. The values, and personalities of top management members to a greater extent influence innovation performance. According to Anwar et al. (2018), top management support affect innovation performance in organizations. Thus, top management support influence innovative strategies and activities to enhance high innovation performance in organizations (Alexiev et al., 2010; Harmancioglu, Grintein and Goldman, 2010)

5.1.3 The moderating role of top management support in the relationship between organizational creativity and innovation performance

The final objective of the study was to examine the moderating effect of top management support in the link between organizational creativity and innovative performance. The study hypothesized that the interaction term between organizational creativity and top management support is positively related to sustainable procurement practices (H3). The findings indicate a positive significant moderating effect of top management support in the relationship between organizational creativity and innovation performance. Xue et al. (2013) posit that top management support drives creativity, innovations and performance in organizations. This supports the

assertion that high levels of organizational creativity and top management support is related with higher innovative performance.

5.2 Conclusion

Based on the findings, the researcher concludes that organizational creativity has significant positive effect on innovation performance of firms particularly the SMEs in Ghana. Further, top management support has positive and significant effect on innovation performance. Finally, the top management support also influences the extent to which organizational creativity drives innovation performance of firms in Ghana.

5.3 Recommendation for industry and policy makers

The findings of this study indicates that the adoption of organizational creativity improves the innovation performance, thereby leading to a better competitive advantage. Managers may accordingly show creativity leadership to achieve their innovation goals. The findings also reveal that organizational creativity issues are of primary interest for improving innovation performance and competitive advantages. However, this requires the commitment of top executives. To this end, top management must therefore provide support and resources for investing in creativity and innovation.

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APPENDIX QUESTIONNAIRE

AKENTEN UNIVERSITY, KUMASI

Organisational Creativity and performance Survey, 2022

Dear Survey Participant,

Thank you for considering participation in this study that seeks to understand organisational creativity and innovation performance in Ghana. The study aims to obtain empirical evidence to advance knowledge and support decisions on how to leverage creativity to stimulate innovation and performance. Thus, your active participation would be very much appreciated.

We can assure you that your responses will be treated in the strictest confidence, with the results collected being anonymised and used for statistical and academic purposes only. Kindly note that you are responding to this survey as a member of the senior management team in your organisation.

Thank you once again.

Please, indicate your consent for participation here *I agree* *I disagree*

| Please use the scale anchors provided at the right-hand side of this table to rate their respective statements. | | | | | | | |
|--|--------------------------|---|---|---|---|---|-----------------------|
| <i>To what extent do you agree with the following regarding your organisational creativity?</i> | <i>Strongly disagree</i> | | | | | | <i>Strongly agree</i> |
| We normally have original ideas | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| We often have fresh approaches to problems | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| We have a unique perspective to solving problems | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| We usually generate unprecedented solutions to problems | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Our solution to problems is often different from traditional ways of solving problems | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | | |
| <i>To what extent do you agree with the following regarding your innovation performance?</i> | <i>Strongly disagree</i> | | | | | | <i>Strongly agree</i> |
| Compared with our competitors, our product modifications and innovations have a better market response | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Compared with our competitors, we have more success with their product innovations | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Compared with our competitors, our company takes the lead in using new technologies | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Our products are of state-of-the-art technology Compared with our competitors; we are the first to launch new products | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| <i>To what extent do you agree with the following regarding the support from top management?</i> | Strongly disagree | | | | | Strongly agree | |
|--|--------------------------|---|---|---|---|-----------------------|---|
| top management have commitment for creativity that the relationship with customers is | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| top management considers that creativity is critical for organisational success | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| top management provides resources for innovation | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| top management encourage creativity through rewards | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| top management invest in employee's creativity | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Section B: Firm Background

- Which of the following best describe your firm-industry?
 - Service
 - Mining/Extraction
 - Agricultural/Agribusiness
 - Manufacturing
 - Other.....
- On average, how long has your firm existed?.....Years
- On average, how many employees does your firm have?.....
- What is the gender of head of the procurement unit in your organisation?
 - Male
 - Female

Section C: Respondent's Background

Kindly tell me about yourself in terms of

- Gender
 - Male
 - Female
- Age (years)
 - 20 to 29
 - 30 to 40
 - 40 to 49
 - 50 or more
- Education level
 - Secondary school or related Certificate
 - diploma/HND
 - 1st Degree
 - 2nd Degree or more
- Number of years working in this firm.....Years
- Managerial level
 - Supervisor
 - Middle (manager, e.g. head of department)
 - Top (e.g. CEO, managing director)

End of the survey. Thank you once again.