STRATEGIC INNOVATIVE LEADERSHIP IN THE FOOD AND BEVERAGES INDUSTRIES IN SOUTH AFRICA

by

Justice Peace Maphosa

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

APRIL 2025

STRATEGIC INNOVATIVE LEADERSHIP IN THE FOOD AND BEVERAGES INDUSTRIES IN SOUTH AFRICA

by

Justice Peace Maphosa

Supervised by

Dr. HARA Masatoshi, Ph.D., DBA

APPROVED BY

Dissertation chair
dr. Anna Provodnikova

RECEIVED/APPROVED BY:

Renee Goldstein Osmic
Admissions Director

Dedication

To my esteemed advisor, Dr. HARA Masatoshi, Ph.D., DBA, for your unwavering guidance and support throughout this journey. You made me believe in this journey. To my loving family, your constant encouragement and belief in me fueled my determination to see this thesis through. To my wife Mama Vee for the countless cups of coffee, Trevor John Fisk, for unwavering fatherhood that kept me going since l was a kid. To my sanity and what's left of it! for enduring the stress and late nights involved in this project. To all my children, this is for you, take it, imagine it, internalize it. You can also do it for yourselves.

Acknowledgements

I express my appreciation to all the people who contributed to the work contained in this thesis. Remarkably, I deeply express my appreciation to my academic supervisor, Dr. HARA Masatoshi, Ph.D., DBA (Dr. Masa). He had faith in my abilities, and that together we could produce exceptional work. His mentorship abilities and coaching principles during the program have been exceptional and extraordinary. He evaluated my work, highlighting both the attainable goals and the challenges within the program, which fostered my development and commitment to completing this project.

To Dr. Dario Silic, PhD, your belief in me as my tutor in the postgraduate management programs, which inspired my pursuit of this DBA degree. Your teaching and thoughts have made a lasting impression on me.

To Dr. Anna Provodnikova, thank you for graciously admitting me into the DBA program. During the term, she enriched my graduate school experience by providing intellectual autonomy in my work, enabling my participation in many conferences, introducing me to novel concepts, and demanding perfection in all my endeavors.

To Mr. Dino Kolak, the results delineated in this thesis were attained with the support and collaboration of your offices, which rectified the errors in my program acceptance. I greatly benefited from his keen scientific insight into difficulties, his skill in addressing seemingly insurmountable practical challenges, and his ability to convey complex concepts in clear language. I extend my gratitude to everyone.

ABSTRACT

STRATEGIC INNOVATIVE LEADERSHIP IN THE FOOD AND BEVERAGES INDUSTRIES IN SOUTH AFRICA

Justice Peace Maphosa

April 2025

Dissertation Chair: Dr. HARA Masatoshi, Ph.D., DBA

Abstract

This study aims to clarify the processes of leadership for innovation, encompassing its development, creation, and characterization, by analysing the experiences, environment, and internal dynamics of an innovation climate within the organizational frameworks of SMEs in the food and beverages sector in South Africa. The quantitative deductive techniques and methodologies deployed, dissect, exhaust and examine the conventional understanding of leadership, which underpins the leader encouraging and inspiring individuals to attain a goal. The study sampling investigates the realm of individual leadership for innovation, revealing a fragmented and inadequate body of research that systematically integrates psychological factors clarifying the impact of antecedent variables on individual creativity in this study. This is empirically tested, initially at the personal-organizational level and subsequently within the industrial sector, ultimately shaping their daily innovation practices and mirroring their national culture. The study parameters look at the entire measurement model and the preliminary model findings to determine the model selection in structural equation modelling. This was thought to be appropriate in order to determine the cause of the model fit deterioration. Consequently,

the study looks at each path for the regression weights and finds three components that scores relatively high, namely; (a) the leader's capacity to interact with the teams and optimize revenue; (b) cultural resemblance and profit maximization; and (c) the followers' competencies and the maximization of their chances for successful growth through coaching. The validation approach includes a measurement model fit, using CFA, resulting in the reliability scores during this process varying. This thesis indicates and paints a predominantly inadequate theoretical evolution of leadership ethos and values across time, needing further research and enhancements. The study indicates that leadership influences staff innovation, leading to financial returns and enhanced organizational success. The regression weights that supplied the strength and significance of the correlations between the independent factors and the dependent variable, shows that within the observed path, innovation mediated for performance and passive behaviors regulated the cultures existent. There is a relationship between Leadership Coaching, which is found to regulate for the knowledge and experience. The Leadership moderated the innovation platforms mediated by Coaching Commitments to Followers, resulting in the performance of entities under study. The study eventually conclude that further research is essential on (1) the psychological factors clarifying the relationship between leadership and individual innovation, and (2) the contextual, organizational, and cultural components intrinsic to statehood and national power that affect leaders' ability to influence innovation within R&D teams.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I: INTRODUCTION

1.1 Introduction

This paper's objective in this research is to understand the concept of leadership with a vision that has effectiveness on the innovativeness of entities which separates them among the rest in strategy formulation for innovation and marketing that has cause and effect on the performance of their entities, propelling them to stay ahead of the completion. This paper is precisely concerned with why certain civilizations and humanities invent, innovate, flourish and thrive in capturing the markets, advance in their marketing plans as well as their endurance and the permanence of their products in markets beyond their traditional spheres. The paper seeks to expose the leadership at the helm that drives this narrative, its doctrines, its philosophical underpins and orientations in its cultural setting, within a revolving industry and commerce conducted through algorithms on the internet. As such this paper employs the works of Psychologist Hofstede et al. (1990) and explores the cultural dimension's model to arrive at the conclusions that it eventually does. The paper seeks to test organizational workflow as places of production, innovation, performance and marketing and their bearing on the organizational growth and performance influenced by the entities 'chosen strategies for marketing.

1.2 Research Problem

Parading through the roads and suburbs of South Africa, one discovers a society obsessed with culpability, remorse, anxiety and resentment. This is because South Africa is a culture

of prolonged injustices, and a product of hatred passed on from one ancestor to the other (Posel, 2001). Evidently, the past is rooted on everything South Africa does (Walker, 2006); be it business opportunities, or unfair and unequal schooling and education privileges (Atkinson, 2011), to industry and commerce's unfair practices (Marx, 2002) that remain deeply segregated and unwilling to change and be all-inclusive, and the results thereof; the lack of remorse leaving the guilt that tries to clean up after itself in the manner that pleases it (Reddy et al., 2015). Many circles in the academic studies blame this on the root of the leadership at the helm, yet others blame it on the apartheid leadership and still a lot more people see it from the eyes of the age and maturity of the leaders and their choices in leading. In South Africa, the Gauteng province has the largest enumerated and verified population than any other province within South Africa (Evan Jones, 2020). Though it remains the smallest province in geographical area, Gauteng retains close to 40% of the workforce and underwrites 45% to south Africa's manufacturing outputs (Statistics South Africa, 2021). Therefore, the SMEs within Gauteng plays a critical role in generating millions of jobs at the lower-skill levels (Evan Jones, 2020). Despite that, the country's 1.6 million SMEs account for 40% of Gauteng Province's total exports (Statistics South Africa, 2021). SMMEs as a result of poor technology adoptions and marketing practices have netted poor productivity (Evan Jones, 2020). Although they employ 40% of labour in the Gauteng Province, they only contribute 17% to the overall South African GDP (Evan Jone,2020). It is this imbalance in the economies of scale in the total financial investment and Government focus that has constantly been afforded to Gauteng yet delivering low and

poor technology adoptions and marketing practices that remains worrisome, problematic and distressing, necessitating full research in the study of this phenomena.

1.3 Research Objectives

This paper is precisely concerned with why certain civilizations and humanities invent, innovate, flourish and thrive in capturing the markets (Hofstede et al., 1990), advance in their marketing plans as well as their endurance and the permanence of their products in markets beyond their traditional spheres (Porter, 1980). The paper seeks to expose the leadership at the helm that drives this narrative, its doctrines, its philosophical underpins and orientations in its cultural setting, within a revolving industry and commerce conducted through algorithms on the internet. As such this paper employs the works of Psychologist Hofstede et al. (1990) and explores the cultural dimension's model to arrive at the conclusions that it eventually does. This paper's objective in this research is to understand the concept of leadership with a vision (MacGregor Burns, 1978; 2004), that has effectiveness on the innovativeness of entities which separates them among the rest in strategy formulation for innovation and marketing that has cause and effect on the performance of their entities, propelling them to stay ahead of the completion (Porter, 1980). To do that diligently, the paper seeks to firstly understand political landscape that legislates for the business environment. Secondly, the paper seeks to portray the policy position of government that influences innovativeness and invention.

1.4 Research Questions

The study initially selects a topic to investigate and concentrate on as its review of literature material that results in the discovery of new information. This led to gaps in the existing

research, which in turn led to the formulation of research topics (Randolph et al., 2019). This resulted in the following questions that seek answers in this study.

RQ1: Does Transformational Leadership coaching tactics result in the alterations of behavior for meaningful changes in the national culture that influences the national culture, as the innovation performance of nations?

Resulting in the following hypothesis for *RQ1 Hypotheses (H0: Null hypothesis/ H1: Alternative Hypothesis):*

H0: Transformational Leadership coaching tactics does not statistically result in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

H1: Transformational Leadership coaching tactics statistically results in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

IV: Transformational Leadership coaching tactics

DV: Behavior for meaningful changes in the national culture

RQ2: Does changes in the innovation performance alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures?

At this stage, hypothesis is formed for RQ2 Hypotheses; H0: Null hypothesis/ H1: Alternative Hypothesis). As such the RQ2 Hypothesis is formed:

H0: *Changes in the innovation performance do not statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.*

H1: *Changes in the innovation performance statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.*

IV: changes in innovation performance

DV: the SME organizational culture

RQ3: Does Leadership influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning for better financial performance of SMEs?

Thus, RQ3 Hypotheses (H0: Null hypothesis/ H1: Alternative Hypothesis), is created in.

H0: *Leadership does not statistically influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.*

H1: *Leadership statistically influences the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.*

IV: Leadership

DV: Innovation Performance in SMEs

RQ4: Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in

increased sales yield and financial value of SME ventures?

To this effect, a hypothesis is thus framed in RQ4 Hypothesis:

H0: Changes in the national culture does not statistically alter the SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the national culture statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

IV: changes in the national culture

DV: SME organizational culture

1.5 Significance of the study

This study aims to establish a correlation between transformative leadership, innovation, and organizational performance. This study aims to determine whether both transformational leadership and innovation have a substantial impact on organizational success. This is crucial and decisive, since it would demonstrate that transformational leadership and innovation have greatly improved the organizational performance within the food and beverages industry in South Africa. This study aims to uncover the significance of charisma in transformational leadership and the impact of innovation in product or service on organizational performance. It is imperative for the enhancement of practice and the development of new metrics to assess leadership, its progress, and constraints in a dynamic society that seeks to understand the significance of leadership.

1.6 Nature of the study

In this study, innovation is seen as a crucial factor influencing organizational performance. However, it is also recognized as a highly knowledge-intensive endeavor that is neither inexpensive nor effortless (Overall, 2015; Orabi, 2016). The impact of transformational leadership style on organizational performance is the phenomena under study. Hence, the study argues that by having reliable and respected leaders, employees are more likely to feel dedicated and content towards their employer, which in turn fosters creativity that can result in innovation (Orabi, 2016). The research emphasizes the significance of leadership, knowledge management, and the relationship quality construct, which includes trust, commitment, and satisfaction, as crucial aspects of the innovation-performance link (Elkins & Keller, 2003). The conceptualization is formed by integrating four research streams: social capital, the resource-based view of the firm, competitiveness theory and Strategic quality. This is in contrast to Porter's (1980) arguments on Competitive Strategy, which introduce the Techniques for Analyzing Industries and Competitors. The study utilizes the insights of Porter (1980), who elucidates the principles that regulate competition and transforms them into potent analytical instruments to assist management in interpreting market indicators, predicting the trajectory of industry progress, and positioning any organization to compete more effectively (Elkins & Keller, 2003). Ultimately, the conceptual design is drawn and illustrated within this study. The research enhances the existing body of knowledge on innovation by constructing a theoretical framework that links innovation and performance (Overall, 2015). The text includes propositions and suggests implications for management and future directions. This study

defines innovation performance as an organization's capacity to effectively convert its innovation initiatives and resources into concrete results, typically assessed through market success or enhancements in products/services. The research emphasizes that the focus extends beyond concept generation to the effective implementation and attainment of targeted outcomes (Greco & Grimaldi, 2015; Cricelli et al., 2015). The study references Prajogo & Ahmed (2006), who examined the connections among innovation stimulus, innovation capacity, and innovation performance, concluding that R&D management positively affects workforce attitudes, leading to a direct impact on product scale and effective consumption (Prajogo & Ahmed, 2006). The study examines critical elements of innovation performance, specifically the conversion of inputs into outputs, focussing on the transformation of innovation resources, such as ideas, technology, and financing, into tangible results like new products, services, or processes. The study examines market achievements within innovation platforms of SMEs as critical markers of innovation performance, evidenced by novel goods or services that obtain market traction and achieve commercial success. Greco and Grimaldi (2015) discovered in their research that open innovation leads to certain innovative behaviours and modified behaviours, which enhance innovation performance. The study examines the enhancement and efficacy of entities within the SME category via innovation performance, quantified by its capacity to augment the quality, utility, or efficiency of existing items or services (Cricelli, 2015). The examination of organisational culture and leadership focusses on a supportive culture and robust leadership, both essential for promoting innovation and ensuring effective performance. This leads to the assessment of metrics and key performance indicators

(KPIs) utilised to gauge the effectiveness and efficiency of innovation initiatives within the examined SMEs, including return on innovation investment (ROII), time-to-market, and employee engagement in innovation. The study finally contends that innovation performance encompasses more than mere creativity; it involves the successful conversion of innovation into concrete results and consequences that propel corporate success (Prajogo & Ahmed, 2006).

1.7 Limitations, Assumptions, and Delimitations

Limitations in doing academic research encompass factors such as the mode of logical thinking and human fallibilities, the accessibility of resources, the ability to reach potential participants, and the reliability of responses provided by participants (Fountouki & Theofanidis, 2018). As such, this study deems it crucial to acknowledge and precisely articulate the shortcomings and through this procedure, the study thus implements the most suitable modifications in relation to the study (Fountouki & Theofanidis, 2018). In the subsequent sections, this is outlined in the possible constraints related to the assumptions, limitations, and boundaries of the subject matter under investigation.

1.8 Assumptions

The study assumptions are essential truths in research that the researcher cannot control (Huemann & Martinsuo, 2021). I presumed that the responses acquired from the SME owners-managers offered an honest depiction and portrayal of their encounters and implementation of leadership abilities resulting in their innovativeness and lack thereof. In terms of the study's methodology, the study makes the assumption that employing a survey study approach would be suitable for investigating the phenomena of leadership skills in

small and medium-sized enterprises (SMEs). It is therefore assumed that the participants in the study will supply thorough and pertinent information that may shed light and be valuable in comprehending leadership skills and practices in small and medium-sized enterprises (SMEs) in the food and beverages manufacturing sector of South Africa. It is an assumption in this study that the sample will accurately represent the small and medium-sized enterprises (SMEs) in the food and beverages sector of South Africa (Huemann & Martinsuo, 2021).

1.9 Limitations

Limitations refer to the characteristics of a methodology or design that affect the applicability or understanding of the findings of a study (Huemann & Martinsuo, 2021). Researchers are required to delineate the constraints of a study in order to comprehend the implications of the findings and to evaluate the dependability of the investigation (Fountouki & Theofanidis, 2018). The credibility of the research is enhanced by being transparent and truthful about its potential and by clearly identifying the claims that readers may associate with the study's findings (Denscombe, 2013). The exclusive use of a sample of participants from the SME population within South Africa remains constraining. The study did not include the viewpoint on leadership qualities from owners-managers in different foreign regions. The insights gained from owners-managers in various regions could yield a contrasting outcome. Another constraint may be the participants' imprecise recollection of their experiences or their unease in revealing information about the workings of their organization. In order to discourage such responses, I will sign the

consent form, guaranteeing them that any information they submitted would be kept confidential (Denscombe, 2013).

1.10 Scope and Delimitations

The scope and delimitations of this study refer to the specific factors and boundaries that define the extent of this investigation (Gotzek & Ross, 2010). The scope of this study outlines the specific areas that will be investigated. Consequently, there are limitations on the target population, which is restricted to South Africa. South Africa comprises a blend of apartheid-era laws, enterprises, and ideologies, which are predominantly South African. The study's scope and duration are considered as delimitations and factors in this study (Fountouki & Theofanidis, 2018). Some variables are excluded from the study. Nevertheless, the scope and delimitations do not constitute methodological deficiencies (Fountouki & Theofanidis, 2018).

1.11 Contributions of this Study

This study on leadership qualities that result in innovation and innovativeness within the Small and Medium-sized Enterprises (SMEs) is important for South Africa, particularly in two specific areas. Firstly, there is a significant aspect of it that is impactful on corporate operations, as the findings are likely to be utilized by different corporate stakeholders. Secondly there are implication on the study’s potential aspect for social transformation within South Africa, which is a country that ranks top as the most unequal country in the world. This has implications towards the address of this unequal(ness) through strong and capable leadership, which may arise from enhanced business practices and result in poverty alleviation. The aim of this research is to examine the leadership skills utilized by owners

and managers of small and medium-sized enterprises (SMEs) in the food and drinks industry, namely in the manufacturing sector, with the goal of ensuring long-term viability. The results of this study can provide SME owners and managers with a comprehensive understanding of the leadership skills required to sustain SMEs and secure their survival in the competitive global market. The findings could also be useful for developing or modifying leadership programs designed to educate both inexperienced and experienced owners and executives of small and medium-sized firms (SMEs). The benefits of increasing the success rate of SMEs might apply to the owners, their families, and other groups in which the SME owners operate. These groups include employees, local entities, suppliers, and customers. Owners-managers could derive an opportunity for learning from the failure of their businesses. However, Shepherd & Lockett (2013) laments the torrid financial, emotional, and psychological effects of failure, particularly within SMEs (Lyon et al., 2013). Accordingly, from the results of this study, practitioners and researchers might find new strategies for reducing the failure rate of SMEs in the food and beverages industry. Porter (1980) argues stating that the potential benefits of new strategies might result in positive effect to the enterprise (Porter, 1980). However, Government agencies might use the findings as input in their development of policies that relate to SMEs in the spirit of nation building and alleviation of social ills. This is congruent to the studies of Geremewe (2018) who argued that the role of micro and small enterprises is pinned on the societal hope through government initiatives for poverty alleviation and social improvements (Geremewe, 2018). The result of this study has implications for the leadership of enterprise, to craft the expressive and evocative organizational strategies with impetus to the changing

courses of business. Thus, its practical application has significant implications as its instructions from the managerial component, directed at the workforce and to staff and followers alike, as delegated authority. This again has implications for the divisional management and lower-level structures who must carry such instructions with accountability to the all-important managerial component of the business. This has implications for the literature and body of knowledge to pursue studies around organizational delegated authority and shared leadership. This paper proposes that business models ought to be guided by the leadership, led by the foundational strategies. The paper argues for Strategic leadership evolutions in theoretical foundations of such literature that should guide the three characteristically diverse, and altered roles within the strategic narrative namely, its effects and derivate outcomes in its development. This is continuously misused in literature pertaining to its application. The study guides scholars on the strategic narrative and its effects and outcomes for the innovativeness and innovation of entities and its bearing strength on the alignment and organizational determinations, resolutions and devotions. This paper affords hypothetical speculative cognitive, rational and pragmatic confirmation to existing theory relating to Strategic Leadership and its Management within the massive body of literature. This is also because the present business society is agile and borderless. This paper augments the current existing literature and cements the effectiveness of business leadership for strategic leadership, modelling its strategies around innovation, and utilizing its diverse tools, as a requirement for leadership today. This is noteworthy for the managerial component of the business today.

1.12 Chapter Summary

Chapter 1, concentrated on the introduction of the research study, encompassing the problem formulation, research purpose, objectives, and hypothesis. The chapter encompassed the ethical considerations, definitions of key terminology, and closed with the study's limitations. This paper's subject matter was precisely concerned with why certain civilizations and humanities invented, innovated, flourished and thrived in capturing the markets (Hofstede et al., 1990). In Chapter 2, this part examined the existing body of literature on innovative research. The literature review included papers from peer-reviewed scholarly publications obtained from the databases. The literature search approach consisted of identifying and examining key topics related to leadership and the long-term viability of small and medium-sized enterprises (SMEs) in the food and beverages sector, specifically focusing on their manufacturing skills within the industry. In Chapter 3, this segment outlined the research approach and methodology employed, and then ultimately, the summary of the study proposal. This section addressed the technique employed in this study, specifically its research methodologies. This process then entailed several steps, including selecting a sample, gathering data from the sample, and analyzing the data. However, in Chapter 4, the study findings were revealed showing an overall response rate which was obtained. Ellucidateed by McLean & Burt (2009), the results of the t-test revealed that there was no appreciable difference between early and late responses (Livingston, 2004; Kim, 2015). Bartlett's test evaluated the hypothesis through the correlation matrix and through identity the matrix, according to Rusuli & Tasmin (2013). Our results showed a Kaiser-Meyer-Olkin (KMO) and Bartlett's test above 0.8, proving

that this was a good model, and a goof fit, according to Tuyet (2022). Factor analysis and identity correlation matrix indicated that the variables were unrelated, which was undesirable. A significant statistical test result (often less than 0.05) suggested that the correlation matrix was not an identity matrix, according to Rusuli & Tasmin (2013). Whereas our results showed some values > 0.9 (and above), we thus regarded these results as exceptional. Although some results came in at between >0.7 and >0.8 as, and thus we consider the overall assessment as good (Thao & Van Tan, 2022). Within Chapter 5, this chapter dealt with the discussion and conclusion as a thorough analysis of findings and interpretations segmented into four pieces. The initial section provided a thorough analysis of the research results. The second and third sections describe the theoretical contributions to current literature and the practical implications for management derived from this study. The conclusion part outlined the limits of the current research and offered suggestions for future studies. Lastly, in Chapter 6, the chapter encompassed the comprehensive study summary, conclusions, and suggestions derived from the preceding chapters, along with an assessment of the research purpose, objectives, and hypothesis, guided by sharing of knowledge and information as elucidated in Maladzhi et al. (2010). The literature evaluations unequivocally demonstrated that creativity and innovation had prominence in terms of the management discourse throughout, guided by the past few decades of research results and findings which corroborated this study. This was considered essential for the survival and competitiveness of entities (Yukl, 1998; Manz & Sims, 2001).

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review included papers from peer-reviewed scholarly publications obtained from the databases namely, ABI Inform, Business Source Complete, Proquest Central, SAGE Premier, and Sage Research Methods Online. Additional sources of literature comprise data obtained from company websites, non-governmental agencies, government websites, published books, and the Google Scholar search engine. The research entailed utilizing the subsequent key terms: small and medium enterprises, manufacturing sector, food and drinks, food production, small and medium business failure, small and medium company success, leadership styles, leadership in small and medium enterprises, and leadership skills. The literature review encompasses a total of 430 references. The overall references comprised 22 government internet sources, 9 dissertations, 13 seminal works, and 8 books. The sources underwent peer review in 97% of cases, and 85% of them were published during the past 5 years. The literature search approach consisted of identifying and examining key topics related to leadership and the long-term viability of small and medium-sized enterprises (SMEs) in the food and beverages sector, specifically focusing on their manufacturing skills within the industry. The paper structured the review by first doing a thorough examination of the leadership models outlined in the conceptual framework.

2.2 Theory

The study builds upon Fiedler's (1964) contingency model, James MacGregor Burns (1978)'s leadership doctrine, Avolio & Walumbwa (2014)'s authentic leadership theory, and Mumford et al. (2000)'s skills-based model of leadership to examine and contextualize leadership skills in small and medium-sized enterprises (SMEs), as well as in Mumford & Schultz (2001) who argues for its impact in the performances within planning. However, in Van Doorn (2001)'s arguments, he looks at its impact on the processes and requirements, and critics its errors. Various significant topics arose from the literature sources I examined. The Diffusion of Innovation (DOI) Theory, created by Rogers (1962), is one of the oldest social science theories and serves as the foundation for the innovation platforms debates in this paper. The study explores Edquist & Hommen (1999)'s Systems of innovation and their arguments on the innovation theory and its resultant policy formation for the demand side. The study explores Hofstede (1983)'s National cultures in four dimensions within a research-based theory of cultural differences among nations to expose the innovative culture as origins and mechanisms by which an idea or product obtains traction and spreads among a particular population or social system over time. The study compares this with Porter's (1980) arguments on the Generic Competitive Strategy for business. This argument revolves around the notion that small and medium-sized enterprises (SMEs) need to understand and embrace new ideas, adapt their strategies and actions accordingly, and ultimately provide new or innovative products and services. The study asserts that by means of this process, diffusion becomes feasible. These topics served as a valuable framework for structuring the review. The issues are then categorized into the following

subsections: (a) leadership definition and the role of the leader in terms of styles and practices, (b) concerns of leaders in the food and beverages sector and its manufacturing industry, (c) small and medium-sized enterprises (SMEs) in the food manufacturing industry, (d) the culture of innovation and its strong desire resulting in business innovation programs, (e) the cost of innovation and the consequences of not being innovative for businesses, (f) the sustainability of organizational culture in SMEs, (g) business failure in the food and beverages sector industry, and (h) causes of SME business failure. The literature review has resulted in the development of a conceptual framework that follows below. This conceptual framework serves as an analytical tool that will be applied in various ways and situations within this study. In this study, it is utilized throughout various domains of work where a comprehensive overview is required. Its purpose in this context is to establish conceptual differentiations and structure ideas. Thus, these robust conceptual frameworks effectively capture tangible elements and do so in a manner that is both memorable and applicable.

2.2.1 The development of Conceptual Frameworks

A conceptual framework serves the purpose of initially identifying and subsequently elucidating the knowledge, concerns, and values that are deemed essential components of a study. Furthermore, it facilitates the establishment of connections between these elements and the diverse array of factors and influences that impact one's research (Ravitch & Riggan, 2016). Scholars, Ravitch & Riggan (2012) argues for the prioritisation of developing methodologies for comprehending consumer perceived value as the utter most important milestone in the development of research papers to both managers and scholars.

The present study introduces and examines a conceptual framework for evaluating the value-in-usage, specifically in the setting of a dependencies, similarities and differences in the maintenance of a relationship. In contrast to the value models employed in prior empirical studies, the proposed framework in this study, incorporates an evaluation of not just the features of the Leadership, its selection of marketing tactics as internal strategies for completion, in the study of phenomena. The conceptual framework under study, also exposes the relationship and correlations between the leader and the followers in these processes, together with the follower on their customer's assessments of the value derived from their relationship experience. The framework is substantiated by interviews conducted with members of a cross-disciplinary group of the companies under study. It is hoped that such interviews will reveal that individuals are capable of evaluating the effectiveness of their relationship processes and through expressing the value derived from this process, gain competitiveness both at the organizational and individual levels (Ravitch & Riggan, 2012). Additionally, the data to be collected from these interviews will also introduces the concept of network quality. The evaluation of both processes in the assessment of quality and service quality undergoes changes in accordance with the evolving objectives of the study. Practitioners may also have an interest in eliciting the quality of their relationship within their business processes and clients to under the usage processes, value-in-use, and service quality (Tashakkori & Creswell, 2007). Potential areas of research encompass the creation of scales to measure both the quality of the consumption process in the food production and accessibility, and measure the value derived from using a particular product or service (Alvesson & Sandberg, 2013). This study aimed to provide

light on the processes of Leadership for innovation, its development, creation, and description by gaining an understanding of the experiences, climate, and inner workings of an innovation climate within the SME organizational structures in the food and beverages industry. It is this paper's stance, that conventional understanding of leadership has the leader urging and inspiring others to accomplish a goal. This is not the case with the Leadership for Innovation Framework. Our findings will reveal that there is much more nuance and distinction to leadership than this simplistic view suggests. Leadership has many facets, and so does its impact on creative thinking. Leadership, organizational setting, and innovation all interact intricately, and this conceptual framework captures that. A conceptual framework is given in this paper, as a graphic or textual representation of the key ideas, concepts, and relationships among them (Kuo, Mishra & Taylor, 2016; Fogstad, Gupta & Gilmore,2016; Temmerman, Thomas & Rasanathan, 2016). The RBV hypothesis served as a focal point and connecting framework for this investigation. When making decisions about how to increase the profitability of the organization, top executives can benefit from the RBV, as a strategic management approach to gaining a competitive edge and increasing profits (Barney, 2001). The existing service quality measurements operate under the assumption that value is inherently integrated within the process of service provision accessibility, and measure the value derived from using a particular product or service (Alvesson & Sandberg, 2013). Therefore, the conceptual framework drawn in this paper addresses the research questions that seeks to explore the phenomena under study and its manifestations and prevalence. In its effort to answer to Research Question (RQ) 1; the conceptual framework has been theorized and drawn as follows.

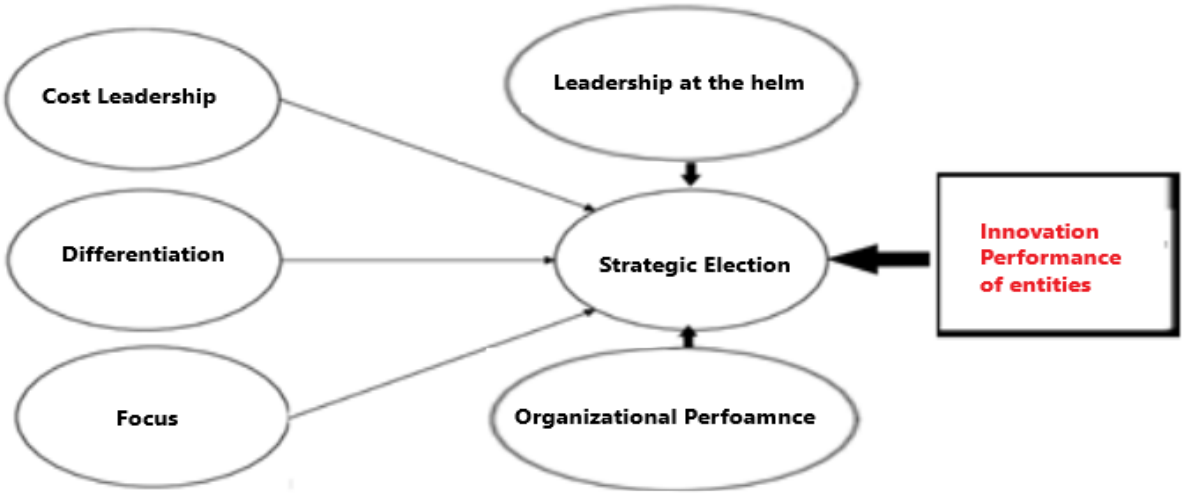

Figure 1: Figure is drawn as a Conceptual Framework of the innovation performance regulated by the strategic practices of entities.

Source: Author.

2.2.2 The effect of the RBV theory within the competitive environment

In addition, Barney (2001) said that, rather than looking into the competitive environment, businesses should look inward to uncovering the factors that give them an edge. Birger (1995) proposed the RBV theory and claimed it could greatly increase organizational competitiveness and profitability. Three principles make up RBV as a theory. According to resource-based theory, a company is in the best position for sustained success when its resources are highly sought after, uncommon, hard to replicate, and irreplaceable. These strategic assets can serve as a springboard for building enterprise-wide capabilities that can catalyze sustained outperformance (Kuo, Mishra & Taylor, 2016; Fogstad, Gupta & Gilmore,2016; Temmerman, Thomas & Rasanathan, 2016). Barney (2001) proposed that firstly, an organization's competitive advantage is based on its unique qualities, which are difficult for rivals to copy. Secondly, an organization's performance improves when it has

7 competitive edges, which becomes its source. Companies are more likely to increase profits when they have a competitive advantage, as stated by Barney (2001). The RBV can help top-level managers at SME level to enhance their preparation of their firms in order to maximize efficiency, reduce waste, and craft a winning strategy (Barney, 2001; Rogers, 2016). Therefore, the objective in this paper is to boost productivity and profitability by gaining a competitive edge. The RBV conceptual framework also served as the basis of this paper's research and shed light on how strategic leadership affects the bottom lines of major organizations. Using the RBV, the paper looks at how top SMEs conduct their business preparations for competition in operations, a factor that separates them as business leaders, as they tap on to this theory to make use of distinctive institutional assets to boost performance and guarantee client satisfaction.

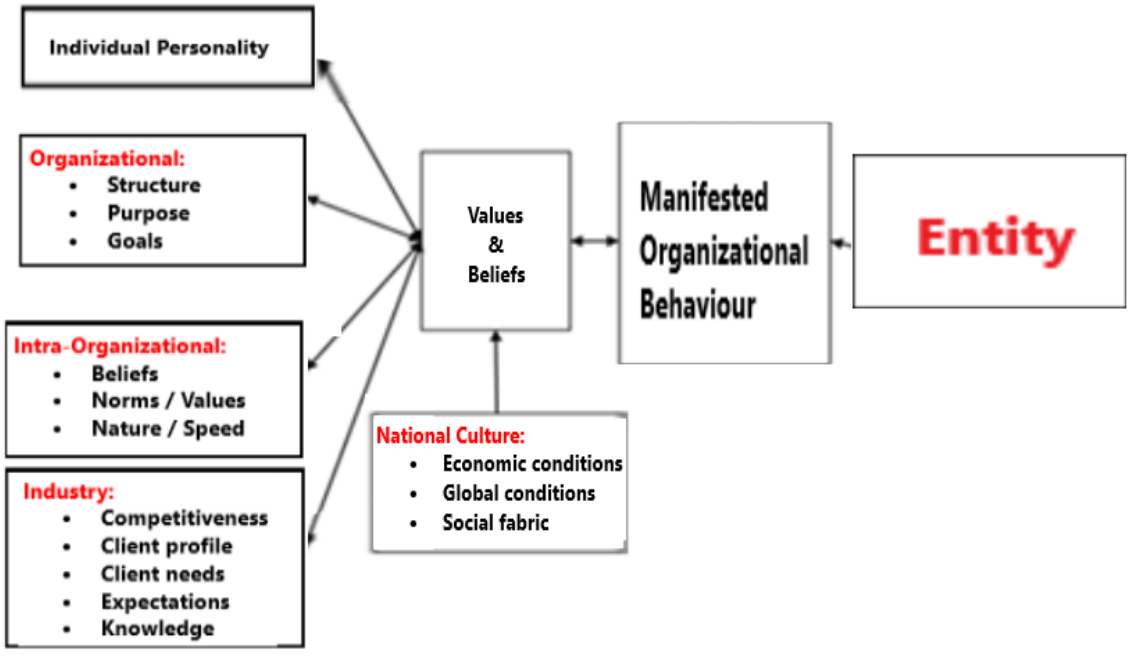

Figure 2: Figure is drawn as a Conceptual Framework of the national culture influences on the Organizational culture that propels innovation performance.

Source: Author.

The research findings are expected to be noteworthy and deserve attention due to their significance and potential impact, as the present and novel approaches for evaluating the value of solutions from a consumer perspective remains limited in the studies. Several models have been developed to show how an organization's culture might help employees become more creative problem solvers. According to a model created by Hauser and Katz (1998), company culture is crucial to the creative process inside an organization. On the other hand, Schein (1992) proposed a paradigm in which culture is understood as a hierarchy of artefacts, values, and basic assumptions. This paper follows on the footsteps of the models and theorizing of Hauser and Katz (1998) as well as that of Schein (1992), where this paper views organization's culture an engine that drives the creative processes, openness, vitality, collaboration, ingenuity, and a sense of oneness and belonging by the members of the department, group or entire company. Figure 2 shows the dependable variables as; the Leadership at the helm; Strategic Election; Organizational Performance as factors affecting the innovation performance of SME entities in the food and beverages within the province of Gauteng in South Africa. The independent variables are Cost; Differentiation; and Focus as the parameters of the strategy election practiced within the business and its marketing campaigns. In this paper's effort to answer RQ2: the conceptual framework has been theorized and drawn as seen above. The Organizational behaviour of a company is moderated and heavily influenced by dependable variables which are Values, beliefs, National culture, economic conditions and global conditions. Its independent variables are individual personality, organizational structure and its purpose goals, intra-organizational factors such as beliefs, norms and values, its nature and speed of change in

that enterprise, and its industry competitiveness which include its client profile, its client needs, its expectations and knowledge of that industry. Schein (1983) defines organizational culture as the shared set of norms, values, and practices that a team uses to successfully execute its mission in the face of challenging circumstances.

2.2.3 Leadership defines the culture of an organization

Organizational culture theories tend to share a focus on themes like evolution, growth, and creativity. It is this paper's stance that, understanding the values that drive and maintain the culture of an organization is crucial for a functioning and effective organizational leadership (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016).

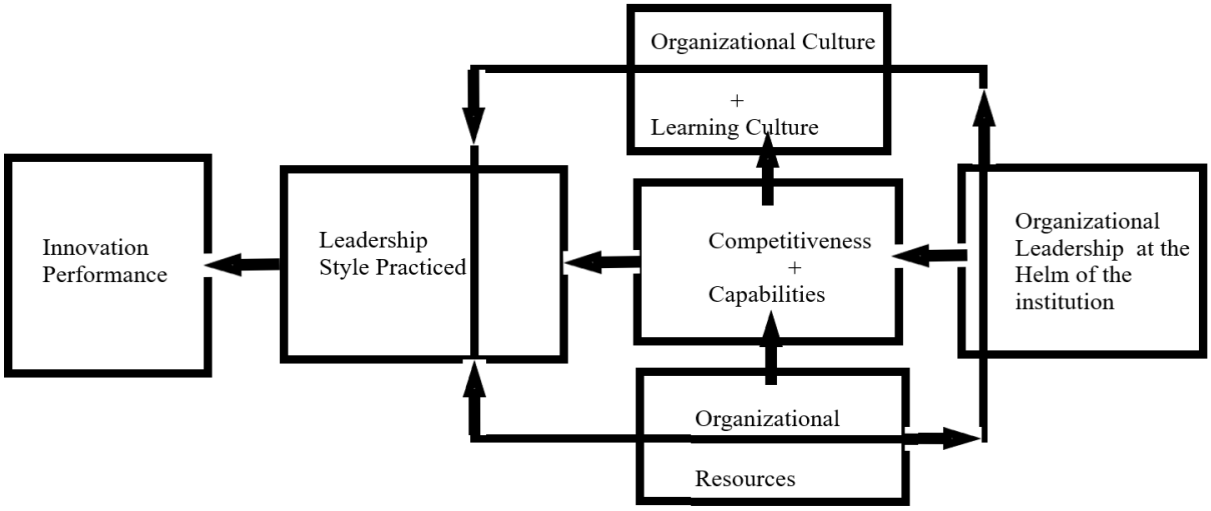

Figure 3: Figure is drawn as a Conceptual Framework of the Leadership for innovation and inventiveness that moderates the competitive advantages.

Source: Author

The extent to which an organization can foster an environment that encourages innovation is strongly influenced by its culture (Paais & Pattiruhu, 2020). However, Beck (2004) hypothesizes that Openness, mutual trust, encouraging managerial behaviour, a strategic focus, an enabling structure, and a willingness to learn and acquire new information are all

necessary for organizations to succeed. Therefore, innovation culture development requires attention to management, culture, strategy, and structure (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016). In this paper's effort to answer RQ3, the conceptual framework has been theorized and drawn as follows as seen below. The dependable variables in this conceptualization are Leadership style practiced cultivates capabilities which becomes its competitive advantages, resulting in innovation practice and performance of entities (Richardson et al., 2013).

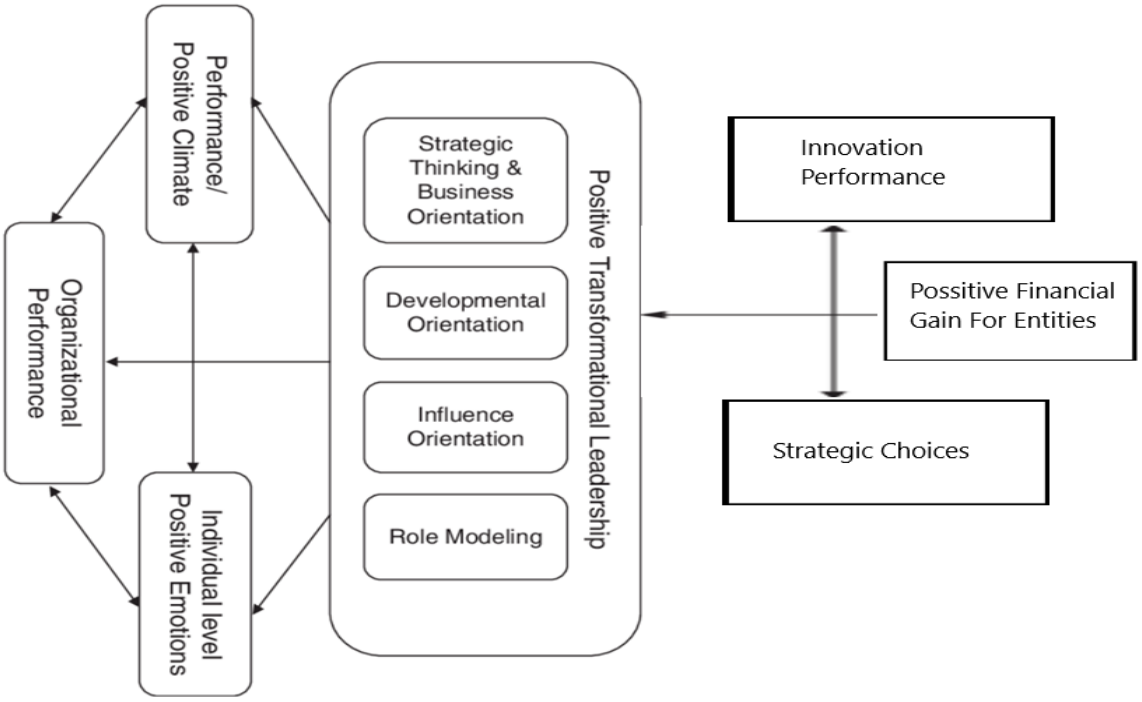

Figure 4: Figure is drawn as a Conceptual Framework of the Leadership influences on the team's performance and output, cementing a Transformational Leadership influence.

Source: Author

The independent variables are leadership practice, innovation performance and organizational resources (Harris & Mayo, 2018). Previous studies have shown that leadership has a significant impact on business operations (Nguyen et al., 2019). Employee

performance can be enhanced by learning to recognize and respond to internal and external sources of incentive, as suggested by Chen (2012).

2.2.4 Effective leadership development mediates for workforce resilience

To get employees to exert maximum effort, managers must foster an environment conducive to high performance through the development of a strong work culture or corporate culture. Employees require external variables like acknowledgment and attention, as well as internal factors like self-esteem and achievement, in order to feel satisfied with their work (Osborn & Marion, 2009). In order to maintain the company's competitive edge, strong leadership is required (Osborn & Marion, 2009). Effective leaders develop throughout time by consistent efforts to inspire their followers to work towards common goals (Lane, McCormack & Richardson, 2013). Furthermore, leadership is said to have become insensitive to employee needs (Richardson et al., 2013). Organizational culture is another facet of the business world that is always evolving. To overcome external adaptation and internal integration issues, organizations establish and pass on a set of underlying assumptions and beliefs held by their founders over to their personnel (Harris & Mayo, 2018; Osborn & Marion, 2009). Employees who spend too much time in their current roles are less likely to provide new ideas and may be too lethargic to explore other areas of the business (Harris & Mayo, 2018). Studies consistently show that the leader(s) fosters a cooperative environment that encouraged employees to work together towards shared goals (Richardson et al., 2013). Employees" overall level of contentment with the firm or organization will have an effect on their level of satisfaction with their work and, consequently, their productivity. In this paper's effort to answer RQ 4; the conceptual

framework has been theorized and drawn as follows. Strategic thinking and business orientation, development, ideation alignment, influence positioning, and role modelling are all components of Management's leadership style, as determined by this paper and its posture in this research. As a result, the general consensus holds that the work environment is cooperative, upbeat, and results driven. Evidence of good emotions being shown at both the individual and organizational levels is suggested by the framework. This is because a favorable climate is created guided by this Transformational Leadership, which in turn inspires positive sentiments among workers. This creates a virtuous cycle of optimism that spreads across the organization. Organizational office leadership is essential for innovation. The leader has a pivotal role in shaping the environment in which innovation can flourish. The arrow illustrates the cyclical and self-referential nature of certain topics.

2.3 Literature Review.

2.3.1 Understanding Leadership

As an exploration area and as a practical ability and proficiency, leadership encompasses the ability of an individual, group or organization to take charge, to lead, to gather and expose an idea and seek support for the achievement of objective (Achua and Lussier, 2010), to influence (Adams, 2014) or to guide other individuals, called followers (Barr and Dowding, 2019), be it in a teams, or within the organizational space (Grint, 2005). The word leadership often gets observed as a challenged and questioned term (Achua and Lussier, 2010; Grint, 2005; Western, 2008). Specialist literature debates various viewpoints on the concept, sometimes contrasting Eastern and Western approaches to leadership, and also within the West in, looking at North American versus European approaches (Western,

2008; Grint, 2005). This phenomenon is vast, wide and elusive (Alvesson, 2017; Adekunle, Okoli & Nuno, 2022; Igor and Mario, 2022). Many leaders and leadership researchers are looking for an encompassing framework for leadership because there are over 66 theories that regulate leadership (Grint, 2005). There is a need for a theory of leadership consolidation since the proliferation of leadership theories (Chemers, 1997). Chemers (1997) postulated an integrative theory of leadership that sought to impede the advancement of leadership practice and research (Ashar, and Lane-Maher, 2004; Leithwood, Harris and Hopkins, 2008; Igor and Mario, 2022). Chemers (1997), perceives Leadership as a technique for social impact in which an individual may solicit the help and encouragement of others in the accomplishment of a common and ethical task in academic contexts (Chemers, 1997). Leadership is an influencing power relationship in which the strength of one party (the leader) reassures, inspires, reassures, raises the spirits of others (the followers) to move or change (Alvesson, 2017; Barr and Dowding, 2019;'Chin Roger, 2015). Those who support the complex nature of leadership (Roger, 2015), which can be found at all levels of institutions in both formal and informal roles. Nevertheless, other scholars, in this case Northouse (2019), have challenged the more conventional managerial views of leadership, which portray it as something one person possesses or owns because of their position or authority (Northouse, 2019). In the scholarly studies, 60% of the manuscripts have been examined focused on a team consisting of employees who were projected to work together permanently and who were given clear instructions by an assigned manager (Northouse, 2019). In this category, 58.75 percent of the articles examined a team under the formal leadership of the workers" supervisor; in other segments,

nearly 50 percent of the papers examined the phenomenon of simultaneous use of two or more principles of leadership. Northouse (2019) draws the conclusion that there is little research on various forms of collaboration as well as management as a result of literature's substantial concentrate in a few specific areas. Peter G. Northouse (2019) advocates for a comprehensive examination of the principal theories and models of leadership, presented in a clear and understandable manner. He particularly highlights the significance of utilizing leadership theory to enhance leadership practice. Northouse (2019) employs a uniform framework in his analysis of leadership, facilitating a systematic comparison and contrast of the different ideas. Modern scholars are moving further on to new forms of Leadership practices, experiences, and doctrines, with stark research gaps in the following paraphernalia such as Managing change (Jamie Birt, 2022); Inspiring commitment in a challenging globalized village as our new normal (Kat Boogaard, 2023). Other scholars perceive it in the leading of organizational employees through industrial transitions and disruptive technologies (Marshall, 2021). Yet more scholars view leadership in its abilities that are seen in its impressions to take initiatives in a connected world of gadgets and streamlined media as the new and emergent leadership paradigms and influences (Daskal, 2017). Leadership is still cemented in the building of collaborative relationships across the length and breadth of the world, of individuals" unseen, impersonal, unrelated though engaging (Daskal, 2017). Having a strategic perspective to deal with mass data and fast paced information relay systems is considered part of empowered leadership, the strategic leadership ethos and beliefs (Birt, 2022). Therefore, knowing and understanding strategic planning in a decade of scarcity in resources, shrinking budgets, within various diverse

alternatives in a broadened economic village has become our lit world of on demand choices, availability of choices and faster pace to market (Chin, 2015). Being decisive is an important leadership trait that can boost productivity and advance projects (Sharma, 2023). The leader's capacity for selecting answers to problems is aided by strong decision-making abilities (Sharma, 2023). Future leaders with proficiency in the areas of Research, analysis, Problem-solving, and goal setting are seen to be geared for the task of leadership with skills necessary for effective decisiveness, typically with a short turnaround. These acquired skills are essential qualities of a strong, determined leader. Once a leader has gathered all the necessary data and taken into account all the essential angles, decision-making skills assist such a leader in making wise choices (Sharma, 2023). Lynch & Peddell (2024) assert that there is a pressing need to address the practice of leadership based on their studies on School leader perception of control and professional learning decision-making impacts. The main findings of Lynch & Peddell (2024) indicated that principals' ability to provide effective professional learning to their teachers was positively influenced by three factors: their active participation in ongoing professional leadership learning (Lynch & Peddell, 2024), experiencing fewer constraints in organizational leadership (McGuigan & Willis, 2024), and having confidence in their understanding of effective professional leadership (Yeigh & Marcoionni, 2024). The study revealed that the influence of factors such as regional office priorities inside the school system was a significant predictor of a detrimental effect on control. Their essay finishes by providing three proposals to enhance principals' authority in overseeing the provision of professional leadership and learning opportunities for their teachers (Yeigh & Marcoionni, 2024).

2.3.2 Evolution of Leadership

Burns moved the emphasis of leadership studies from the characteristics and deeds of great men to the interactions between leaders and the people they serve as partners in mutual gain (Burns, 1978). His contributions to the transactional, Transformational, aspirational, and visionary schools of leadership philosophy are what made him most well-known. The discipline of leadership studies was established by Burns (1978)'s Leadership, which is the subject of this study. Accordingly, Burns (1978), introduced two different styles of leadership: Transformational Leadership, which focusses on the needs, values, and beliefs of followers, and Transactional leadership, which focusses on the relationship between the leader and follower. The goal of this study is to uncover the leadership ethos that the SMEs understudy who would represent as the leadership over humans that it is practiced on, as the felt, and believed leadership. Leadership is exercised when individuals with specific goals and purposes mobilize institutional, political, psychological, and other resources in competition or conflict with others in order to arouse, engage, and satisfy the motives of followers (Burns, 1978). This investigation must identify similarities in the operationalization of the concept as well as the meditated logic and justification of its usage in the contemporary world in order to achieve goals shared by leaders and followers (Burns, 1978). Based on the literature perusal, Transformational Leadership and its applications in SMEs should happen when one or more people interact with others in a way that inspires and uplifts followers and leaders to greater moral and motivational heights (Bernard Bass, 2009). Leadership studies show that the key to changing leadership is for people to be elevated into their higher selves; this is the study's moral and practical theme. After

reviewing the narratives in the leadership literature, the study discovers that other Transformational Leadership theorists including Bernard Bass (1990, 1993, 2009) and Bruce Avolio (1994) have benefited from his work. In order to create the most effective organizations, Bruce Avolio and Bass (1994) attempted to explain how managers may achieve the best performance from the individuals inside their organizations by utilizing what they called "leadership techniques." Additionally, they examined how Transformational Leadership may be used to increase organizational effectiveness (Avolio & Bass, 1994). They describe the philosophy and methods of this creative and dynamic leadership approach that inspires and challenges the whole organization, from the top to the bottom (Avolio and Bass, 1994). Thus, according to this study's project, a transformational leader inspires followers by setting an example, inspiring others, engaging the mind, and providing tailored attention to requirements and objectives (Avolio & Bass, 1994). On the other hand, Leithwood & Jantzi (2005)'s experiment heralds a moment with findings supporting research on transformative leadership models in educational settings. Their research aimed to address issues about the characteristics of this kind of leadership, its causes, and the elements that both mediate and moderate its impact on students (Leithwood & Jantzi, 2005). This was revolutionary. Their findings showed that this type of leadership has a considerable, mostly indirect impact on student engagement and accomplishment. A few more characteristics, as well as the culture of the school and the commitment and job satisfaction of the teachers, were shown to mitigate these impacts (Leithwood & Jantzi, 2005). Few research has looked at the precursors or moderators of transformational school leadership, according to this review. Subsequent to the literature

study in this research, an examination of Bernard Bass's leadership ethos and views would be undertaken. Academics have continued to work on this project in Bass and Riggio (2006). Hopkins, Harris, and Leithwood (2008) studies encouraged future academics, according to Georgia Jones Sorenson (2006). In the University of Maryland's first academic program devoted to public leadership, Dr. Georgia Sorenson conceived and established the James MacGregor Burns Academy of Leadership (Georgia Jones Sorenson, 2006). In Ospina & Sorenson (2006), other academics would carry on and join this endeavor, looking for a constructionist perspective on leadership in an effort to explore uncharted ground. The pursuit of a general theory of leadership evolved out of this study (Ospina & Sorenson, 2006).

2.3.3 Transformational Leadership

Over the course of time, numerous companies have achieved success in effectively managing change and transformation. This accomplishment was made possible via the use of a systematic strategy, wherein leadership prioritized a range of essential aspects to ensure the successful implementation of change (Austin, 1997). Trépanier & Fernet (2012) and also in Austin (2012) arguments are raised on the social and motivational antecedents of perceptions of Transformational Leadership, which they perceive from the self-determination theory perspective. As such the process of transformation is not a random occurrence but rather necessitates an environment in which individuals have the freedom to investigate different paths, together with access to additional resources and processes that provide assistance. Transformation is a process that encompasses both acquiring knowledge and undergoing change. It is important to note that transformation can

frequently be disruptive, pose risks, and incur significant costs (Isaksen & Tidd, 2006). Subsequently, it necessitates a certain amount of energy to surmount this state of inactivity, along with the resolve to modify the existing structure within small and medium-sized enterprises (SMEs). To facilitate transformative change and foster creativity, a resolute and dedicated leadership is needed (Isaksen & Tidd, 2006). According to Stone et al. (2003), the primary focus of Transformational Leadership lies in the values, beliefs, and behaviours exhibited by the followers. In contrast, the concept of innovation inherently encompasses the introduction of new and original ideas that undergo a process of transformation, resulting in a wide range of goods (Ismail et al., 2009; Langdon, 2007; Streets & Boundary, 2004). As of the time this essay was written, many South African employees telecommute to their places of employment from their homes (Chafkin, 2010; Abboud, 2018; Vaccaro, 2018), and some of them view their homes as their principal place of employment (Lister, 2010; Villacis &Borja, 2024; Molina & Borja, 2024). According to Howard (2021), COVID-19 has ushered in a new work age, just as the internet had done with the digital era. According to Howard (2021), this is an opportunity for the leadership to take the reins, experiment, and open up new frontiers. It is also a time to purposefully re-evaluate who, where, when, and how employees work in order to create an environment that benefits both individuals and organizations. Expectations are high, and the paper finds this exhilarating. Howard (2021) makes a further argument, claiming that even organizations that have succeeded in remote and hybrid setups have primarily been tactically responding to the change that the epidemic has forced upon us. Although this thinking is understandable, and a possibility as to why many people have long held a belief that returning to work, though

there is no going back would ultimately become the new normal and pause challenges to home and work relations to be managed. Howard (2021) asks pertinent questions to the leadership seeking to understand why the masses would return to the old normal and offers answers to such questions and states that it would be impossible to go back for the ordinary staff, who would have had an incredible chance to capture the lessons learned, absorb the best and lose the rest (Howard, 2021).

2.3.4 Organisational culture

Organisational culture is a crucial determinant of performance improvement. Organisational culture comprises the values and traditions recognised and embraced by all members of the organisation. An extensive evaluation of organisational culture can motivate people to improve their performance, hence augmenting individual outcomes inside the organisation. Al-Ali & Singh (2017) contended in their research that change management had a causal association with leadership. They subsequently discovered that organisational culture mediates the relationship with leadership (Al-Ali & Singh, 2017). Djokosantoso (2003), contends that superior quality of elements within organisational culture correlates with enhanced organisational performance (Djokosantoso, 2003). The calibre of human resources is a crucial element of an organisation, as humans continually participate in fundamental roles across all organisational activities, including planning, execution, and the factors influencing the attainment of organisational objectives, as detailed by Al-Nahyan & Sohal (2017). Consequently, it can be contended that organisational objectives will be realised if bolstered by high-caliber human resources. Leithwood and Sun (2018) identified a significant association between leadership and

academic culture, demonstrating a viable mediator in the leadership dynamics that affect students and learning. Siagian (2009) asserts that organisational reliance on exceptional human resource management will increase; however, it is equally crucial to manage other organisational resources (Siagian, 2009; Al-Nahyan & Sohal, 2017). However, it is undeniable that the major focus cannot be just on human resource management. Martin and Siehl (1983) assert that culture comprises a broad spectrum of internal and external connections and significantly impacts human behaviour, frequently without individuals' conscious understanding (Martin & Siehl, 1983). Zhu (2000) asserts that culture has an autonomous existence, evolving through exchanges and in response to varying tempos and degrees. This paper aims to identify the contradictions and similarities between culture and organisational performance by elucidating the principles of change management and implementation, which require contributions from all sectors and levels within an organisation, as well as from individuals, groups, or the organisational culture and systems (Hudescu & Ilies, 2011; Meng & Berger, 2019). Meng and Berger (2019) demonstrated that organisational culture influences leadership performance and concluded that professionals' job satisfaction is affected by the joint mediating effects of engagement and trust in leadership, as guided by culture (Meng & Berger, 2019). Andrews et al. (2008) argue that transformation often necessitates individual comprehension and redefinition, as well as contextualisation influenced by circumstances, conflicting interests, and the ideologies of various groups within an organisation. Organisational culture is founded on a diverse set of beliefs, assumptions, attitudes, and behaviours that collectively influence transformation, employees, and performance, as articulated by Carlström and Ekman

(2012). A stronger organisational culture greatly influences the attitudes and behaviours of leaders and employees inside the organisation (Ostroff et al., 2003; Carlström and Ekman, 2012; Meng & Berger, 2019). This delineates the relationship between organisational culture and change management, suggesting that organisational change management entails the reconfiguration of components and the modification of structures, culture, personnel, and technology within an organisation to improve efficiency and effectiveness (Meng & Berger, 2019). Cameron and Quinn (1999) identify four types of organisational culture: clan, adhocracy, hierarchy, and market. Consequently, based on the findings of Cameron and Quinn (1999), the market culture is highly pertinent to the focus of this research, as its core tenet revolves around meeting stakeholder expectations, specifically regarding SME performance, and thus emphasises the maintenance of organisational principles (Cameron & Quinn, 1999; Hartnell et al., 2011; Meng & Berger, 2019). According to the results and arguments of Cameron and Quinn (1999), the clan organisational culture utilises collaboration, trust, cohesion, involvement, communication, and empowerment as tactics for change management. Carlström and Ekman (2012) examined the relationship between leadership and organisational cultures, concluding that organisational cultures reduced employees' reluctance to change. St-Amour (2001) contends that teamwork and trust promote high morale and commitment, leading to individual development. Conversely, adhocracy cultures leverage creativity for guidance and deploy adaptability and agility as engagement strategies to achieve innovative and cutting-edge outcomes during transitional phases (St-Amour, 2001; Hartnell et al., 2011; Carlström & Ekman, 2012). This study examines clan culture through the lens of

collaboration and adhocracy culture through the lens of innovation. This study defines a hierarchical culture as one that depends on control to oversee processes, regulate capacity, and uphold consistency to enable efficient and timely change (St-Amour, 2001; Carlström and Ekman, 2012). The study examines hierarchical cultures from a perspective that prioritises operational efficiency as the primary objective, while managing all resources to achieve the goal of transformation (Hartnell et al., 2011; Carlström and Ekman, 2012). Thus, this study prioritises the external characteristics and differentiation associated with adhocracy, while examining clan and hierarchy in relation to internal elements and integration (Cameron and Quinn, 1999; St-Amour, 2001; Carlström and Ekman, 2012).

2.3.5 The Resource-based Viewpoint

According to Barney (2001), the RBV is crucial for top executives to make the most of their organization's available resources, which improves its strategic leadership, competitiveness, sustainability, and performance (Connor, 2002; Rugman & Verbeke, 2002). Birger Wernerfelt (1995) first proposed the resource-based view as early as 1984 and stated that it might considerably add to organizational competitiveness and profitability (Connor, 2002; Rugman & Verbeke, 2002). A company has a competitive advantage if it offers customers more value at a higher profit margin than its rivals (Rugman & Verbeke, 2002; Sigalas, 2015; Sugiarno & Novita, 2022). Conferring to Porter (1985), a company's competitive edge is its capacity to offer extraordinary value for customers through cost leadership, distinctiveness, and focus. This paper makes an important part of any study design, in its conceptual framework, which provides lens through which qualitative investigators can assess potential causes of a business problem that regulates the perusal of

the study in the exploration of phenomena. To define how strategic leaders in organizations manage available resources to achieve and preserve profitability, sustainability, and competitiveness, the paper's framework draws on the RBV conceptual framework theory (Connor, 2002; Rugman & Verbeke, 2002). The RBV conceptual framework theory can help top management teams in organizations make the most of their resources and develop innovative approaches to running the company (Sigalas, 2015; Sugiarno & Novita, 2022). The following are suggestions from the RBV theoretical framework; Barney (2001) argues that a company's competitive edge comes from having access to several exceptional, valuable, and unique resources (Barney, 2001). Secondly, success in the marketplace has correlations with a company's capacity to turn a profit, which is its source. Thirdly, Porter (1985) and Ansoff (1965) argue in their works, stating that the businesses get a competitive edge when they provide superior value to their customers (Ansoff, 1965; Porter, 1985). This might be in the form of lower rates for comparable services, or unique perks that make up for a slightly higher price. Profitability for businesses may arise from adopting RBV theory and incorporating it into their strategic and executive leadership. Scholars, including Connor (2002), Rugman & Verbeke (2002), and in Sigalas (2015), suggest that the RBV theory can be used by the top management teams of organizations to determine how they employ strategic leadership skills to increase the profitability of their organizations. Skills in strategic leadership may help businesses increase profits and longevity, as well as gain a competitive edge from unique and difficult-to-replicate assets (Fahy & Smithee, 1999; Fahy, 2000; Özbağ, 2013). Profitability, longevity, and competitiveness are all factors that can be greatly affected by the use of exclusive resources (Özbağ, 2013). Barney (2001)

proposed the RBV conceptual framework theory to explain how unique practices within an organization could provide it an edge in the marketplace. Therefore, Barney et al. (2001) postulated the resource-based view of the firm, which remains the current and one of the most prominent theoretical underpinnings for the study of strategic management. In this introduction to the issue, the paper highlights the key takeaways from the RBV conceptual framework, and the existing commentaries included in literature (Barney, Ketchen & Wright, 2001). The paper also provides an overview of some other research domains where the resource-based perspective can be successfully used. Barney et al. (2001) proposed that an organization's resources have a positive correlation with its ability to compete successfully in its industry. These authors reasoned that this would result in a competitive advantage for the company that hoarded the rarest and precious materials (Barney, Ketchen & Wright, 2001). Therefore, the RBV conceptual framework is brought in this study to guide the study's overarching premise and tie together the part played by strategic leadership in the financial success of SMEs in the food and beverages industries within Gauteng in South Africa.

2.3.6 Porter's Competitive Strategies vs. the Resource-based view

Verreault et al. (2006) argue that strategy has for long been viewed from a corporate and functional perspective. scholars are in agreement that Long-term planning and strategy implementation are crucial to any successful business (Barney, 2001; Barney, Ketchen & Wright, 2001; Özbağ, 2013). Short-term objectives and methods for accomplishing them for individual corporate functions like sales and marketing are the focus of functional strategy, which remains their source. Porter (1980) differs greatly in this regard, and argues

that strategy, in its most general sense, entails two main considerations; the destination the organization and its leadership seeks to be and where the leadership is taking the enterprise to, and the means by which the organization or enterprise will get there (Porter, 1980). This thought-provoking theory is puzzling, refreshing and enticing for this paper that seeks to unearth the practices, leadership that has the business acumen that is seen in the elected, selected strategies practiced by the SMEs in the food and beverages industries, with a positive financial yield to the enterprise. Business managers in South Africa's Gauteng Province have been working hard to adapt to the region's increasingly competitive market, especially in the small and medium-sized enterprise (SME) sector. Scholars argue that the goal of most business strategies is to deal with the competition (Tanwar, 2013) and provide the basis for a more comprehensive structure to deal with commerce and industry in the face of competition (Porter, 1980). Ali and Anwar (2021) in their research concluded that a competitive generic strategy, as Porter showed, can really improve a company's competitive position. The focus of this study is on the small and medium-sized enterprise (SME) segment of the investment business, and such findings will assist this paper in shaping out how Porter's generic tactics affect competitive advantage for the SMEs under study and also expose what investment approach is the best in terms of acquiring an edge over the competition. The study of Ali & Anwar (2021) found that cost leadership is highly predictive of competitive advantage, suggesting that adopting a cost leadership stance will have a direct, positive effect on the market standing of the firm (Tanwar, 2013). These results provided further evidence in favor of the original idea as done by Porter (1980). The study of Ali & Anwar (2021) in its second hypothesis and the ultimate findings showed

that there is some favorable effect of differentiation strategies on competitive advantages of firms under study, but only marginally so (Ali & Anwar, 2021). These results provided support for the second hypothesis, and they also provided support for the third study hypothesis, which hypothesized that strategic concentration has been found to be a reliable predictor of future success (Porter, 1980; Tanwar, 2013). However, evidenced research and studies prove that if a company can provide more value to its customers than it spends on research and development (R and D), it will have a competitive advantage (Al Raee & Rajasekar, 2013; Mekić & Mekić, 2014). Conferring to Porter (1980) and his arguments, the paper notes that superior value arises from either charging less than competitors for identical advantages or delivering distinguishing features that more than make up for the higher price (Porter, 1980; Tanwar, 2013). Therefore, competitive advantage can be broken down into two categories: cost leadership and distinctiveness (Porter, 1980). Therefore, according to Porter (1980), strategic moves in a competitive market can be either offensive, that is to say they are aimed at gaining market share; or defensive, that is to say they are intended to protect an existing position (Porter, 1980). This is in total agreement with studies by Tanwar (2013), and also in Al Raee & Rajasekar (2013) as well as in Mekić & Mekić (2014) who concur that organizations can excel in the face of the five competitive factors if they adopt generic methods to deal with them. In this regard, Porter (1980) proposed the following: Focus, differentiation, and total cost leadership, all as examples of generic business strategies. In most cases, businesses will employ only one of these overarching tactics. Some businesses choose to focus on just one of these broad approaches. Some businesses try to pursue many strategies at once in the same industry,

something Porter (1980) argues is detrimental to the performance of business as he contends that such leadership and its business operations would be stuck in the middle (Porter, 1980). When compared to the RBV, Porter's (1980) competitive strategy stands out as a different conceptual framework because of its emphasis on how businesses position themselves to achieve an edge in their industry (Porter, 1980; Al Raee & Rajasekar, 2013; Tanwar, 2013). According to Barney (2001), a company's competitive edge arises when its resources and leadership are so unique that they are impossible for rivals to duplicate (Rugman & Verbeke, 2002; Sigalas, 2015; Novita & Sugiarno, 2022). Measures of organizational competitiveness between industry positioning and in-house resources are where RBV and Porter's frameworks for thinking about competition differ greatly (Ormanidhi & Stringa, 2008). Both frameworks are unique, but both have a substantial impact on businesses" bottom lines, a point argue and advanced in the writings of Gibbons, Mac Fhionnlaoich & Scott (2015). Therefore, the RBV shows how businesses get a competitive edge to boost profits, whereas Porter's model exposes how businesses position themselves within an industry (Gibbons, Mac Fhionnlaoich & Scott, 2015).

2.3.7 Strategy and Firm's performance

Several studies (Leidner, Lo & Preston, 2011; Mosoti & Murabu, 2014), examining the connection between strategic planning and performance, and have indicated a favorable correlation between the two. Boyd (1991) in his meta-analysis of the correlation between strategic planning and performance yielded contradictory findings, with some research showing no effect and others claiming tiny negative effects (Boyds, 1991; Krause, Semadeni & Cannella, 2014). Given the large non-operational expenses typically

associated with strategic planning activities and the strategy implementation that follows, understanding whether or not such a link exists in the SME setting is crucial. Baker & Lei deckers (2001) research confirmed this correlation throughout the specified time frame and sample size. The results of their study demonstrated a correlation between the use of strategic planning instruments and the company's ROA. There was a significant correlation between using a mission statement, setting long-term goals, and conducting regular evaluations (Baker & Leideckers, 2001). Prior studies, Leidner et al. (2011) emerged from their studies examining the impact of strategic planning on company performance and have produced varied and inconclusive results. This study used a recently established measurement model of strategic planning to investigate the relationship between planning and performance within the processing tomato sector in California (Leidner, Lo & Preston, 2011). The findings of the study demonstrate a significant positive relationship between the extent to which companies prioritize strategic planning and their financial performance (Boyd, 1991). Furthermore, high-performing organizations placed greater emphasis on several strategic planning methods, including the utilization of a mission statement, long-term goals, and continuous review (Krause, Semadeni & Cannella, 2014). The findings of this study indicate that the implementation of strategic planning is associated with enhanced financial performance, hence highlighting its potential benefits (Basak, Guertin & Gérard, 2018). Furthermore, certain planning techniques have been identified as having a noteworthy influence on organizational outcomes (Huan & Brooksbank, 2008; Leidner, Lo & Preston, 2011; Krause, Semadeni & Cannella, 2014). When comparing official and informal small company planners, Lindelöf & Löfsten (2003) found that there were no

significant variations in performance. Small enterprises in the food and beverages industry appear to improve their efficiency through the informal application of fundamental, strategic decision-making processes, leading them to the conclusion that formal planning is unnecessary for successful performance (Liu & Chen, 2020; Guo, Yang & Cheng, 2020; Huang & Du, 2020). The structured strategic planners of small enterprises in a growth industry beat all other types of planners on financial performance indicators, according to research by (Prescott, 1986; Lindelöf & Löfsten 2003). Therefore, strategic planning, according to Bryson, Smith & Grimm (1987), aids in providing direction so that people of the organization know where the organization is headed and where to concentrate their greatest efforts (Bryson, Smith & Grimm, 1987). It helps define what the company does, what it hopes to achieve, and how it plans to get there. According to scholars, (Robinson, 1983; ORegan & Ghobadian, 2002; Mosoti & Murabu, 2014), a company's strategy gives the company's activities and its employees a clear sense of direction. The basic purpose of strategic planning, according to Kotter (1996), also cited in Erwin (2009) is to direct the organization in establishing its strategic aim and priorities and refocusing itself towards achieving the same. Strategic planning, according to Erwin (2009), enables a company to take charge of its own future by being proactive rather than reactive, by initiating and influencing rather than merely responding to actions (ORegan & Ghobadian, 2002; Erwin, 2009; Mosoti & Murabu, 2014). It's useful for pinpointing problem spots or opportunities for creativity (Kotter, 1996; Erwin, 2009). A company's strategy ultimately results from the strategic planning process. It elucidates prospective openings and dangers and provides a structure for decision-making across an organization (Boyd, 1991). Organizations can

benefit from a more methodical, reasonable, and logical approach to making strategic decisions. Strategic planning encourages and allows a manager to view, assess, and accept or reject a significantly greater number of different courses of action than he might otherwise contemplate (Leidner, Lo & Preston, 2011). Strategic planning, according to George et al. (2019) and Chersulich et al. (2020), can help an organization become more methodical in its development, which in turn can help the organization become more focused on the achievement of the goals set forth in the planning stage (Robinson, 1983; ORegan & Ghobadian, 2002; Mosoti & Murabu, 2014). It is Kabeyi (2019) as well as Alosani & Yusoff (2020) and also in Al-Dhaafri (2020) who are among the modern-day researchers to find a connection between strategic planning and business success. Kabeyi (2019) in his empirical studies investigated the strategic management in the SME corporate world and concludes that even though it remains a requirement, it is expensive, as it requires significant resources and investment from the entity yet it does not always succeed to gather such resources that are required to be successful in strategic planning and implementation (Kabeyi, 2019). More scholars see the usefulness of strategic management. In their essay, George & Walker (2019) expounded upon the efficacy of strategic management approaches in both the public and commercial sectors. They also put forth potential areas for profitable research in this field. Nevertheless, the study conducted by Al-Dhaafri (2020) examined the concepts of innovation and management, shedding light on the crucial role of managers in effectively implementing these aspects in their routine responsibilities. The research findings offer significant insights into how managers may leverage innovation and management practices to gain a competitive 4edge and ensure the

long-term success of their businesses. Scholars have been contrasting and assessing businesses by comparing how they fared before and after instituting formal strategy planning (Leidner, Lo & Preston, 2011; Krause, Semadeni & Cannella, 2014). Planners, both professional and casual, were included (Krause, Semadeni & Cannella, 2014). When compared to their informal counterparts, formal planners fared better across the board. Cannella et al. (2014) examined businesses and compared the effectiveness of formal and informal planners over the course of a seven-year period in an effort to provide independent validation of the previous findings in the study of phenomena. He concluded that formal planners are more effective than informal planners, lending credence to the findings of yester scholars (Krause, Semadeni & Cannella, 2014; Basak, Guertin & Gérard, 2018; George, Walker & Monster, 2019).

2.3.8 Diffusion of innovation

Diffusion of innovation philosophy involved synthesizing many studies from different disciplines about how people respond to new ideas, in Everett Rogers (1962)'s theorizing, as she was answering a call set forth by the sociologist Merton (1957; 1967) in her social theory and social structure. in this case Rogers (1962) theorize in empirical ways and with practical implications on the Diffusion of Innovations, defining the relationship between dispersion and execution processes, long-term viability development activity, and scale-up as well as the principles of diffusion that may be easily applied to the creation of approaches. Therefore, this study seeks to explain where within the South African business confines and affiliations within industry is this prevalent, why, and how quickly new ideas and technologies spread (Dulebohn et al., 2012; Rockstuhl et al., 2012; Graen &

Schiemann, 2013). This theory postulates that in order for firms to adapt to evolving technology and consumer preferences, foster employee creativity, create new goods, promote market competitiveness, and maintain economic growth, a leader's capacity for innovation discovery and implementation is essential (Everett Rogers,2015; Graen & Schiemann, 2013). This study offers a fascinating and thorough resource for the investigation of a phenomenon that is currently looking into the creation of successes in organizations through innovative concepts (Rockstuhl et al., 2012). In order to inspire people to come up with innovative ideas, products, services, and solutions, innovation leadership entails combining many leadership philosophies in organizations (Dulebohn et al., 2012; Rockstuhl et al., 2012; Graen & Schiemann, 2013). Therefore, in this theory, industries and managers alike, find a methodical, logical strategy for fostering organizational growth and change (Rogers,2003). The four fundamental steps of innovation leadership are typically; support for idea production, innovation identification, innovation evaluation, and innovation execution (Dulebohn et al., 2012). There are two different kinds of innovations; exploratory innovation, which entails coming up with completely original ideas, and value-added innovation, which entails updating and rejuvenating existing concepts (Graen & Schiemann, 2013). Path-goal theory and leader member exchange theory are the two core leadership theories that are typically required for innovative leadership (Rockstuhl et al., 2012). Could this paper find in its exploration, multitudes of SME business and commerce that practice and believe in the innovation leadership that entails combining many leadership philosophies in organizations, to the formulation of organizational strategy for fostering organizational growth and change. The

research moves on from the Brundtland (1987) report, which sparked a broad discussion on innovation, that is, the design and cleaner production technologies to issues regarding the sustainability of innovations, or the incorporation of social and ecological considerations into processes, products, and organizational structures, as demonstrated by studies by Klewitz and Hansen (2014). The last ten years have seen a broad generation of knowledge on the specifics of the sustainability of innovations in small and medium-sized enterprises (SMEs), as they are increasingly acknowledged as key players in sustainable development. Previous research, on the other hand, has primarily focused on the sustainability of innovations in large firms (Klewitz and Hansen, 2014). Nevertheless, this information is dispersed over several fields of study within scientific associations, and publications. Firstly, as demonstrated by Lee & Park (2010) and Yoon & Park (2010)'s works, SMEs' strategic sustainability behaviour varies from resistant, reactive, anticipatory, and innovation-based to sustainability-rooted. These conclusions are based on an analysis of major research databases. Secondly, as demonstrated by Haneda and Ito's (2018) research on organizational and human resource management and innovation, earlier studies found innovation practices at the product, process, and organizational levels. According to their findings, management techniques and process and product innovation are related (Haneda & Ito, 2018). Thirdly, as evidenced by studies by Le Bas & Mothe (2015) and Nguyen-Thi (2015), research on eco-innovation is still stronger than that on innovation from a triple bottom line perspective, such as the economic, social, and environmental dimension of SMEs (Lee & Park, 2010). The varying effects of organizational innovation strategies on research on technological innovation demonstrate

how persistent the field of phenomenon analysis is. Accordingly, the study's assessment and stance is that, at this point, the most significant theoretical contribution to innovation should be the creation of an integrated framework on SMEs' sustainable innovation platforms. It is hoped that doing so would outline the ways in which various strategic sustainability behaviours can account for variations in the types of innovation practices (Le Bas & Mothe, 2015). Additionally, research suggests that SME behaviours that are more proactive have a greater potential for radical sustainable innovation, with the innovation process itself transforming (Nguyen-Thi, 2015). In order to suggest that interaction with external elements like customers, authorities, and research institutes might ultimately boost the inventive potential of SMEs under consideration, we have clarified such literature reviews in this study. Lastly, studies point out significant gaps in the knowledge of radical innovation and simplified innovation processes. Additional research reveals the importance that SMEs play in sustainable supply chains and industrial change have in this modern world of science. It also highlights the need for a more robust theoretical discussion on the sustainable innovation of SMEs (Yoon & Park, 2010). In order to better understand how businesses can contribute to sustainable development while successfully competing in dynamic markets and environments, we delve deeper into recent research and the literature that supports it. Sustainability-driven innovation techniques are one crucial method that businesses are using to achieve this (Hemel and Cramer, 2002). A lot of people were aware of the prospects for sustainability innovation because of the Brundtland (1987) study. It made clear how crucial it is for businesses to develop, rethink, adapt, and disseminate environmentally friendly technologies (WCED, 1987). Studies conducted in the modern

era are increasingly demonstrating that environmental concerns are sources of strategic change. According to recent studies, ecological concerns should be included in innovation research and practices such life cycle assessments, cleaner production, and designs as they are new, founded innovation practices that have an impact on businesses (Huber, 2008). The findings of Wüstenhagen et al. (2008) argues that research support the innovation-driven argument, which are calling for the development of a body of work on sustainability within innovation-oriented technologies. Schaltegger & Wagner (2011)'s research finds a greater emphasis on the environmental, social, and economic aspects (Lang-Koetz & Beucker, 2008; Heubach et al., 2008). As a prerequisite to the intentional management of the economic, social, and ecological aspects of innovation in this decade (Bakhtina, 2011). Scholars attest to the fact that innovative measures and their understanding should describe and prescribe a direction on which to follow (Hansen et al., 2008). This allows them to become integrated into the design of new products, processes, and organizational structures (Danielsson & Strigård, 2012). According to research by Hansen & Klewitz (2012a), small and medium-sized organizations (SMEs) will innovate in different ways than larger companies, even though both might use the same platforms and processes for innovation. Consequently, it is crucial to carry out more methodical research in the field of SMEs as they establish a sizable group of companies that, if supported to sustainability, can grow, generate a great deal of employment possibilities, and transform lives (Chui & Evers, 2023; Manyika & Zheng, 2023; Nisbet, 2023). However, Tranfield et al. (2003) contend that the literature on the innovation of SMEs is widely dispersed over several academic fields and communities, including innovation management, sustainable entrepreneurship, cleaner

production, and sustainability management. According to Del Brío & Junquera (2003), researchers contend that the reason for this status is that there has been little previous research in the literature that aims to systematically aggregate this knowledge, therefore we do not have a clear picture. However, Mention (2012) argues for the Intellectual capital within the SMEs as a measure of innovation and performance. However, only a few more recent reviews follow the systematic review technique (Tranfield et al., 2003), which gathers knowledge via the application of precisely defined methods and criteria. Some previous literature reviews cover a considerable number of studies. Previous reviews have concentrated on governmental interventions to support innovation in SMEs, as in Parker et al. (2009), and on the drivers and barriers of innovation, as in Walker et al. (2008). These give a clear picture of the factors that lead to innovation in SMEs, but they don't go into great detail about the practices of innovation at the organizational, process, and product levels. As a result, this study examines SMEs' innovation practices, concentrating on several kinds of strategic sustainability behaviours (Parker et al., 2009). Additionally, the analysis of the literature reveals that they mostly employed analytical and methodological techniques to identify innovative subjects that have been well studied and suggest areas for further investigation.

2.4 Summary of the Literature Review

The study has elucidated on the leadership which has consistently emerged as a significant area of concern within this context, as emphasized by Ronquest-Ross et al. (2015). The chapter has clearly communicated leadership as an artifact that encompasses the ability of an individual, group or organization to take charge, to lead, to gather and expose an idea

and seek support for the achievement of objective (Achua and Lussier, 2010). The paper has argued that Leadership may be regarded as an artefact, especially when perceived as a structured or tangible component inside a group or organization that influences behavior and enables the achievement of objectives (Achua and Lussier, 2010). As such, Leadership has been expressed through instruments, practices, or tangible items that leaders develop or modify to affect others, as elucidated in Halverson (2007). The study has distinctly differentiated the contributions to transactional leadership, aiming to establish a diverse perspective on transformational leadership, highlighting its aspirational element that propels the visioning and leadership process among its followers, as new paradigms of leadership philosophy (Burns, 1978). This was clarified by the field of leadership studies, founded by Burns (1978). Barney's (2001) Resource-Based View (RBV) was utilized to formulate an argument that elucidates and optimizes the organization's existing resources, so enhancing its strategic leadership, competitiveness, sustainability, and performance (Connor, 2002; Rugman & Verbeke, 2002). The literature review search convincingly asserted that proficiency in strategic leadership can enhance business profitability and sustainability, while also providing a competitive advantage through distinctive and hard-to-imitate assets (Fahy & Smithee, 1999; Fahy, 2000; Özbağ, 2013). The paper has argued that profitability, longevity, and competitiveness can be significantly influenced by the use of exclusive resources (Özbağ, 2013). Barney (2001) introduced the Resource-Based View (RBV) conceptual framework to elucidate how distinctive organizational practices might confer a competitive advantage in the marketplace. Barney's (2001) Resource-Based View (RBV) has successfully been employed to construct an argument that clarifies and

maximizes the organization's current resources, so improving its strategic leadership, competitiveness, sustainability, and performance (Connor, 2002; Rugman & Verbeke, 2002). The paper notes perceptible, evident, noticeable alterations to the practice of phenomena.

2.5 Identification of Study Gaps

An article by Zaleznik (1990) in his assessment of the prevailing leadership gap, argues that the academy of Management needs to change perspectives. There are stark and glaring leadership gaps with repercussions to literature and practice regulation. These are as follows and will de dissected and explained in detail as the paper advances its arguments. Firstly, there is a gap in the study of the type and gender of the Leadership for influence on the innovation performance that speeds up the adoption of marketing strategies within the SMEs. This has been perceived as a factor that affects the SMEs product positioning resulting in questionable financial performance of SMEs. Secondly, there is a gap in the study of the Leadership temperament and attitude that drives changes in the national culture that alters the influences of SME organizational culture. This is largely perceived as the factor that propels innovative performance resulting in increased sales yield and financial value of SME ventures in other nations and cultures. Thirdly, there is a gap in the study of the sales performance, yield and financial value of SME ventures underpinning its leadership. This is largely construed as a resultant effect of the lack of the national culture that remains necessary in the alterations to business practice by SMEs, that influences SME organizational culture. Lastly, there is a gap in the study of Transformational Leadership and its coaching tactics, particularly on its impressions and result in the alterations of

Behaviour. This is largely perceived as a resultant from the meaningful changes in the national culture. Scholars have argued that the influence of national culture, becomes the innovative performance of nations.

2.5. Research Questions and Hypotheses

This review seeks to answer the RQs which is the testing of hypothesis, and ultimately, this results in the framing of hypothesizes as seen below.

RQ1: Does Transformational Leadership coaching tactics result in the alterations of behavior for meaningful changes in the national culture that influences the national culture, as the innovation performance of nations?

Resulting in the following hypothesis for *RQ1 Hypotheses (H0: Null hypothesis/ H1: Alternative Hypothesis):*

H0: Transformational Leadership coaching tactics does not statistically result in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

H1: Transformational Leadership coaching tactics statistically results in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations

IV: Transformational Leadership coaching tactics

DV: Behavior for meaningful changes in the national culture

RQ2: Does changes in the innovation performance alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures?

At this stage, hypothesis is formed for RQ2 Hypotheses; H0: Null hypothesis/ H1: Alternative Hypothesis). As such the RQ2 Hypothesis is formed:

H0: Changes in the innovation performance do not statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the innovation performance statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

IV: changes in innovation performance

DV: the SME organizational culture.

RQ3: Does Leadership influence the innovation performance that speeds up the Adoption of marketing strategies in the SMEs product positioning for better financial performance of SMEs?

This resulted in the framing of hypothesis for RQ3, in the (H0: Null hypothesis/ H1: Alternative Hypothesis), which has been framed as follows.

H0: Leadership does not statistically influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.

H1: Leadership statistically influences the innovation performance that speeds up the

adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.

IV: Leadership

DV: Innovation Performance in SMEs

RQ4: Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures?

To this effect, a hypothesis is thus framed in RQ4 Hypothesis:

H0: Changes in the national culture does not statistically alter the SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the national culture statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

IV: changes in the national culture

DV: SME organizational culture

2.6 Summary of Chapter 2

The paper examined and focused on the influence of innovative leadership on the organizational culture of small and medium-sized enterprises (SMEs) located in the Province of Gauteng of South Africa. The paper delineated the essential leadership traits, including vision, passion, charisma, inspiration, and motivation, as well as a commitment to progressive change, willingness to take calculated risks, adeptness in networking, and a

fast-paced and action-oriented approach to leadership. It examined the impact of these characteristics on leadership and their role in fostering an innovative culture within small and medium-sized enterprises (SMEs) in Gauteng South Africa. The Parts of the study shed some light on the significant influence of passionate and charismatic leadership on the levels of creativity and innovation observed inside small and medium-sized enterprises (SMEs). The papers perused and studied showed that the leaders within these small and medium-sized enterprises (SMEs) exhibited a strong sense of passion and charisma. Nevertheless, cultivating a creative culture is inadequate. The parts of the study elucidated on a methodological framework for cultivating an innovation culture within small and medium-sized enterprises (SMEs) by means of visionary leadership. The findings are expected to indicate a high level of employee satisfaction with their leaders.

CHAPTER 3: METHODOLOGY

3.1 Introduction

This section addresses the technique employed in this study, specifically its research methodologies. This subsequently transforms into its philosophical discourse on related foundational assumptions. This paper presents a technique as a systematic approach for achieving a specific objective, such as obtaining or validating knowledge claims. This process will take several steps, including selecting a sample, gathering data from the sample, and analyzing the data. The examination of methodologies will involve a comprehensive description and analysis of these procedures.

3.2 Methodology for RQ1

This is a quantitative, cross-sectional design utilizing convenient sampling techniques to its data collection methods, with a questionnaire format using the survey method (Judge & Colbert, 2004).

3.2.1 Research Design and Rationale

This study specifically focusses on the selection of a 3-step strategy for data collecting (Taris & Kessler, 2021). The RQ requires a proper definition of the population for study. The process then takes this to the determinations of the presence or absence of exposure and the presence or absence of (a) Transformational Leadership for each individual enrolled in the study (Setia, 2016). In this case the study seeks to survey a population and for each study participant, I seek to determine at the same time the (b) coaching tactics (as

exposure) and evidence of (c) culture alterations (as evidenced outcomes). As such, each study participant will be in one of the following possible subgroups (in sample a, b, and c):

i. In Sample 1 – These are people who have been exposed to Transformational Leadership with coaching tactics and have acquired the skills through such exposure (Olsen & St George, 2004).

ii. In Sample 2 – These are people who have been exposed to Transformational Leadership with coaching tactics but do not have the attributes, or qualities, nor leadership characteristics as elements that shapes their skills and technical know-how skills yet (Olsen & St George, 2004).

iii. In Sample 3 – These are people who have the Transformational Leadership with coaching tactics as attributes, as qualities, also as characteristics and finally as elements that shapes their skills and technical know-how but have not been formally exposed to Transformational Leadership with coaching tactics (Olsen & St George, 2004).

The exploration will record the information that is present in a population but will not manipulate variables. As such the 3-stage sampling process allows the much-needed flexibility to the researchers to choose the sample carefully (Olsen & St George, 2004). The study has catered for statistical inference, and as such, deployed the usage of statistical tools from SPSS program, wherein the Alpha Cronbach's test of more than 0.7 would be deemed sufficient. The studies of Grillo & Silva-Fortes (2014) argue that Cronbach's alphas higher than 0.7, proves that the instrument as a whole is reliable, as their instrument surpassed that, and achieved a high Cronbach's alpha (0.91).

3.2.2 Methodology

As a treatment for RQ1, quantitative study is employed, with a three prone approach which is also adopted for effectively answering the question paused. The leadership is separated in this study, with its variables, marketing and product positioning as components of innovative strategies practiced which results in performance for entities under study, and lastly, l deal with Innovation. Transformational Leadership is measured. The scales are as seen below.

3.2.2.1 Methodology RQ1, Part 1

Sample 1 is used for Transformational Leadership. There are 5 scales, 5 indicators and 25 items on scales, used to measure transactional leadership. In this study, higher scores of transactional leadership behaviours are seen to be correlated with higher scale scores in these subscales. In this study, higher scores of transactional leadership behaviours are seen to be correlated with higher scale scores in these subscales.

3.2.2.2 Pre-test and post-test

Additionally, as a pre-test and posttest, is deployed to increase internal and external validity in this study (Moreno-Casado & Miguel, 2021). The pretest-posttest approach is respected for two reasons in this study: first, it offers this study with tools to compare individuals or groups of individuals at various times, and second, it offers this study with strict scientific control over risks to internal validity. As such, a combined total of five leaders are to undergo an evaluation, which included both self-evaluation and peer-evaluation (Dimitrov & darova, 2016). The MLQ-5X will be used to assess the validity and reliability of these

diverse samples. It would also be used to assess and rectify the authenticity of the research (Moreno-Casado & Miguel, 2021).

3.2.2.3 Hypothesis Framing, RQ1, Step 1

In this study, while the DV is a variable that is being measured or observed, the independent variable (IV) is a variable that is altered in an experiment to see how it impacts another variable. The term "dependent" refers to the fact that the dependent variable (DV) in this study will be impacted by the IV, and its value will be determined by the IV's condition.

RQ1: Does Transformational Leadership coaching tactics result in the alterations of behavior for meaningful changes in the national culture that influences the national culture, as the innovation performance of nations?

At this stage, hypothesis is formed for *RQ1 Hypotheses (H0: Null hypothesis/ H1: Alternative Hypothesis):*

H0: Transformational Leadership coaching tactics does not statistically result in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

H1: Transformational Leadership coaching tactics statistically results in the alterations of behavior which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

IV: Transformational Leadership coaching tactics

DV: Behavior for meaningful changes in the national culture

3.2.2.4 Methodology RQ1, Step 2

The sample procedure is as follows; Sample 2; is used for the Transactional Leadership Scales. There are 2 scales, 12 indicators and 24 items on scales, used to measure transactional leadership. Higher scale figures and their frequency within this transactional leadership behaviour, is considered to be correlated with higher scale scores in these subscales. The sample should offer indications of a greater relationship between leadership and Coaching that drives the innovation appetite in the entities.

3.2.2.5 Hypothesis Framing, RQ1, Step 2

The studies of Han & Kim (1998) and their findings suggest that business innovativeness has an indirect impact on firm value through its influence on market position and financial position. Furthermore, the results of a study by Srivastava et al. (1998) indicate that innovativeness has a direct and favorable impact on both financial condition and corporate value. Based on the meta-analytic evidence in (Han & Kim, 1998), suggestions are to develop a hypothesis that explores the connection between innovativeness and firm value, which is likely to be more pronounced for smaller firms, including SMES.

3.2.2.6 Methodology RQ1, Step 3

I have used the Avoidant/Passive Behaviours Leadership Scales for part 3 of RQ1. In this part, the sample is as follows; Sample 3: is used for the Avoidant/Passive Behaviours Leadership Scales. There are 2 scales, 6 indicators and 12 items on scales. Higher scale figures and their frequency within this Avoidant/Passive Behaviours Leadership, is considered to be correlated with higher scale scores in these subscales. Sample 3 is brought in to allow for an objective examination of the effectiveness of sample methods, the

research design and organizational forms. Another significant benefit of this part 3, as a test, is its high level of objectivity (Roth & Bobko, 2005; McFarland et al., 2005). In this study, the MLQ utilizes a leadership scale that spans from 0 to 5 on a Linkert scale, with each value representing a specific meaning:

Rating	1	2	3	4	5
Feeling	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Strongly disagree

Figure 5: Figure is drawn to show the Linkert scale

Source: Author.

For 0, it means this behaviour is not utilized, for 1, it means this behaviour is occasionally employed, for 2, it means this behaviour is intermittently utilized, for 3, it means this behaviour is frequently employed, for 4, it means this behaviour is a must as a code of conduct commonly employed, and for 5, it means this behaviour is never noticed and is unknown in the company.

3.2.3 Population

The study population are the 25 businesses selected for the study, who employ between 25 and 50 people as men and women to be used in this study, in the category of SMEs within the food and beverages industries of South Africa, who are in operation for not less than a year, with an office building or registered operational premises, with a telephone line, internet services and working email address (Landy & Vasey (1991).

3.2.4 Sampling and Sampling Procedures

3.2.4.1 In RQ1, Sample 1 for step 1

Sample 1 is used to measure Transformational Leadership. There are 5 scales, 5 indicators and 25 items on scales, used to measure transactional leadership. This sample will test for innovation, a direct relationship between the ages of leaders that accept and practice coaching.

3.2.4.2 RQ1, Sample 2 for step 2

On Sample 2 and step 2, Transactional Leadership is studied and measured. This is measured on the Leadership - Scale 2. There are two scale measures, each with 12 each, used to measure Transactional leadership. The sample is as follows; **Sample 2;** There are 2 scales, 12 indicators and 24 items on scales, used to measure transactional leadership. The sample should offer indications of a greater relationship between leadership and Coaching that drives the innovation appetite in the entities. **Sample 2; size:** At this level, 90 top level owners and managers as well as directors will participate in this study. **Sample 2; characteristics:** This sample has 5 characteristics to it which are these are businesses that got *massive funding from government* at their inception and start. These are businesses whose leaders are driven by technology and innovation.

3.2.4.3 RQ1, Sample 3 for step 3

I study Avoidant/Passive Behaviours Leadership. This is measured on the Leadership - Scale 3. There are 2 scales measuring 6 items on each, used to measure Avoidant/Passive Behaviours Leadership. The sample is as follows. **Sample 3:** Used for the Avoidant/Passive Behaviours Leadership Scales. There are 2 scales, 6 indicators and 12

items on scales, used to measure Avoidant/Passive Behaviours Leadership. **Sample 3, size:** At this level, 30 low level, medium level and top-level owners and managers, directors and the willing staff participants are afforded an opportunity to engage in this study. **Sample 3; characteristics:** These are businesses with strong leadership, and it is seen in that such businesses neither got *passed on to* the *next generations* by means of a will or inheritance nor did they come from any family member or parents.

3.2.4.4 Reasons for sample 3

This sample 3 should offer this study for RQ1, with a high degree of objectivity of all tests for RQ1, and also as a very important advantage for efficacy in the administered questions where the sample is derived from. Sample 3 is brought in to allow for an objective examination of the effectiveness of sample methods, the research design and organizational forms. Moreover, sample 3 should provide significant qualities of the grade, objectivity, reliability and validity of this study.

3.2.4.5 The procedure

In the design of a questionnaire, the variables are added together with dimensions and indicators that encourage the relationship between MLQ5X and the Innovation Generation Processes (IGP) and Value Creation Systems processes (VCS) concepts (Obilor & Amadi, 2018). The correlation coefficients are expected to range from -1 to +1; a correlation coefficient of 0 denotes no connection (zero association), while -1 and +1 represent perfect negative and positive correlation values, respectively (Obilor & Amadi, 2018). Moreover, correlation coefficients below 0.40 (positive or negative) are considered low, while those between 0.40 and 0.60 are considered moderate, and those above 0.60 are considered strong

(Obilor & Amadi, 2018). There is provisioning for statistical inference, and as such, the statistical tools are deployed from SPSS program, to obtain the Alpha Cronbach's test of more than 0.7. The studies of Grillo & Silva-Fortes (2014) argue that Cronbach's alphas higher than 0.7, proves that the instrument as a whole is reliable, as their instrument surpassed that, and achieved a high Cronbach's alpha (0.91). Elucidated by Johnson & LeBreton (2004) & Stoltzfus (2011), regression approaches are chosen for this part of the study.

3.2.5 Procedures for Primary Data Collection

A Linkert Scaled questionnaire is sent to 25 companies. Each company allows participants to take part under given authorizations for the study. RQ1, part 1, is an online questionnaire, utilizing Monkey survey (Vehovar & Manfreda, 2017). However, RQ1, part 2 and part 3, is an electronic survey utilizing an emailed questionnaire to participants. Survey-Monkey is an online survey software that allows for the creation and management of professional online surveys (Vehovar & Manfreda, 2017). The P value in Pearson correlation is used to determine the significance of the correlation analysis. It is a common way for determining whether a correlation coefficient is statistically significant or not (Armstrong, 2019). The P-value is set at 0.01 or 0.05 in this study (Cleophas & Zwinderman, 2018).

3.2.6 Instrumentation and Operationalization of Constructs

Firstly, the examination of theoretical premises is undertaken (Emmerich & Bogacheva, 2016), which is composed of connections between abstract structures. In order to verify the strength of these constructions' links, first, they are measured precisely, correctly, and scientifically (Bockholt & Wendel, 2016). Secondly, the definition of whether a construct

is unidimensional or multidimensional is dissected and pronounced, as a crucial choice to make when conceptualizing it (Speece, 2008). Thirdly, determining the precise method of measurement as soon as a theoretical concept in this study is defined, will ensure its operative process and utilization in measurements. The act of creating indicators or items for measuring these constructions is referred to in this study as operationalization (Ridley & Mollen, 2021). The values of the qualities will be numerical and quantitative (Speece, 2008). Structural equation modelling and regression analysis is deployed for this. Statistical tools for quantitative data analysis in the leadership indicators are created in this study to rate leadership satisfaction with five attributes: *strongly dissatisfied, somewhat dissatisfied, neutral, somewhat satisfied, and strongly satisfied* (Emmerich & Bogacheva, 2016). This is assigned numbers 1 through 5 for each of these five attributes (Console & Yin, 2021).

3.2.7 Data Analysis Plan

In order to evaluate and verify the accuracy, the study utilizes Cronbach's alpha for validity, obtained from SPSS software package (Schneider & Wagemann, 2010). Regression analysis is deployed for this part, using the statistical software SPSS, as well as structural equation modelling (SEM) using the software AMOS (Collier, 2020). After gathering, refining, and examining the data, this work continues to employ techniques such as data visualization to condense the information and guarantee its significance (Elmqvist & Fekete, 2009). Visualization tools facilitate comprehension of facts and enable captivating presentation to others. Therefore, vibrant charts and graphs are employed that have the ability to visually depict several data points that illustrate a pattern or a compelling storyline (Elmqvist and Fekete, 2009).

3.2.8 Threats to Validity

In order to ensure internal consistency, the measures around reliability analysis, inter-item correlations, and inter-scale correlations will be performed on composite scores (Finch, 2008). Inter-correlations will be used to determine concept validity. A confirmatory factor analysis will be undertaken to see whether the observed data fits the dimensional structure indicated in the SME study (Finch, 2008). To investigate variations in leadership and innovation performance in terms of composite scores, an ANOVA analysis and multiple comparisons will be performed (Bass & Avolio, 2004; Kim, 2014).

3.2.9 External Validity

In order to attain the conditions for external validity, the sample for the RQ1, and its properties in the survey instrumentation has certain features that interact with the independent variable, limiting generalizability (Lüdert (2017). This theorizing is used in the questions and their line requirement as scales of measure in selectable items in the Linkert scale (Podsakoff et al., 2011). The concept behind RQ1 is that if the instrument is dependable, there should be a significant amount of correlation among the items in relation to the variability. For this reason, the Chi-squared, Lambada & Cronbach's alpha are deployed to scale and measure the results (Putri, Noer & Gunowibowo, 2017).

3.2.10 Internal Validity

Internal validity in this study refers to the study findings and the confidence the study has on the investigation and its conclusions (Artino et al., 2012). As a result, the exploration ensures the elimination of the uncontrollable variables from this study in order to assure internal validity (Rickards & Magee, 2012; Artino et al., 2012). This is accomplished using

a variety of samples from samples 1, 2, and 3. The modifications to the study response variables will come before the study treatment. This will ensure that the outcomes of this investigation cannot be explained by any extraneous or complicating factors (Rickards & Magee, 2012).

3.2.11 Construct Validity

Convergent validity and discriminant validity are used as the two categories of concept validity. Regarding the relationship between the two measures of constructs that are either connected or unrelated, these two types, or sub-types, are used in this study (MacKenzie, 2003).

3.2.11.1 Convergence Validity

This is measured by determining the extent to which two measurements of constructs and their theoretical underpins, are connected, or are in fact related, by measure this convergent validity (MacKenzie, 2003). This process starts by analyzing the convergent validity through contrasting test results with those from a different test that measures the same construct. If the study test shows high convergent validity, it would indicate that there was a significant positive correlation between the outcomes (MacKenzie, 2003).

3.2.11.2 Differential validity

In this study, Exploratory Factor Analyses and Cronbach's alpha are used to measure dependability of the constructions as well as internal consistency. Furthermore, in this study, the model's validity would be assessed by the application of structural equation modelling methodologies (SEM). The study will use Criterion validity in order to assess the overall satisfaction as the benchmark in this study. In order to attain criterion validity,

the operational and product performance constructs are tested and are expected to vary significantly for each step within the scale of overall satisfaction (Bollen, 1989).

3.2.12 Ethical Procedure

The experiment will be carried out in a way that minimizes needless pain and harm to the body and mind (Sivasubramaniam & Dlabolová, 2021). Primarily, l will make sure that the presence of such a risk in a community doesn't cause any harm or shame to their informants. In order to protect the people, l will interview from any possible damage, l will take precautions against legal, psychological, and matters of politics and finance, social, and cultural ramifications of their research. l understand that it isn't always possible to foresee every possible consequence right away, and therefore, l will also keep an eye on their work to make sure that the study's methodology and procedures minimize any risks.

3.3 Methodology for RQ2

For RQ2, the study is a quantitative, cross-sectional design utilizing convenient sampling techniques to its data collection methods, with a questionnaire format using the survey method (Judge & Colbert, 2004). This design is deployed utilizing a survey to gather and examine data (Sulaiman & Seheult, 2016; MacHale & D'Arcy, 2016).

3.3.1 Hypothesis development

Literature reviews show that when the goals and rewards are designed to enhance motivation and foster creativity, the effect is good. However, if incorrect goals and rewards are implemented, they can have a detrimental effect instead (Sarros & Santora, 2001). However, Calantone & Di Benedetto (1994) investigated the correlation between the level of innovation and the success of new products. They concluded that enterprises are greatly

influenced by their innovative products, which are guided by incorporated and practiced innovation techniques (Paladino, 2007). The Rogers relational model, found in Rogers (1995), identified five aspects of an innovation that significantly influence the acceptance and spread of innovation (Rogers, 1995; Orr, 2003). Using Rogers (1995)'s model, the study maps a way forward for the designing of questions that seek to expose certain hypothesis and nullify others (Orr, 2003). To prove this within this study in RQ2, the IV and DV are crafted below.

RQ2: Does changes in the innovation performance alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures?

At this stage, hypothesis is formed for RQ2 Hypotheses; H0: Null hypothesis/ H1: Alternative Hypothesis). As such the RQ2 Hypothesis is formed:

H0: Changes in the innovation performance do not statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the innovation performance statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

IV: changes in innovation performance

DV: the SME organizational culture

3.3.2 Research Design and Rationale

The study utilizes SEM as a multi-equational technique that will reflect a large range of sophisticated hypotheses about how system components interact with the study of phenomena (Marreiros & Stephan, 2010). Secondly, such a model is chosen because, using theoretical knowledge, this part for RQ2 intend to reflect on conflicting ideas about the processes that determine data structure within this study (Friston, 2010). Thirdly, SEM is conceptualized in this study on the analysis of covariance relations. Fourthly, in this study, structural equation modelling (SEM) is used as a technique and a multivariate that is hypothesis-driven (Marreiros & Stephan, 2010). Therefore, a hypothesis regarding the causal relationships between a number of variables is represented via structural modelling (Friston, 2010). Finally, these variables are used, and the hypothetical causal relations are based on anatomically plausible connections between the regions as hubs of innovations or none thereof (Friston, 2010). Computing the route coefficient, which is similar to a partial regression coefficient is prioritized (Friston, 2010; Hair & Hollingsworth, 2017).

3.3.3 Methodology

Employees at SME firms in South Africa will complete an online survey using Google forms first, and then another survey, as this is an observational study, using the mailed pdf forms that have to be filled in by choosing answers on a rating based on the Linkert scale. The Linkert scale rating is from 1 to 5, with 1 being the lowest rating and sentiments to the question, while 5 being the highest rating achieved and the best feeling for the mood in answering this question, showing belief and acceptance to the question requirement (Nemoto & Beglar, 2014). The staff of the SME companies possessing diverse positions,

educational backgrounds, and professional experience are to be interviewed. The scales are structured as follows.

3.3.3.1 Innovation Scale level 1

At the initial level, I used 12 reflective items to assess ten sub-constructs of business model innovation as a measure of responsible Innovation and the development and validation of a scale. This will serve as formative measures for the second stage (Zhang & Choudhury, 2019; He et al., 2019). Participants should not have worked in this industry for not less than 5 years within the food and beverages industry sector of South Africa.

3.3.3.2 Innovation Scale level 2

I used 13 reflective items to assess ten sub-constructs of business model innovation, including value generation, proposition, and capture (Prahalad & Hamel, 1990). Participants should not have worked in this industry for not less than 5 years within the food and beverages industry sector of South Africa.

3.3.3.3 Methods of data presentation

Taking elucidations from Keller & Trendelenburg (2019) the data in this study will be presented in one of two ways: (a) tabular; (b) diagrammatically and graphically. This article will display statistics and information using textual, tabular, and graphical ways. First, language will be the main tool used in this study to explain results, describe patterns, and provide background information (In & Lee, 2017). Second, a table is the most appropriate format for displaying both the quantitative data that has been collected and examined as well as individual information (In & Lee, 2017). Thirdly, the data and information in this study are presented using text, tables, and graphs, which are all extremely effective

communication methods. They effectively convey vast amounts of complex information, making an article easy to read, and draw and hold readers' attention (Keller & Trendelenburg, 2019).

3.3.4 Population

The study population is made up of all races within the 9 provinces of South Africa, consisting of men and women from South Africa, who are above the age of 18, with a national identity book. The 25 businesses in the category of SMEs within the food and beverages industries of South Africa, who are in operation for not less than a year, with an office building or registered operational premises, with a telephone line, internet services and working email address are selected (Landy & Vasey, 1991).

3.3.5 Sampling and Sampling Procedures

The process of sampling begins by taking and looking at data from a population at one specific point in time (Cummings, 2018). It then follows up by investigating and measuring the research outcomes and exposures of the study subjects at the same time (Cummings, 2018). The sampling procedure utilizes the “snapshots” of a group of individuals who form part of the 2 samples under study as sample 1, and 2. Cummings (2018) elucidates on cross-sectional design, arguing that this is the sampling technique in which sample scores are acquired all at once (Euser & Zoccali, 2009). A survey study will be realized through open-ended survey questions, semi-structured questions as the chosen methods of survey data collection which elicit quantitative data (Gable, 1994). The responses will be collected and examined using software, employing quantitative methods (Allison and Shenton, 2016; Bamforth and Kilbride, 2016; Richards et al., 2016).

3.3.6 Innovation Sample 1

3.3.6.1 Characteristics of this sample

This sample has 5 characteristics to it which are these are businesses that were *passed on to* the *next generations* by means of a will or inheritance from family and parents, these are businesses that *have changed their core business* in order *to innovate* and continue instead of demise in the *face of competition.* Within Sample 1 and Scale 1, Employee surveys is measured by 5 questions, Performance management tools are measured by 5 questions, People analytics tools is measured by 5 questions, Exit interviews is measured by 5 questions. **Sample 1 size:** At this level, 120 low to medium level managers will participate in this study (Zhang & Choudhury, 2019; He et al., 2019). He *characteristics of this sample* are that the participants should not have worked in this industry for not less than 5 years within the food and beverages industry sector of South Africa (He et al., 2019).

3.3.7 Innovation Sample 2

3.3.7.1 Characteristics of this sample

This sample has 5 characteristics to it which are these are businesses that got *massive funding from government* at their inception and start. These are businesses whose ideas came from the *incubation tank* from the government agencies for SME development, these are businesses who were started by *young people* and are *gender sensitive* with *equality across gender and race* as part of the funding model they were exposed to that seeks to address equality and gender balance in business. Within Sample 2: Scale 2, Monitoring behaviours in the work environment is measured by 5 questions, focus groups is measured by 5 questions, Organizational assessment systems, is measured by 9 questions. **Sample 2**

size: At this level, 70 top level owners and managers as well as directors will participate in this study (Prahalad & Hamel, 1990). Participants should not have worked in this industry for not less than 5 years within the food and beverages industry sector of South Africa (Zhang & Choudhury, 2019; He et al., 2019).

3.3.8 Procedures for Primary Data Collection

A questionnaire has been created to examine the viewpoints of employees in the SMEs under food and beverages industry, using the established structures (Roth et al., 2008). ln this study design, the measurement of answer to these claims is through the Linkert scale measuring tool, depicting the most suitable option within the employed Likert scale (Jamieson, 2004). RQ2, part 1 and part 2 sampling, is an online questionnaire, utilizing Monkey survey. Survey-Monkey is an online survey software that allows me to create and manage professional online surveys (Vehovar & Manfreda, 2017). A descriptive analysis will then be conducted on the demographics and survey responses (Diamantopoulos and Riefler, 2008). Non-standardized regression coefficients would judge the statistical significance with a P-value < 0.05. The statistical software SPSS is deployed, as well as structural equation modelling (SEM) using the software AMOS (Collier, 2020).

3.3.9 Instrumentation and Operationalization of Constructs

The operationalization process will embark on the cross-loadings in the tables to demonstrate the final process. The operationalization of the constructions employed would result in each indicator having the highest correlation with its corresponding construct (Shirkey & John, 2016). It is anticipated that every indicator loading to each building will be greater than the crucial 0.5 threshold (Shao et al., 2016). It is anticipated that one

indicator loading will fall between 0.5 and the recommended threshold should be exceeded in each of these scenarios since the other indicator loadings associated with the corresponding build should all be over 0.7 (Shao et al., 2016). The constructs in this study are put together in a way that allows for convergent validity testing (Shirkey & John, 2016).

Data Analysis Plan

The processes of data management plan (DMP) in this study, involve the management of information input, processing and output as data, throughout the research process and after the project is over (Simpson, 2015). This has been incorporated to ensure and guarantee that data in this study will be effectively managed in its present and future state, as well as adequately prepared for long-term preservation (Kurth & Kirschen, 2019). The principle behind these guidelines is that in this particular research, l will be responsible for archiving data, materials and information, and the publications based on them, in a responsible and transparent way. I will also act in the spirit of these guidelines rather than observing them to the letter using the available, morally existing frameworks within which these guidelines will function guided by the codes of conduct regulating data.

3.3.10 Threats to Validity

ln order to ensure internal consistency, reliability analysis, inter-item correlations, and inter-scale correlations will be performed on composite scores (Finch, 2008). Inter-correlations will be used to determine concept validity. A confirmatory factor analysis will be undertaken to see whether the observed data fits the dimensional structure indicated in the SME study (Finch, 2008). To investigate variations in leadership and innovation performance in terms of composite scores, an ANOVA analysis and multiple comparisons

will be performed (Kim, 2014). In this research question (RQ2), the assessment of reliability will be conducted by examining its many components. (Antonakis & Avolio, 2003).

3.3.10.1 External Validity

In order to attain the conditions for external validity, the sample for the RQ2, and its properties in the survey instrumentation has certain features that interact with the independent variable, limiting generalizability. The concept behind RQ2, is that if the instrument is dependable, and there should be a significant amount of correlation among the items in relation to the variability. For this reason, the use of the Chi-squared, Lambada and Cronbach's alpha is brought into this study to scale and measure the results (Putri, Noer & Gunowibowo, 2017).

3.3.10.2 Internal Validity

Cronbach's alpha and composite reliability (CR) will be used to assess and measure reliability (Tavakol & Dennick, 2011). Each latent variable will have a Cronbach's alpha coefficient better than 0.7, indicating high internal consistency and reliability (CR). In RQ2, composite reliability is brought in to quantify and scale dependability overall. This will be preferred above CFA. Cronbach alpha, as an average measure of internal consistency and item reliability, will be employed and chosen in this study, along with the EFA for factor extraction (Tavakol & Dennick, 2011). The measurements will be examined for discriminant and convergent validity. All items are expected to have a standardized factor loading of over 0.5, and the AVE of all latent variables is expected to also show a measurement above 0.5, indicating strong convergent validity (Zawisza & Olaya, 2014).

Validity and reliability are two critical components in the evaluation of a measurement device as elucidated in Andreotti & Miret (2014).

3.3.10.3 Construct Validity

In this study, statistical analyses will frequently be used to test validity using data from the study measures. Firstly, this will be done by assessing convergent and discriminant validity utilizing correlations to check if the findings of the tests are positively or adversely connected to the results of other known tests (Frisoni et al., 2014). Secondly, the regression analysis is deployed to assess whether a measure is actually predictive of outcomes that is expected of it to predict, and theoretically. A regression analysis that supports the study expectations strengthens the study claim of construct validity (Raggi & Quintas, 2014). Thirdly, constructs will be useful in the assessment of gaps in literature through extrapolation of figures and weights on averages given within the question answering process. Fourthly, in order to arrive at construct validity, the study re-looks at the independent variable (IV) understudy, which changes in the innovation performance, and cross examines the dependable variable (DV), which is the SME organizational culture (Deuchert & Huber, 2017).

3.3.11 Ethical Procedure

The amount of risk involved in this study will never be greater than what is necessary to address the humanitarian significance of the issue the experiment is intended to address. Primarily, l will make sure that the presence of such a risk in a community doesn't cause any harm or shame to their informants. In order to protect the people, l will interview from any possible damage, l will take precautions against legal, psychological, and matters of

politics and finance, social, and cultural ramifications of their research. l understand that it isn't always possible to foresee every possible consequence right away, and therefore, l will also keep an eye on their work to make sure that the study's methodology and procedures minimize any risks. Therefore, in order to make sure that it doesn't hurt the informants or their communities, l will constantly assess the findings of the study and writing.

3.4 Methodology for RQ3

The approach to RQ3 is a quantitative survey study, which is descriptive and causal, using Proportionate Stratified Sampling. The phenomena under study for this part is Performance and yield within the innovative leadership cultures. The sample size of each stratum will be proportional to the population size of the stratum. In RQ3, each stratum (singular for strata) is created based on shared features or characteristics.

3.4.1 Culture as a mediator to innovation

To do this, the study will assess the expansion of the company when it embraces culture as mediator for practices. As such, the RQ measures the value systems, Cultural changes, Risen Behaviour, Research and Development (R&D), Innovative behaviours and firm performance.

3.4.1.1 Value Systems

Kostis & Kafka (2018) argue that cultural changes during the previous three decades have boosted creativity. Taking the elucidations from Kostis & Kafka (2018), the study argues that the overall measure of culture has a positive relationship with innovation. The findings of Kostis & Kafka (2018) suggest that work ethics and control have a good effect on innovation. However, Hofstede (1994) laments the cultural limitations of management

theories in literature. The fact that some cultural changes are taking place, and that these changes are reflected in social behaviour and consequently economic decisions, begs the question of whether cultural change has an impact on innovative performance (Petrakis et al. (2018).) Studies show the impact of civic culture characteristics on the SME leadership guiding the innovation agenda (Ivanov & Avasilcăi, 2014).

3.4.1.2 Cultural changes

The study advances the argument that laments the chaotic and changing environment of SMEs, as lamented by Alvesson & Sveningsson (2015), who believe that an organization's culture is essential to its ability to remain competitive. According to the literature surveys, there are more demands for change placed on SME organizations (Alvesson & Sveningsson, 2015). But these are frequently so difficult that they encounter strong opposition and eventually fail. This becomes the interest of study. Thus, the study's premise is that the development of a reflective approach to organizational change is encouraged by changing organizational culture (Alvesson & Sveningsson, 2015).

3.4.1.3 Risen behaviour

There is a need to measure the risen behaviour in the operations and management of SMEs, as a result of the manifestation of these changes in social behaviour, which then influences economic decisions resulting in performance (Schein, 2009). Arguments are made resulting in the theorization that as technology has quickly developed, resulting in improved business communication, this has also increased its use by the SMEs under study utilizing such tools of communication for ordering, order payments, faxing, sending out invoices and statements and so on (Silver, 2004). However, the opposite could also be true,

in that such gadgets could be so expensive and unaffordable to SMEs. Ivanov & Avasilcăi (2014) argues, stating that when innovation accelerates, it might result in generation gaps. That said, the IV and DV are crafted and presented below.

RQ3: Does Leadership influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning for better financial performance of SMEs?

Thus, RQ1 Hypotheses (H0: Null hypothesis/ H1: Alternative Hypothesis), is created in.

H0: Leadership does not statistically influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.

H1: Leadership statistically influences the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.

IV: Leadership

DV: Innovation Performance in SMEs

As such, the RQ3 recognizes the need of considering the creation of knowledge as a synthesis of technical, interpretive, and critical methods. At this point, the study argues that leadership approach affects innovation performance (Octavia et al., 2017). However, what impact does leadership have on innovation? The reason is that, as opposed to fostering a culture of control from the top down, innovation flourishes when leaders seek to foster a synergy between management and staff (Semuel & Siagian, 2017).

3.4.1.4 Research and Development (R&D)

Understanding people means understanding their background, from which present and future behaviour can be anticipated, which become embedded culture nationally (Schein, 2009). Innovation management improves an organization's ability to develop new business models, perhaps leading to the formation of new industries (Teece 2010). As such, within this study, an argument is advanced that looks at idea generation as the process of coming up with fresh product or service concepts as processes of the R&D, as a perceptive idea for innovation management to rely heavily on ideas, which can make or break the process (Kotsemir & Abroskin, 2013).

3.4.1.5 Innovative behaviour and firm performance

The last connection that is made in this model is the link between innovative behaviours and the performance of the firm in order to answer research question RQ3. The study will argue that it is crucial for strategy and organizational theorists who are interested in organizational cultures that are believed to promote innovation, to prioritize the establishment of this connection (Kiss & Cortes, 2022; Herrmann et al., 2022). It will further be argued that undoubtedly, innovation is a crucial factor that contributes to an organization's competitive edge (Mahmood & Iqbal, 2021). However, the elucidations by Mahmood & Iqbal (2021) are coined into this study, looking at how Leadership styles facilitate Innovative behaviour and firm performance. To this effect, Mahmood & Iqbal (2021) laments the interconnectedness within the examination in the role of change Management and Trust.

3.4.2 Research Design and Rationale

A Quantitative approach is preferred for RQ3, due to the fact that it provides the study with useful information about the ordering of reality and materialized discourses in the study of phenomena pertaining to RQ3 (Bagiran & Appolloni, 2015). The sample size of each of the 3 strata will be proportional to the population size of the stratum (Hirzel & Guisan, 2002). This has advantages in this study, because if specific demographic factors influence the phenomenon under investigation, these features can be utilized to stratify the data in this study (Hirzel & Guisan, 2002). After stratification, the drawing of sampling units is independent of strata (Hirzel & Guisan, 2002). The study uses the crafted hypothesis to test this model using Structural Equation Model (SEM) and analysis with AMOS as the statistical tool. The Structural Equation Model as an assessment tool for RQ3 is selected and deployed as suggested by Hair & Anderson (1998) and Riduwan & Akdon (2006). Constructs have been crucial in the intentions and final selection of the study design, as it is intending to utilize them in the design of a data collection device. In order to ensure the validity and reliability of the constructs or measurement scales, the study taps onto the approach suggested by Prajogo & Sohal (2004).

3.4.3 Methodology

The sample for this study was defined narrowly to include a homogeneous set of firms (Lemey & Salemi, 2009) for each of the 3 samples and their measurements as seen below.

3.4.3.1 Measurement Scales

A random selection is used to choose participants from each stratum separately to ensure that there are enough participants from each socioeconomic level in each sample and at

each sample step and stage (Iliyasu & Etikan, 2021). This method of sampling is mostly chosen to be carried out in this study so as to increase precision, reduce costs and reduce non-response. Survey by this method of sampling is less costly, less laborious & more purposeful (Saxena & Nigam, 2013). In this multi-step sampling, a sample will be drawn from a population using smaller and smaller groups (units) at each stage (Kim & Kim, 2014). This is vital for this study that seeks to collect data from a large, geographically spread group of people, such as those in South Africa, within the national surveys (Deshpande et al., 2019). This increases the external validity, and also increases the generalizability of this study. The use of probability sampling methods in this exploration allows for stronger statistical inferences (Kang & Hwang, 2014). The process is as follows:

3.4.3.2 For the RQ3, sample 1, step 1

The Innovation expenditure, which covers total expenditure for innovation, such as R&D activities is studied (Hobday, 2005). The procedure would explore training and commercialization, which is needed to manage basic processes of an innovation (Ferri & Fiorentino, 2019).

3.4.3.3 For the RQ3, sample 2, step 2

In sample 2, a number of sustainable patents and patent citations of a sustainable product or process within the SMEs under study is explored and measured (Jeanrenaud & Bessant, 2012). This is explored as another prominent criterion to measure the short-term effect of sustainable innovation for SMEs (Seebode, 2012).

3.4.3.4 For RQ3, sample 3, step 3

This study's empirical analysis combines two largely unexplored areas of spinoff research. Using product and service innovation as some key variables, the procedure begins firstly by assessing the spinoffs as innovation performance in the food and beverage space within this second sample. Secondly, an assessment of innovation performance is explored and studied by analyzing it in relation to the corporate parent support that the SMEs under investigation receive (Parmentola & Sapio, 2019).

3.4.4 The procedure

The questionnaire is sent to the Owners and Directors and general managers of each SME organization and includes his/her full name in the presentation letter. The procedure selects elicit responses from Owners and Directors of each SME organization because they are responsible for innovative inputs and outputs.

3.4.4.1 Sample size

The sample 1, comprises 10 participants, answering sample 1, step 1 questions. The sample 2, comprises 30 participants, answering sample 2, step 2 questions. The sample 3, comprises 150 participants, answering sample 3, step 3 questions.

3.4.5 Population

The population for this RQ3, study population is from a homogeneous set of 25 firms for each of the 3 samples. The population is composed of 25 SME firms in the registered database of entities that employ between 50 and 200 people. Entities must have between 3 to ten years or more in business. The study population is both educated and uneducated, male and female, who are resident in South Africa.

3.4.6 Sampling and Sampling Procedures

The sample size of each stratum will be proportional to the population size of the stratum (Hirzel & Guisan, 2002). The method selection will constitute an alternative kind of stratified random sampling. The sampling is as follows.

3.4.6.1 Sample 1, characteristics

In sample 1, this will consist of young SMEs (within the 18 -25years as their age group), who have very new and recent products which are selling well under innovative ways of marketing and selling, and just launched a new range of products that just arrived in the market. This grouping got funding from Government youth funding initiatives for innovation. This sample has just incorporated strategies within their business and has a funding and budget for strategy.

3.4.6.1.1 Sample 1, measurement

Innovation performance is measured with 3 scales and 8 indicators, giving 15 questions within Sample 1, Scale 1 measuring Innovation expenditure. On this part, 10 participants answer the questions on a questionnaire set for this part.

3.4.6.2 Sample 2, characteristics

In sample 2, this will consist of SMEs who have old products which are selling well under innovative ways of marketing and selling while hoping to start on a new range of products to arrive in the market within their financial year. This sample has just incorporated strategies within their business and has a funding and budget for strategy. They must have an incubation process for ideation and new product development as part of their R&D processes.

3.4.6.2.1 Sample 2, measurement

Sample 2, Scale 2 measures Sustainability on products and services as effects of performance on innovation. This is measured with a scale and 6 indicators, giving 15 questions. On this part, 30 participants answered the questions on a questionnaire set for this part.

3.4.6.3 Sample 3, characteristics

In sample 3, this will consist of SMEs who have old products which are selling well under innovative ways of marketing and selling, and just launched a new range of products that just arrived in the market. This sample has just incorporated strategies within their business and has a funding and budget for strategy and has divisional managers reporting to the chief executive officer. They have a vision that they follow through their leadership. They must have an incubation process for ideation and new product development as part of their R&D processes.

3.4.6.4 Sample 3, measurement

Sample 2, Scale 2 measures Sustainability on products and services as effects of performance on innovation. This is measured with a scale and 9 indicators, giving 15 questions. On this part, 150 participants answer the questions on a questionnaire set for this part.

3.4.7 The Procedure

A Linkert scaled questionnaire is sent to 25 companies, addressed to the Owners and Directors and general managers of each SME organization who participate in the study, resulting in a pool of 190 participants, answering Questions for RQ3. Hypothesis is used

to test this model using the Structural Equation Model (SEM) and analysis with AMOS as the statistical tool. Grace (2006) elucidates on the Structural equation modelling (SEM) and argues that it is a framework for creating and testing complicated hypotheses about systems. The regression analysis is deployed, using the statistical software SPSS, as well as structural equation modelling (SEM) using the software AMOS (Collier, 2020). Shukla & Goel (2012) elucidates this study about basic random sampling used without replacement on the sample mean's sampling variance. This is congruent to the modalities of Mohandas et al. (2012).

3.4.7.1 Procedures for Primary Data Collection

The data would be collected in the third quarter of 2024 through online questionnaires (i.e. Sample I) and pdf mailed copies (i.e., sample 2 and 3). The process of data collection is expected to take about four weeks. The survey consists of three parts. Questions are sent to 25 companies. Each company allows participants to take part under given authorizations for the study. This results in a total participant pool of 190 participants, answering Questions for RQ3. The data analysis will be performed using Structural Equation Modelling (SEM) to validate and test the goodness of fit of the model, construct validity and reliability (Kirat & Burton, 2005). An SPSS program will also be used for descriptive statistics.

3.4.8 Instrumentation and Operationalization of Constructs

For the initial test version of the questionnaire, a schema consisting of a mix of open-ended and 5-point Likert-type scale items will be employed utilizing the identified constructs (Van den Bossche & Segers, 2010). After that, a final version will be created based on the

input from a grouping of constructs, partitioned as sections relevant to the attached RQs that they seek to measure (Van den Bossche & Segers, 2010). The Principal Components Analysis is deployed with varimax rotation in this study to produce four components (Reinhold & Gegenfurtner, 2018). The constructs that would load "substantially" on the factor 0.50 and above will then be assigned names for each of the factors; for practical importance (Lewis, 2018).

3.4.9 Data Analysis Plan

In responding to the needs of this study, a fully designed data management plan (DMP) is presented (Simpson, 2015). The data management plan (DMP) in this study, is a formal document that provides a detailed description of how data will be handled as well as managed within the information input, processing and output as data, throughout the research process and after the project is over (Simpson, 2015). This guarantees that data in this study is effectively managed in the present and adequately prepared for long-term preservation Taking elucidations from Simpson (2015), data will be stored based on the guidelines. As such, in this research Data Management Plan, provides a set of preconditions for the archiving of data, materials and information that form the basis for the publication of such material is given (Kurth & Kirschen, 2019).

3.4.10 Threats to Validity

In an effort to develop legitimate and dependable tests, Cronbach's alpha will be employed (Trizano-Hermosilla & Alvarado, 2016). Exploratory Factor Analyses and Cronbach's alpha will be deployed to measure dependability of the constructions as well as internal consistency (Trizano-Hermosilla & Alvarado, 2016). The usage of Criterion validity is

deployed in order to assess overall satisfaction as the benchmark in this revision. In order to attain criterion validity, the operational and product performance constructs are tested and are expected to vary significantly for each step within the scale of overall satisfaction (Tavakol & Dennick, 2011; Trizano-Hermosilla & Alvarado, 2016).

3.4.10.1 External Validity

Dekker & Zoccali (2021) argue that it is better to use samples that are representative of the target population or the population of interest, through a stratified approach as adopted by the study. Dekker & Zoccali (2021) argue that this enhances the research as the samples should reflect the characteristics, diversity, and distribution of the population as closely as possible. The study opted for this to eliminate biasness and advance the eternal validity (Dekker & Zoccali, 2021). The data analysis will be performed using Structural Equation Modelling (SEM) to validate and test the goodness of fit of the model, construct validity and reliability. An SPSS program will also be used for descriptive statistics (Ramspek & Jager, 2021).

3.4.10.2 Internal Validity

The sample size of each stratum will be proportional to the population size of the stratum (Hirzel & Guisan, 2002). In this case, the internal validity is defined and strengthened by the properties of proportionate stratified approach (Shrikhande & Marda, 2012). The properties engrained within the proportionate stratified approach as a data collection methodology, ensures Data validity as a measure of the accuracy and reliability of information within a dataset or database in this study (Grimes & Schulz, 2002). This

reliability is achieved when the value of Cronbach's Alpha exceeds 0.7, which will be calculated in SPSS software program (Taber, 2018).

3.4.10.3 Construct Validity

I use the nine items' construct within the small and medium enterprises (SMEs) utilizing the Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), which will be used to measure the construct (Ghouri et al., 2014; Khan & Awang, 2014). Therefore, the fitness indexes, and their respective category, as well as the levels of acceptance will be presented in Tables. The procedure will measure construct validity through the usage of statistical analysis (Ghouri et al., 2014). The process will test convergent validity and discriminant validity with correlations using Structural Equation Modelling (Ghouri et al., 2014).

3.4.10.4 Ethical Procedure

The amount of risk involved in this study will never be greater than what is necessary to address the humanitarian significance of the issue the experiment is intended to address. Primarily, l will make sure that the presence of such a risk in a community doesn't cause any harm or shame to their informants. In order to protect the people, l will interview from any possible damage, l will take precautions against legal, psychological, and matters of politics and finance, social, and cultural ramifications of their research. l understand that it isn't always possible to foresee every possible consequence right away, and therefore, l will also keep an eye on their work to make sure that the study's methodology and procedures minimize any risks. I contend and understands that it can be challenging to foresee every obstacle that may arise in the field or after the work is released.

3.5 Methodology for RQ4

The study technique for RQ4, is a Quantitative study that utilizes proportionate stratified approach is selected (Huang, 2012; Shrikhande & Marda, 2012). The phenomena under study in RQ4 are culture. The study postures the concept of innovative leadership to be antecedent to the strong leadership within a culture where top management prioritizes long-term objectives and encourages staff members to try again even when they fail during the creation process (Zou & Tam, 2009). Culture influences how people perceive and react to the world in which they live (Shrikhande & Marda, 2012).

3.5.1 Culture drives leadership

Therefore, leaders frequently use their culture as a prism through which to change perception and how people and organizations react to changing situations (Morris & Lee, 2009). Culture is thus studied through a model of change, within the drivers of Change in a model depicted and elucidated by Anderson & Anderson (2002).

3.5.1.1 The Drivers of Change

Using the model adapted from Anderson & Anderson (2002), the study explores an illustration of a sequential relationship among the triggers for change in the Transformational Leadership within the SMES under study. In this model, one trigger prompts a change in the subsequent trigger, and so forth (Anderson & Anderson, 2002). The model outlines seven drivers, consisting of four that leaders are already acquainted with and three that are somewhat novel to their leadership repertoire (Anderson & Anderson, 2002).

3.5.1.2 Marketplace Requirements for Success

Using the model, the study perceives the collective consumer criteria that define the necessary conditions for the SME business to thrive in its market and fulfil the needs and wants as requirements of its customers, which are then explored in detail (King & Hopkins, 2018; Cornish et al., 2018). This will encompass not just tangible product or service need, but also criteria such as promptness of delivery, ability to customize, standard of excellence, demand for novelty, level of customer care, and so on (Cornish et al., 2018). An argument is advanced that speaks to the Marketplace requirements evolvement due to this shift in environmental conditions, seeking faster delivery of higher quality, customized products and services (King & Hopkins, 2018).

3.5.1.3 Business Imperatives

An argument is advanced in this RQ, as a narrative and claim that the business imperatives define the strategic actions that SME enterprises must take in order to achieve success, taking into account the evolving needs of their customers in 2024 (Hillary,2017). Furthermore, the study perceives these modifications to necessitate a methodical reassessment and alteration of the company's mission, strategy, objectives, business model, products, services, price, or branding (Hillary,2017). Having said that, this study is elucidated by Avram & Kühne (2008) argue in their study that explored the strategies for implementing responsible business behaviour, and in their findings argue that the modern businesses ought to transform from their traditional methods and incorporate a strategic management perspective, if they are to succeed in developing a framework for their

businesses (Avram & Kühne, 2008). To this effect the IV and DVs for the RQ4 are as follows.

RQ4: ***Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures?***

To this effect, a hypothesis is thus framed in RQ4 Hypothesis:

H0: Changes in the national culture does not statistically alter the SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the national culture statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

IV: changes in the national culture

DV: SME organizational culture

3.5.1.4 Organizational Imperatives

The exploration will argue that organizational imperatives for the SME business today, specify what must change in the SME organizational structure (King & Hopkins, 2018; Cornish et al., 2018). As such, the study begins to theorize that Transformational leadership affects organizational leadership in the SMEs understudy, and that by interacting with subordinates in this manner, the Transformational leaders of the SMEs understudy help their subordinates to increase their level of commitment to the organization (Varis & Littunen, 2010).

3.5.1.5 Cultural Imperatives

Cultural imperatives are the necessary changes in the norms and collective behaviour within the SMEs as firms, to align with, and advance the organization's new design, operations, and strategy (Jardioui & Garengo, 2020). Therefore, fostering a collaborative environment may be necessary to facilitate the restructuring of business operations in order to achieve the goal of faster product and service cycle time and improved client responsiveness. Jardioui & Garengo (2020) express concern and emphasize the influence of culture on managerial processes in general, specifically focusing on the performance measurement system (PMS).

3.5.1.6 Leader and Employee Behaviour

Lauridsen & Obel (2004) elucidates that the impact of organizational climate and strategic fit is clearly depicted within the organizational structure, which mediates for the firm performance. According to the elucidations of Lauridsen & Obel (2004), a culture of innovation is linked to a number of organizational outcomes, such as better idea implementation, more organizational innovation, and more general advantages like worker and customer pleasure and customer perceptions of service efficacy.

3.5.1.7 Leader and Employee Mind-set.

Elaborating on national culture, Hofstede (2001) asserts that social behaviour within a nation is guided by common values, conventions, and expectations. This argument matters in this study, because it has a big impact on management styles, customer behaviour, and business practices (Hofstede, 2001). These factors together have a big impact on business

strategies adopted and practiced by the SMEs under study, and their measurable success within this study (Hofstede, 1984).

3.5.2 Research Design and Rationale

The study for this RQ is Proportionate stratified approach. This has advantages for this paper, as this technique will be applied to determine the level of significance for the loadings, weights, and path coefficients (Anderson & Gerbing, 1988). This study is elucidated by Anderson & Gerbing (1988) for validity and goodness of fit of measurement model. Hypothesis is tested utilizing this model using Structural Equation Model (SEM) and analysis with AMOS as the statistical tool. This method allows for the investigation of; (a) how the method affects prediction accuracy and (b) how sensitive the issues under exploration are to sample size (Iliyasu & Etikan, 2021). The regression analysis is then deployed using the statistical software SPSS (Hernandez-Hamed, 2024).

3.5.3 Methodology

Culture is under study and a phenomenon seeking measurement within then national culture as an umbrella practiced culture by Transformational leaders in their organizational (Jenkins, 2018). Coaching is the technique that seeks measurement within this national culture as a result of its daily felt practice in organizational culture (Jenkins, 2018). Innovation in this RQ4 is a litmus test in the practices and administration of cultures within a nation South Africa (Clutterbuck, 2016), felt in the business practices of SMEs as organizations under study, within the food and beverages industry (Megginson & Bajer, 2016). A Likert scale of 1 to 5 is used. Before conducting the poll, a pre-test is run with

members of a top University within South Africa as well as the South African Food and beverages Industries Association (Landy & Vasey, 1991).

3.5.4 Population

The study population is from a homogeneous set of firms, of men and women above the age of 18, and from South Africa, within the 9 provinces, who participate in each of the 2 samples. The population is composed of SMEs in the registered database of entities that employ between 50 and 200 people (Landy & Vasey, 1991). Entities must be between 3 to 10 years or more in business. The study population is both educated and uneducated, male and female, who are resident in South Africa.

3.5.5 Sampling and Sampling Procedures

In RQ4, a questionnaire will be designed for data gathering. The sampling is as follows.

3.5.5.1 The Sample

This sample has 2 scales, with 5 dimensions each. It measures items of the Culture mediated by Transformational Leadership behaviour within the nation and in the organizational setup, in the Culture Behavioural Matrix Questionnaire (CBMQ) across the dimensions.

3.5.5.1.1 Sample 1 characteristics

In sample 1, there are SME production firms and service firms with at least three years of experience, with records of trade and products to sell and an active clientele.

3.5.5.1.1.1 Sample 1 measurement

Sample 1 is measured with 1 scale and 2 indicators with 10 of the 25 items of the Cultures mediated by Transformational Leadership behaviour within the nation and in the

organizational setup, in the Culture Behavioural Matrix Questionnaire (CBMQ) across the dimensions.

3.5.5.1.1.2 Sample 1 size

On this part, 40 participants answered the questions on a questionnaire set for this part. On this part, 40 top level owners and managers as well as directors will participate in this study.

3.5.5.1.2 Sample 2 characteristics

Sample 2 measures the cultures moderated by service innovation processes. In sample 2, the interest is in private SME production and service firms with at least five years of experience, with records of trade and products to sell and an active clientele.

3.5.5.1.2.1 Sample 2 measurement

Sample 2 is measured with 1 scale and 3 indicators and 15 items on scale. The 15 of the 25 items of the Cultures moderated by the Service innovation process represented will be measured. Business Imperatives will be measured using 5x item. National power in statehood represented by Organizational Imperatives will be measured using 4x items. 5. The market process represented by the Market Place Requirement for Success will be measured in 3x item. 6. Coaching leadership style represented by Leader and Employee Mind-set will be measured using 3x item.

3.5.5.1.2.2 Sample 2 size

On this part, 150 participants answer the questions on a questionnaire set for this part. On this part, 150 top level owners and managers as well as directors and the general staff workers across the company will participate in this study.

3.5.5.2 Hypothesis testing

Hypothesis will be tested utilizing this model using Structural Equation Model (SEM) and analysis with AMOS as the statistical tool. Then the regression analysis is deployed using the statistical software SPSS. Therefore, reducing the sampling variance would be one of the goals of an effective sampling technique, as suggested by Hair & Anderson (1998) and Riduwan & Akdon (2006).

3.5.6 Procedures for Primary Data Collection

Using the information, data is gathered, which evaluates both positive and negative comments using the Linkert scale. This is significant to the study since a survey question with a Likert scale can assess importance, quality, or frequency (Couper, 2017). In order to determine which product upgrades, they would most like to see next, a Linkert scale would be used (Axinn & Pearce, 2006). Relative indicators will be carried out with a one-factor ANOVA test in order to check whether there are significant differences. Should there be no significant differences between respondents and non-respondents, then the sample would be considered to be representative of the population, according to Lee & Lee (2018).

3.5.7 Instrumentation and Operationalization of Constructs

The constructs are crafted as part of the measurable components of a given construct and behavioural index governing it (Van den Bossche & Segers, 2010). Transformational Leadership behaviour (TLB) represented by *Leader and Employee Behaviour (LEB)*, is seen in literature as a Culture behavioural tendency within organizations for competitive advantages in its innovative properties (Smith & Lewis, 2011). The Principal Components Analysis is then deployed together with varimax rotation to produce components (Reinhold

& Gegenfurtner, 2018). Within the 1st stage, the components exhibited should show the highest loadings on items with single figures within the National to organizational Culture, mediated by Transformational leadership and moderated by innovation platforms (Vandenberg, 2010). The constructions that would load "substantially" on the factor 0.50 and above will then be assigned names for each of the factors, for practical importance (Vandenberg, 2010).

3.5.8 Data Analysis Plan

Data will be stored in a publication package: The data collected, processed will be stored for each published empirical study, which are article, volume, chapters, dissertation chapter, as well as consultable internal report and the published, accepted manuscript and or publication (Simpson, 2015). The basis for these guidelines is in the adopted principles of retroactive accountability, i.e. reporting after a publication has appeared. The principle behind these guidelines is that in this particular research, l will be responsible for archiving data, materials and information, and the publications based on them, in a responsible and transparent way (Ward & Zhang, 2019). I will also act in the spirit of these guidelines rather than observing them to the letter using the available, morally existing frameworks within which these guidelines will function guided by the codes of conduct regulating data.

3.5.9 Threats to Validity

I will utilize a t-test to analyze whether there are any significant differences in the average variable scores between the early and late responders. In order to determine the total number of dimensions represented on the survey and to investigate or validate the links between survey questions, factor analysis will be employed (Armbruster et al., 2009).

Factor analysis, as a statistical technique, will be used to gather a crucial kind of validity proof (Rissing & Cogan, 2009). A validation of the goal endorsement instrument for use in this study will provide as an example of how factor analysis is used throughout (Tavakol & Dennick, 2011; Trizano-Hermosilla & Alvarado, 2016). In an effort to develop legitimate and dependable tests, Cronbach's alpha will be employed (Trizano-Hermosilla & Alvarado, 2016).

3.5.9.1 External Validity

Stratified random sampling will be used to sample this grouping of SMEs within a business sector (Huang, 2012). Therefore, stratified random sampling ensures that they are included, thereby increasing the external validity of this study (Huang, 2012; Shrikhande & Marda, 2012). The data analysis will be performed using Structural Equation Modelling (SEM) to validate and test the goodness of fit of the model, construct validity and reliability (Hirzel & Guisan, 2002). An SPSS program will also be used for descriptive statistics (Ramspek & Jager, 2021).

3.5.9.2 Internal Validity

In this study, internal validity is defined and strengthened by the properties of proportionate stratified approach (Shrikhande & Marda, 2012). The properties engrained within the proportionate stratified approach as a data collection methodology ensures data validity as a measure of the accuracy and reliability of information within a dataset or database (Shrikhande & Marda, 2012). Cronbach’s Alpha is then deployed to ensure internal validity (Huang, 2012; Shrikhande & Marda, 2012). This reliability is achieved when the value of

Cronbach's Alpha exceeds 0.7, which will be calculated in SPSS software program (Taber, 2018).

3.5.9.3 Construct Validity

Elucidated by Khan & Awang (2014) who studied Organizational commitment construct, the study aims at establishing the validity and reliability of the influences of culture in the organizational commitment construct. This is done by testing the nine items as construct within the small and medium enterprises (SMEs) utilizing the Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), which will be used to measure the construct (Khan & Awang, 2014). A measurement of construct validity in this study is achieved through the usage of statistical analysis (Ghouri et al., 2014).

3.5.10 Ethical Procedure

Primarily, l will make sure that the presence of such a risk in a community doesn't cause any harm or shame to their informants. In order to protect the people, l will interview from any possible damage, l will take precautions against legal, psychological, and matters of politics and finance, social, and cultural ramifications of their research. l understand that it isn't always possible to foresee every possible consequence right away, and therefore, l will also keep an eye on their work to make sure that the study's methodology and procedures minimize any risks. Doing no harm is a fundamental ethical principle in anthropology today. I contend and understand that it can be challenging to foresee every obstacle that may arise in the field or after the work is released. Therefore, in order to make sure that it doesn't hurt the informants or their communities, l will constantly assess the findings of the study and writing.

3.6 Chapter Summary

The paper has explored the Leadership's best practices exposing the scholarly research gaps identified through guided precision of tests in the instrumentation presented in this paper. This study has acknowledged and discussed the research technique and research method employed in it. The first section of the chapter has offered a thorough overview of research. The quantitative deductive study that utilizes a cross-sectional design to its data collection methods and questionnaire format using the survey method have been explained and adopted for the research questions (Judge & Colbert, 2004). The study sampling methods have been deliberated on and explored in detail. In answering the RQs, within the set hypothesis, the measurements for the prevalence of indicators in the study of phenomena within SMEs have been explore, as well as the link between it and the leadership habits in the food and beverages sector. The organizational cultures and configuration models for innovative performance, that utilize construct, have been explored in detail. In this study, Cultures are seen to be mediated by Transformational Leadership behaviour within the nation and in the organizational setup across the dimensions (Judge, Colbert & Ilies, 2004; Armbruster et al., 2009). The study has examined the culture of the dissemination of knowledge in a driven leadership that results in a wide audience inclusion, to the organizational purpose, driven by management of firms, which may be perceived as its national culture. This has been done through the answering of those questions in this study, through the literature assessments done in this study (Judge, Colbert & Ilies, 2004; Armbruster et al., 2009).

CHAPTER IV: STUDY RESULTS

4.1. For RQ1 - Procedure and Response Rate

The study took place in a twelve-week period following the distribution of 600 survey packets via email and the internet to the prearranged participants, with a follow-up phone call yielding 154 complete replies, 67 from the food sector and 87 from the beverage industry (Davis, 2000). Additionally, a second email, an online survey, and additional phone follow-up yielded 108 additional responses, 41 from the food industry and 67 from the beverage business. An overall response rate of 43.67% was obtained from 262 responses to two emails, online questionnaires, and follow-up phone calls (Zikmund & D'Alessandro, 2014; Winzar & Lowe, 2014; Babin et al., 2014). As a result, the first responses (59%) were categorized as early, while the remaining responses (41%) were categorized as late (McLean & Burt, 2009). Using Prahinski's (2001) methodology, approximately 20% of the survey items, 11 out of 60 were selected at random. To assess non-response bias, each item (early n = 154 and late n = 108) was put through an independent sample t-test. The results of the t-test revealed that there was no appreciable difference between early and late responses.

4.2. Kaiser-Meyer-Olkin (KMO) and Bartlett's test

Bartlett’s test evaluated the hypothesis that the correlation matrix was an identity matrix, according to Rusuli & Tasmin (2013). Our results showed a Kaiser-Meyer-Olkin (KMO) and Bartlett's test of 0.842, proving that this was a good model, and a goof fit, according

to Tuyet (2022). Factor analysis and identity correlation matrix indicated that the variables were unrelated, which was undesirable. A significant statistical test result (often less than 0.05) suggested that the correlation matrix was not an identity matrix, according to Rusuli & Tasmin (2013). Whereas our results showed some values > 0.9 (and above), we thus regarded these results as exceptional. Although some results came in at between >0.7 and >0.8 as, and thus we consider the overall assessment as good (Thao & Van Tan, 2022).

4.2.1. Descriptive Statistics

The descriptive statistics revealed that, on a scale of 1 to 5, the averages of the replies to the different survey questions ranged from roughly 1.94 to 2.34, indicating low to moderate agreement with the claims. There appears to be some variance in the responses, as indicated by the standard deviations, which range from 1.29 to 2.07. The entire spectrum of potential answers was reflected by minimum values of 1.00 and maximum values of 5.00. These results pointed to a variety of opinions about management, creativity, and leadership styles inside the company. This result was consistent with that of Larson (2006), and those of (Larson, 2006). However, elucidated by Morgan and Hunt (1994)'s findings, the firm and respondent variables listed in this section varied significantly in terms of sample demographics. Respondents' gender, age, experience, education, and job position were among the pertinent personal details (Fontvieille & Galan, 2000; Vuillemin & Oppert, 2000). Furthermore, the results showed that (87.50%) of the managers and directors in this sample had graduate and postgraduate degree titles. It was discovered that the respondents' ages ranged widely. The very youthful 18–36 age group accounted for the biggest percentage of responders (45.90%), followed by a relatively older generation (41.60%)

under the 36–45 age range. On average, respondents had 12.38 years of management and directorship experience. Approximately (82.44 %) of the sample's participants had over five years of company experience. The employment status of the survey participants revealed that (71.76%) of the key informants held significant decision-making positions. Given the nature of the SME industry, this result was expected. Additionally, the study revealed that (24.81%) were actively engaged in management and directorship activities. However, (12.6%) of management and directorship were involved in both commercial and industrial management. To verify the group differences in responses, t-tests were run for each of the 51 items. The results showed that directors' and managers' responses did not significantly differ for 47 items. The group mean of these items, (Mean = 12.38, s.d. 7.456) indicated that commercial directors and managers have higher mean scores than industrial directors and managers on the following items; monitoring marketing trend for major supplier's product, risk of their investment in the country, and supplier honesty and truthfulness. Roughly (69%) of the firms sampled have been in business for more than five years. However, the remaining (31%) had been at the company for more than two years. Manufacturing firms had been collaborating with a major supplier for an average of (10.28%) years. The study also found that the different levels of business ties between commercial (warehouses, retail outlets, and distribution channels) and industrial food and beverage makers did not differ significantly in terms of longevity (18.83%). The chart shows that (44.66%) of food and beverage producers indulged on the local markets for sourcing their raw materials, which affects up to five of their products. However, the local distribution channel's desire (54%) to acquire locally produced food and beverages in local

markets was found to have an impact on six or more goods from the inventory of large suppliers. The study also revealed that almost half of the commercial value chain entities within food and beverage manufacturers (47.40%) innovate up to five times in products (items) and services from within their value chains and through major suppliers, compared to (41%) of industrial food and beverage manufacturers and their direct distribution points and systems. The results showed that over (35%) of industrial food and beverage producers imported more than ten items, and around (58%) of them imported more than five items in total. This finding therefore came as a huge surprise to the study and for this sector industrial in the food and beverage producers' study. The respondents were asked to provide the exact number of employees in their organization for categorization purposes.

4.2.2. Initial Findings in Transformational Leadership

The model was tested adhoc by removing "item 6" alone, which showed the fit to the data with a $\chi 2$ value of 20.40 (df=5, p=.001), CMIN/DF 4.08, and RMSEA.115 as well as other reasonable fit indices. Following the removal of "Transformational Leadership 5" and "Transformational Leadership 6," all fit indices shown a notable improvement, displaying high loadings and a decreased $\chi 2$ value from 30.38 (df=9 and p=.000) to 6.27 (df=2 and p=.043). This four-item measure's composite construct reliability was (.91), which was significantly higher than the acceptable level suggested by Hair et al. (1995). This suggested that the four items that were kept were deemed both valid and reliable for this construct measure (Hair et al.,1995). The model was thus accepted.

4.3. Validity of the Constructs / Credibility of the Structures

Inter-item correlations showed that all of the items that were kept (in CFA) in the corresponding measures had moderate to high positive correlations, proving convergent validity. This result is consistent with McQueen & Smith (1984) findings and other modalities (e.g., Roebianto & Savitri, 2023; Aulia & Suciyana, 2023). It was discovered that no correlation coefficient was more than (.63), with the lowest composite reliability score being (.69). This finding is congruent to the findings of Cranton & Dauphinee (1984) and supported in the findings of McQueen & Smith (1984). Consequently, discriminant validity received support. Additionally, the average variance extracted (AVE) was higher than all associated construct correlations, providing further proof of the constructs' discriminant validity. This finding was supported in the results and findings of Fornell & Larcker (1981) and corroborated in the results of Mubarokah et al. (2023).

4.4. Testing of the Hypothesis for RQ1

This part used the SEM's results to examine a set of hypotheses and a proposed framework that were built in Chapter 3 to address the research topic given in the first Chapter. Ralph et al. (2019), elucidated this paper, guiding the study on the Hypothesis (Ralph et al., 2019). Therefore, clearly identifying the problem that this stage aims to tackle in the focus of this experiment was one of the steps in the framework for testing a hypothesis for RQ1 (Mohanani & Turhan, 2019). The following was the framed hypothesis:

H0: *Transformational Leadership coaching tactics does not statistically result in the alterations of Behaviour which results in meaningful changes in the national*

culture that influences the national culture, which becomes the innovation performance of nations.

H1: Transformational Leadership coaching tactics statistically results in the alterations of behaviour which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations.

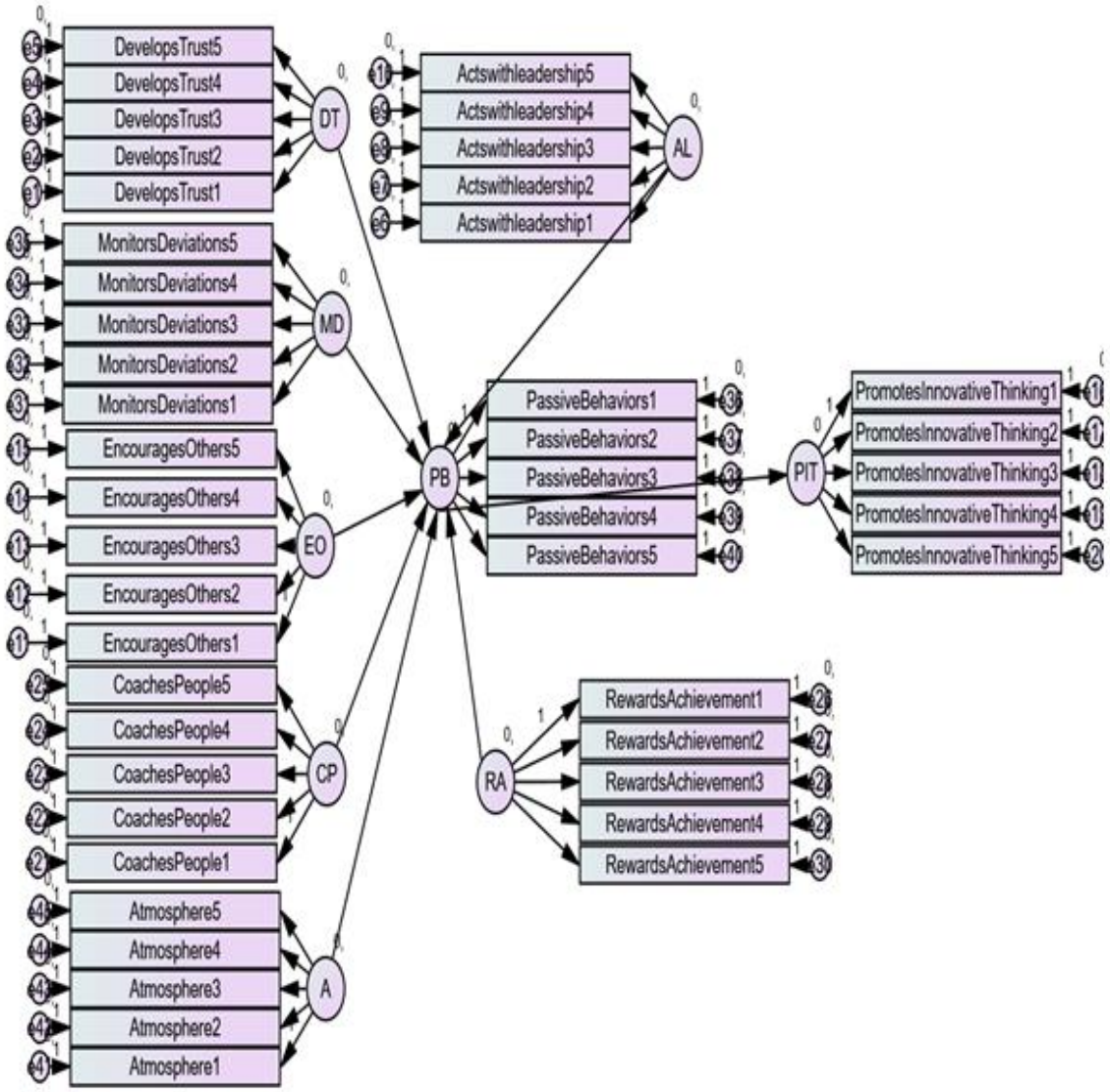

Figure 6: Figure is drawn to show the SEM Output for Hypothesized Path Relationships in the Proposed Model

Source. Author.

Null Hypothesis (H0): stated that there was no effect or difference, and it was the hypothesis we attempted to reject with the test. The Alternative Hypothesis (H1): was what we hoped to believe to be true, and thus we sought to prove it true. The detailed SEM results for the path relationships in both models were presented in this section, in relation to RQ1, in order to compare the significant and non-significant paths in the SEM results. This comparison was crucial to clarify any path impacted by co-sharing the variances and their extent, even though the explanatory power (R2) of the original model (R2=.54) and the updated suggested model (R2=.56, when the three paths were included) were extremely close. In order to evaluate the hypotheses, the modified proposed model's hypothesized path results are presented in this section. The following path words were used in Figure 6. The SEM Output for Hypothesized Path Relationships in the Modified Proposed Model is shown in the table below. The regression weights that supplied the strength and significance of the correlations between the independent factors and the dependent variable, as observed in the path of innovation performance (PIT) and passive behaviours (PB), were displayed in Table 1. The estimated path coefficient β value, critical ratio (C.R. comparable to t-value), and p-value were used to evaluate the SEM results shown in Table 1 below. Here, the significance of the route coefficient between DV and IV was determined using the normal decision procedures (t-value more than or equal to 1.96, and p value is ≤.05), as explained by Byrne (2001). However, a p value of less than .10 has been described as a marginal threshold of significance by certain researchers in this field, such as Anderson and Weitz (1992), Kim and Frazier (1997), Kim and Oh (2002), and Kwon and Suh (2004).

Hypotheses	Path	Path	(β)	S.E.	C.R. (t)	P	Label
PB	<---	DT	-.097	.014	-6.943	p<0.005	par_37
PB	<---	MD	.030	.012	2.582	p<0.010	par_38
PB	<---	EO	.076	.012	6.255	p<0.001	par_39
PB	<---	CP	.530	.045	11.773	p<0.001	par_40
PB	<---	A	.152	.017	8.970	p<0.001	par_41
PB	<---	RA	-.002	.012	-.199	p<0.843	par_42
PB	<---	AL	.168	.017	9.695	p<0.001	par_43
PIT	<---	PB	1.116	.111	10.033	p<0.001	par_44
DevelopsTrust1	<---	DT	1.000			p<0.001	
DevelopsTrust2	<---	DT	1.027	.039	26.234	p<0.001	par_1
DevelopsTrust3	<---	DT	1.058	.040	26.202	p<0.001	par_2
DevelopsTrust4	<---	DT	1.042	.043	24.146	p<0.001	par_3
DevelopsTrust5	<---	DT	.942	.047	19.922	p<0.001	par_4
Actswithleadership1	<---	AL	1.000			p<0.001	
Actswithleadership2	<---	AL	.998	.027	37.041	p<0.001	par_5
Actswithleadership3	<---	AL	.822	.040	20.592	p<0.001	par_6
Actswithleadership4	<---	AL	.949	.033	29.187	p<0.001	par_7
Actswithleadership5	<---	AL	.885	.041	21.479	p<0.001	par_8
EncouragesOthers1	<---	EO	1.000			p<0.001	
EncouragesOthers2	<---	EO	.976	.026	37.297	p<0.001	par_9
EncouragesOthers3	<---	EO	.996	.021	47.736	p<0.001	par_10
EncouragesOthers4	<---	EO	.881	.035	25.545	p<0.001	par_11
EncouragesOthers5	<---	EO	.819	.040	20.360	p<0.001	par_12
PromotesInnovativeThinking1	<---	PIT	1.000			p<0.001	
PromotesInnovativeThinking2	<---	PIT	1.058	.076	13.953	p<0.001	par_13
PromotesInnovativeThinking3	<---	PIT	1.073	.074	14.497	p<0.001	par_14
PromotesInnovativeThinking4	<---	PIT	1.096	.072	15.114	p<0.001	par_15
PromotesInnovativeThinking5	<---	PIT	1.089	.072	15.214	p<0.001	par_16
CoachesPeople1	<---	CP	1.000			p<0.001	
CoachesPeople2	<---	CP	1.008	.028	35.568	p<0.001	par_17
CoachesPeople3	<---	CP	.903	.039	22.964	p<0.001	par_18
CoachesPeople4	<---	CP	.928	.034	27.233	p<0.001	par_19
CoachesPeople5	<---	CP	.932	.035	26.523	p<0.001	par_20
RewardsAchievement1	<---	RA	1.000			p<0.001	
RewardsAchievement2	<---	RA	.970	.035	27.932	p<0.001	par_21
RewardsAchievement3	<---	RA	1.035	.026	39.089	p<0.001	par_22
RewardsAchievement4	<---	RA	.973	.033	29.914	p<0.001	par_23
RewardsAchievement5	<---	RA	.941	.036	25.981	p<0.001	par_24
MonitorsDeviations1	<---	MD	1.000			p<0.001	
MonitorsDeviations2	<---	MD	.947	.035	26.796	p<0.001	par_25
MonitorsDeviations3	<---	MD	1.017	.030	34.476	p<0.001	par_26
MonitorsDeviations4	<---	MD	.981	.031	31.975	p<0.001	par_27
MonitorsDeviations5	<---	MD	.989	.031	32.266	p<0.001	par_28
PassiveBehaviors1	<---	PB	1.000			p<0.001	
PassiveBehaviors2	<---	PB	1.014	.116	8.776	p<0.001	par_29
PassiveBehaviors3	<---	PB	1.035	.113	9.193	p<0.001	par_30
PassiveBehaviors4	<---	PB	1.029	.114	9.018	p<0.001	par_31
PassiveBehaviors5	<---	PB	1.024	.114	8.997	p<0.001	par_32
Atmosphere1	<---	A	1.000			p<0.001	
Atmosphere2	<---	A	1.016	.031	32.310	p<0.001	par_33
Atmosphere3	<---	A	.993	.027	36.603	p<0.001	par_34
Atmosphere4	<---	A	1.002	.030	33.930	p<0.001	par_35
Atmosphere5	<---	A	.952	.033	29.280	p<0.001	par_36

Table 1: The table is drawn to show the Regression Weights in the SEM Output for Hypothesized Path Relationships in the Proposed and Modified Model

Source. Author.

4.5. Results for RQ1

4.5.1. Leadership Coaching knowledge and experience

The relationship between Leadership Coaching knowledge and experience and Leadership Coaching Commitments to Followers to entities under study evaluating their Subordinate/Follower dynamic within these entities received significant positive support in both models, with path Coaches People in (CP) receiving β value, 1.008 and .903, while the t-value was 35.568 and 22.964, and the p value ***. The three stars (***) next to a p-value in this study indicated that the p-value was less than 0.001. The stars were thus used to indicate the level of significance for the three most common p-value levels, with one star (*:) P-value was less than 0.05, while two stars (**:): P-value was less than 0.01, and finally the three stars (***:) P-value was less than 0.001. In this study, Coaching People (CP) had the largest standardized weight (0.893) on passive behaviours, making it the most impactful factor. This factor was crucial for this study finding in the context of South Africa, that remains divided through cultures and previous political administrative errors regarding race, leaving less chances for meaningful coaching. Schervish (1996), elucidated this part, stating that a p-value, or probability value, was a measure of how likely it was that a set of observations could have occurred under the null hypothesis. Schervish (1996), argued stating that a smaller p-value indicated a greater statistical incompatibility of the data with the null hypothesis. A statistically significant test result ($P \leq 0.05$) meant that the test hypothesis was false or was to be rejected (Schervish, 1996). However, the estimated coefficient path manifested β value .928 and .932, t-value 27.233 and 26.523with p value ***, in the proposed and the modified model. Such a finding is

congruent to the finding of Vella & Oades (2013), who arrived at similar conclusions with similar scales and modalities. Vella & Oades (2013) used Cross-sectional data, which was taken from 455 adolescent athletes aged between 11 and 18 years. Each participant competed in a local soccer competition that was classified as a participation sport. In Vella & Oades (2013) study, each participant completed the Differentiated Transformational Leadership Inventory for Youth Sport, the Coach, Athlete Relationship Questionnaire, and the Youth Experience Survey for Sport. This finding is supported in the studies of Crowe et al. (2013), who examined the relationship between coach leadership, the coach follower relationship, team success, and the positive developmental experiences of such a relationship and thus arrived at similar findings.

4.5.2. Leadership's Coaching Obligations to Followers

The relationship between Passive Behaviours (PB) within the Leadership that thrives on allowing Subordinate/Follower and employees to work independently and give them authority over decision-making, was found to be statistically significant and thus received positive support in both models, with path Passive Behaviours (PB) receiving β value, 1.014 and 1.035, while the t-value was 8.776 and 9.193, and the p value ***. This statistical significance showed huge impact on employees β value, 1.024 and 1.029, while the t-value was 6.255, $p<0.001$. This finding was excepted in this study, but not to these levels. This is refreshing for a country like South Africa, that has to improve on its productivity yield in order to compete meaningfully with other countries. As such improving human relations and building confidence in them is crucial and necessary. Such a finding is congruent as well as invalidated and squashed on different levels within the

Caesar (1998) studies. Caesar (1998) found no significant differences between leadership styles of bank branch managers and performance of bank branches, between leadership and followership styles within individual bank branches, or between followership style and branch performance (Caesar (1998). In the same study, Caesar (1998) found that there was no correlation among leadership style, bank branch performance, and followership style.

4.6. Testing Hypothesis

The study aimed for a p-value of more than 0.05, which indicates that there was insufficient evidence in the data to support rejecting the null hypothesis. The study referred to statistically significant as $P < 0.05$ and statistically highly significant as $P < 0.001$, which was less than one in a thousand chances of being wrong as elucidated by Schervish (1996). In order to test the hypothesis, the null hypothesis was to be accepted, and the analysis found that some regressing paths were untrue pertaining to proving hypothesis (Kim, 2015). However, for some of the items tested, the difference in means was not statistically significant. However, for most of the tests within the leadership, the difference between the mean leadership tests was practically and statistically significant (Schervish, 1996). Below are the summation results which resulted in the proving and disproving of hypothesis. Table 2, below is an expressive tabulation of result and findings. The significant paths were as follows:

1. **PB <--- DT (Develops Trust):**
    - β value = -0.097, C.R. = -6.943, $p<0.001$.
    - This path was significant (**$p < 0.001$**) and negative, suggesting that trust development was inversely related to passive behaviour. Increased trust decreases passive behaviour.
2. **PB <--- MD (Monitors Deviations):**
    - β value = 0.030, C.R. = 2.582, $p = 0.010$.

- Monitoring deviations had a small, positive, and significant effect on passive behaviours.

3. **PB <--- EO (Encourages Others):**
   - β value = 0.076, C.R. = 6.255, p<0.001.
   - Encouraging others had a positive and significant impact on reducing passive behaviours.
4. **PB <--- CP (Coaches People):**
   - β value = 0.530, C.R. = 11.773, p<0.001.
   - Coaching people showed a strong and positive effect on reducing passive behaviours, with the largest coefficient in the model.
5. **PB <--- A (Atmosphere):**
   - β value = 0.152, C.R. = 8.970, p<0.001.
   - The organizational atmosphere also positively influenced the reduction of passive behaviours.
6. **PB <--- AL (Acts with Leadership):**
   - β value = 0.168, C.R. = 9.695, p<0.001.
   - Acting with leadership was significantly positively related to passive behaviours.
7. **PIT <--- PB (Passive Behaviours):**
   - β value = 1.116, C.R. = 10.033, p<0.001.
     Passive behaviour significantly influenced innovation performance (PIT). A high positive coefficient suggested that reducing passive behaviours improved innovation performance significantly.
8. **The Non-Significant Path were as follows:**

   PB <--- RA (Rewards Achievement):
   - β value = -0.002, C.R. = -0.199, p = 0.843.
   - Rewarding achievements did not have a significant impact on passive behaviours (p > 0.05).

4.7. Overall analysis of RQ1 results

The findings showed that Coaching People (CP) had the largest standardized weight (0.893) on passive behaviours, making it the most impactful factor. However, Acts with Leadership (AL) had a moderately low, however, positive influence with a standardized weight (0.300), while Develops Trust (DT) negatively impacted passive behaviours (-0.164).

Item Number	Hypotheses	Path	(β)	C.R. (t)	P	Type	Decision Taken	Reason
1	PB <--- DT (Develops Trust)	PB <--- DT	-0.097	-6.943	p<0.001	**(H1)**	**RETAINED**	This path is significant (p < 0.001) and negative, suggesting that trust development is inversely related to passive behavior. Increased trust decreases passive behavior.
2	PB <--- MD (Monitors Deviations)	PB <--- MD	0.030	2.582	p< 0.010	**(H0)**	**REJECTED**	Monitoring deviations has a small, positive, and significant effect on passive behaviors.
3	PB <--- EO (Encourages Others):	PB <--- EO	0.076	6.255	p<0.001	**(H1)**	**RETAINED**	Encouraging others has a positive and significant impact on reducing passive behaviors.
4	PB <--- CP (Coaches People):	PB <--- CP	0.530	11.773	p<0.001.	**(H1)**	**RETAINED**	Coaching people shows a strong and positive effect on reducing passive behaviors, with the largest coefficient in the model.
5	PB <--- A (Atmosphere)	PB <--- A	0.152	8.970	p<0.001	**(H1)**	**RETAINED**	The organizational atmosphere also positively influences the reduction of passive behaviors.
6	PB <--- AL (Acts with Leadership)	PB <--- AL	0.168	9.695	p<0.001	**(H1)**	**RETAINED**	Acting with leadership is significantly positively related to passive behaviors
7	PIT <--- PB (Passive Behaviors):	PIT <--- PB	1.116,	10.033	p<0.001	**(H1)**	**RETAINED**	Passive behaviors significantly influence innovation performance (PIT). A high positive coefficient suggests that reducing passive behaviors improves innovation performance significantly.
8	PB <--- RA (Rewards Achievement)	PB <--- RA	0.002	0.199	p<0.043	**(H0)**	**REJECTED**	Rewarding achievements does not have a significant impact on passive behaviors (p< 0.043).

Table 2: The table is drawn to show the summation results which resulted in the proving and disproving of hypothesis.
Source. Author.

Passive Behaviours (PB) had a standardized weight of 1.0 on Promotes Innovative Thinking (PIT), indicating a very strong relationship between reducing passive behaviours and promoting innovation. The study sought to revisit the question and hypothesis. Based on the above standardized weight, and the path coefficients in the standardized linear regression weights retrieved from the model that measured the direct effect of one variable on another in a structural equation model, the results support H1, rejecting the null

hypothesis (H0). Transformational leadership coaching tactics do result in significant behavioural changes that impact national culture and, subsequently, the innovation performance of nations.

RQ1: Does Transformational Leadership coaching tactics result in the alterations of behaviour for meaningful changes in the national culture that influences the national culture, as the innovation performance of nations?

H0: Transformational Leadership coaching tactics do not statistically result in the alterations of behaviour which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations. ***Thus (H0) was REJECTED.***

H1: Transformational Leadership coaching tactics statistically results in the alterations of behaviour which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations. **Thus (H1) was RETAINED.**

Coaching People (CP), as well as Encouraging Others (EO), and Acting with Leadership (AL) were found to be the most critical transformational leadership behaviours in reducing passive behaviours. However, Reducing Passive Behaviours (PB) significantly improved the path for Promotes Innovative Thinking (PIT), which related to innovation performance. The model suggested that transformational leadership behaviours, particularly coaching and leading by example, fostered a national culture that supported innovation.

4.8. For RQ2

The requirements for RQ2 and the phenomenon being studied was Innovation in SMEs. As such, 250 respondents were selected for this study using the criteria established by Hair et al. (2014). Companies were selected on a criterion of being in business for over a year, as well as employing between 1 and 250 people, and being a South African business registered in the SME category, under the food and beverages section, and involved in the innovation hub initiative from the department of Trade and Industry. However, the required sample size of 250 was raised by 20% in order to account for the incomplete and missing pattern and avoid a lack of the required sample size. Employees of selected companies were thus given 300 questionnaires in total. However, only 210 questionnaires were returned by the respondents. Cross-sectional sampling data analysis was a method of analysing data collected from a South African population, and at a single point in time. This cross-sectional sample, as explained by Kesmodel (2018), highlights that cross-sectional studies are effective for gathering data at a singular point in time. Consequently, data was gathered from a population at a specific moment in time. The study lacked a temporal dimension, with all data collected and referenced to the period of data collection, commencing on the week of Saturday, September 14, 2024, and concluding in the final week of October 18, 2024. Olsen & St George (2004) contend that cross-sectional study designs are effective for data analysis. No follow-up was conducted with participants post data collection. The temporal sequence consisted of weeks designated to provinces for data collecting. Commencing in Gauteng Province on September 18, 2024, and concluding in Limpopo Province on October 18, 2024. This cross-sectional study involved

collecting data at a singular moment. This indicated that all pertinent information was collected from a cohort of people or a population simultaneously, producing a "snapshot" of the variables under investigation (Olsen & St George, 2004).

4.9. Descriptive Data Analysis

This part was guided by the findings of Pandis (2014), whose elucidations on Cross-sectional studies guided this observational study, which was used to describe population features, understand innovation determinants, measure innovation outcomes, identify trends in order to generate hypotheses and come up with implication for practice and policies in the SME sector (Pandis, 2014). There were 116 men and about 94 women among the 210 responders. It demonstrated how the SME sector in South Africa and the Food and Beverages sector industries were dominated by men. It also reflected South Africa's general culture, which made it easy for men to find work in the Food and Beverages sector. The majority of those surveyed (48.6%) were in the 30- to 40-year-old age range. The majority of those surveyed (38.2%) had three to five years of experience. There was a mix of employees and staff, with 39% being workers and 61% being staff. Nonetheless, a significant portion of poll respondents, 54 percent, were customers of businesses including wholesalers, suppliers, supermarkets, and liqueur shops. The responders worked eight to twelve-hour shifts a day on average. Of the employees in this industry, 10% were between the ages of 18 and 24. The bulk of these individuals, or 66.6%, were between the ages of 25 and 44. Nonetheless, the 45–54 age group accounted for 9.5% of the minority, followed by the 55–64 age group (7.4%) and the 65+ age group (6.3%). Given that the food and beverage industries have few new competitors, and few

resources needed to launch one, this outcome and finding were anticipated. When categorized, the finance department accounted for 7.37% of this RQ2, while HR came in at 8.42%. Nonetheless, in the vast majority of workers who responded to the survey, Operations accounted for 17.37%, Sales for 20.53%, Marketing for 15.26%, and Production (cooking & Food and Beverage Preparation & Processing) for 31.05%. The KMO and Bartlett test assessed all of the given data, guided by Shrestha (2021). Significant correlation in the data was indicated by a KMO value greater than 0.5 and a significance level for the Bartlett's test less than 0.05. (Rusuli & Tasmin, 2013). Consequently, the KMO and Bartlett's test results of 0.736, was a satisfactory KMO measure of sample adequacy (MSA). This suggested that the data for this investigation showed a good partial correlation. According to Hair et al. (2006) and Rusuli & Tasmin (2013), as well as Shrestha (2021), the MSA must be more than 0.50. The outcome of the Bartlett's test of sphericity was 0.001, indicating that it was highly significant. The significance level of p was thus set at less than 0.05 with elucidations from the results and findings of Hair et al. (2006). The value (0.001) showed that there were enough correlations between the following favourable conditions in the variables. This result is consistent with Rusuli & Tasmin's (2013) findings. As a result, loading values for every innovative performance metric were greater than 0.50. Consequently, the study revealed a 45.3% variance which was easily explainable by the factors for the innovation performance factor. According to Hair et al. (2006), every single variable should have a value of 0.5 or higher. Thus, according to these values, they were closely connected to one another (Rusuli & Tasmin, 2013; Takala & Norazlin, 2013). The Kaiser Meyer-Olkin

(KMO) score for all factor analysis correlations was 0.724, whereas a high value (between 0.5 and 1.0) indicated that factor analysis was appropriate. (Takala & Norazlin, 2013; Shrestha, 2021).

4.9.1. Measurement Model and Data Analysis

The assumptions of normalcy were assessed at the univariate and multivariate levels during this study. As such, Variance Inflation Factor (VIF) was used to evaluate multi-collinearity; tolerance values, which ranged from 0.73 to 0.965, whereas VIF values ranged from 1.026 to 1.289 (Bogat, 2004). These findings confirm that there were no multi-collinearity-related issues with the data analysis (Von Eye & Bogat, 2004). To assess the measurement model, CFA was performed on the study's constructs. According to the fitness metrics, the CFA model demonstrated an excellent for "t" (Warne & Larsen, 2014). Important indicators including the Root Mean Square Error of Approximation (RMSEA) stayed below 0.08, the Normed Fit Index (NFI) surpassed 0.80, and the Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) surpassed 0.90.

Construct	ME	EM	OS	CC	PI
Market Environment (ME)	(0,635)				
Employee Motivation (EM)	0,122	(0,787)			
Organizational Seccess (OS)	0,291	0,295	(0,734)		
Cultural Changes (CC)	271	0,098	0,218	(0,724)	
Product Innovation (PI)	0,274	0,287	0,219	0,272	(0,711)

Table 3: The table is drawn to show the square root of the AVE

Source. Author.

The predicted values for each t index in the measurement model were compared with the final CFA fitness indicators, and as such, the model was accepted (Warne & Larsen, 2014). As shown in Table 3. As shown in Table 3, all of the study's constructs had been evaluated and revealed that they satisfied and had convergent validity. The study thus confidently moved on to the next phase of multivariate analysis, seeing that the reliability and validity results were favorable. Thus, the structural equation modelling analysis carried out in this study was presented and found to be satisfactory.

4.10. Structural Equation Modelling Analysis

The next stage in the analytical model procedure after verifying the uni-dimensionality, reliability, and validity of the research constructs, went on to the next analytical phase entailed incorporating all constructs into a unified structural equation model (SEM) using the Analysis of Moment Structure (AMOS), as detailed by Von Eye & Bogat (2004). The model transcended the straightforward evaluation of individual hypotheses, functioning as a mechanism to examine the multi-directional interactions among the comprehensive set of study constructs (Von Eye & Bogat, 2004).

Name of Index	Acceptable Level	Index Value	Comments
Chisq/df	Chisq/df ≤ 3	1,468	Satisfied & Adopted
TLI	TLI ≥ 0.9 means satisfactory	0,94	Satisfied & Adopted
CFI	CFI ≥ 0.9 means satisfactory	0,929	Satisfied & Adopted
NFI	NFI ≥ 0.80 suggests a good	0,804	Satisfied & Adopted
GFI	GFI ≥ 0.80 suggests a good	0,86	Satisfied & Adopted
RMSEA	RMSEA ≤ 0.08 mediocre	0,044	Satisfied & Adopted

Table 4: The Table is drawn to show the structural configuration where each construct was linked by arrows denoting the proposed directional links

Source. Author.

To assess the structural measurement models, a series of fitness indices was utilized and displayed in Table 4. These indices functioned as a vital measure of the model's goodness-of-fit. The results demonstrated that the model attained an adequate degree of goodness-of-fit, confirming its capacity to effectively depict the relationships among the research factors (Warne & Larsen, 2014).

4.11. Assessment of results for RQ2

This section examines a set of hypotheses, and a suggested framework developed in Chapter 3 to handle the study issue presented in the first Chapter using the findings from the SEM. The study on the hypothesis was guided by the elucidation of this paper by Ralph et al. (2019). Taking elucidations from Ralph et al. (2019). The study's hypothesis and research methodology selection were also directed by a theoretical framework, and this process concluded with a conclusion that led to the interpretation of the results and the writing of a conclusion.

4.11.1. Analysis of Regression in SEM

As elucidated by Mamat (2016), the study sought to reject or approve the null hypothesis (H0), which claimed that there was no effect or difference, using the test in this investigation. The objective was to prove the Alternative Hypothesis (H1), which was what we desired to be true. In addition, this section presented the detailed SEM results for the path relationships in both models in relation to the RQ2, so that the significant and non-significant paths in the SEM results for the modified proposed model (as shown in Figure 6) could be compared as elucidated by Awang & Afthanorhan (2016), a finding supported in the studies of Mamat (2016). This section of the study was explicated by Weston & Gore

(2006), who contended that the SEM Path Analysis was a causal modelling technique for examining the correlations inside a specified network. This was presented in Figure 7 as elucidated by Shao et al. (2016). SEM was used within the SPSS and AMOS to facilitate the creation of models that represented theoretical constructs and their relationships, providing a robust framework for testing hypotheses and theories (Fan & Chen, 2016). A path analysis was performed to ascertain the causal relationships among the factors of Innovation, namely, Innovation performance (S1), organizational culture (S2), and strategy performance (S3). However, Employee Motivation (D), and Innovative Spirit (E) assumed different paths as (D) and (E) respectively, as elucidated by He & Liu (2024). Product Innovation (A) and Process Innovation (B) were regarded as controllable constant independent variables. Before the analysis, two outliers were eliminated. Furthermore, the variable of Innovation was modified by applying its natural logarithm. The initial model was inconsistent with empirical evidence (He & Liu, 2024). Specifically, eight of the replicated associations surpassed the difference of .05. Tests of the absent paths in the initial model revealed that three further paths would substantially enhance the model and were consequently incorporated. The elements were: Cultural Changes (S4), Innovative Spirit (S5), Organizational Success (S6), and Employee Motivation (S7). The non-significant path of Team development on innovation was excluded from the model as elucidated and guided by Zarzycka & Razmus (2024). An updated model was created and is illustrated in Figure 7.

4.12. Path Analysis - Results 01

The direct, indirect, and total causal effects of the modified model are displayed in Figure 7 below. The primary focus was Innovation performance, where in the path strategy performance (S3), with organizational culture (S2), in this path analysis, revealed a single arrow between two variables indicating a causal relationship (Garson, 2013). This postulated a direct influence of strategy performance (S3) with Organizational Culture (S2) as one variable to the other, β value, 2.862, while the t-value was 8.705, and the $p < .001$. Whereas the path focusses for Innovation Performance (S1), Organizational culture (S2) in this path analysis, revealed a single arrow between two variables indicating a causal relationship as elucidated by Rottman & Hastie (2014), who offered great insights into cognitive rationale about causal relationships, and their finds offer caution for inferences on causal networks. However, such a finding postulated a direct influence of Innovation Performance (S1), on the Organizational Culture (S2) as one variable to the other, β value, .954, while the t-value was 18.643, and the $p < .001$. such a finding is congruent to that of Rottman & Hastie (2014). Strategy performance (S3) exhibited the most significant total causal influence ($\beta = 1.043$, $p < .001$). The remaining predictors of organizational culture ($\beta = 0.923$, $p < .001$), as indicated by total causal effect, were the quantity of innovations ($\beta = 0.958$, $p < .001$), innovation status as a developing nation ($\beta = 0.941$, $p < .001$), and regional influence on innovation ($\beta = 1.004$, $p < .001$). This model accounted for nearly 93% of the variance in the innovation measurement and its product life potential. The principal factor influencing the quantity of Team innovation advances ($\beta = 0.896$, $p < .001$) was the number of inventions. The innovation rate was ($\beta = 0.810$, $p < .001$), followed by

regional intervention and Government influence at (β =0.906, p < .001), and the status of the country as a developing nation at (β =0.890, p < .001). Approximately 74% of the variance in business innovation was clarified. As such this gave confidence to the overall measurement model resulting in such analysis. The correlations of variables explicated and illuminated the causation and causality offered by the model. The principal determinant of the national innovation rate (β =0.884, p < .001) and its moderating influence on the region in South Africa (β =0.818, p < .001) accounted for approximately 10% of the variance in cultural changes (β =0.712, p < .001), serving as a mediating element in the rate of organizational culture.

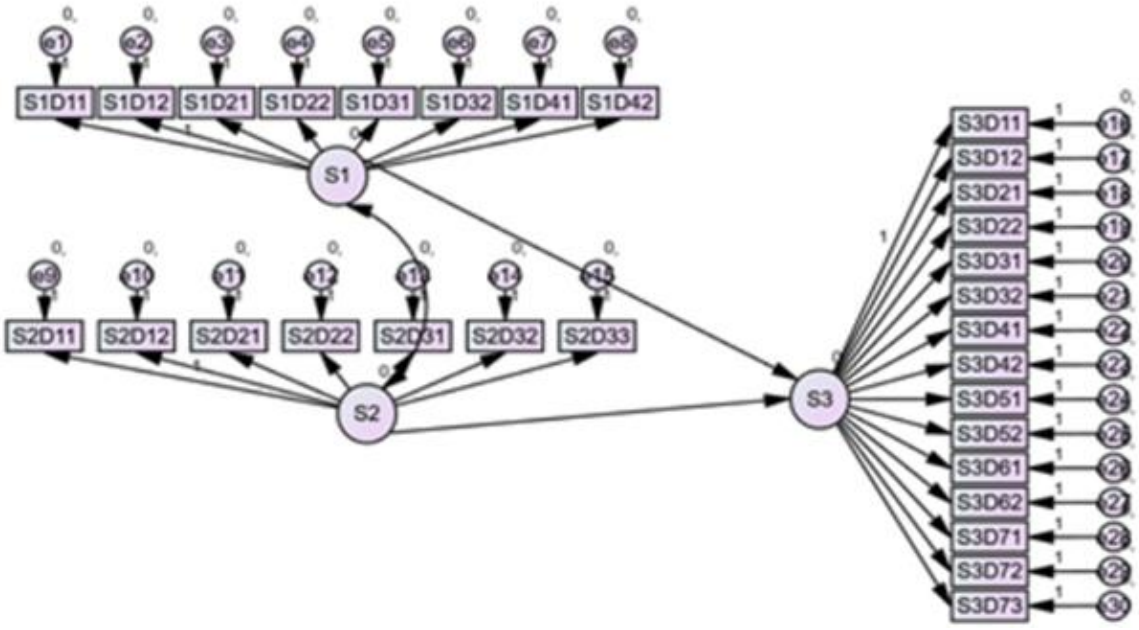

Figure 7: The figure is drawn to show the SEM Output for Hypothesized Path Relationships in the Modified Model

Source. Author.

4.13. Testing Hypothesis

A path analysis was used to investigate the relationship between innovative performance and organizational culture, which mediated the effects on strategic performance that enhance sales yield, ultimately impacting financial outcomes, as seen in figure 7. Structural Equation Modelling (SEM) has been employed as a framework to evaluate theoretical relationships using path analysis as guided and elucidated by Rottman & Hastie (2014). Hypothesis testing in Structural Equation Modelling (SEM) entailed the computation of a P value for each route coefficient (Rottman & Hastie, 2014). The RQ and the hypothesis for RQ2 are as follows.

RQ2: Does changes in the innovation performance alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures?

H0: Changes in the innovation performance does not statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

H1: Changes in the innovation performance statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.

4.14. Path Analysis - Results 02

A path analysis was conducted to examine the relationship between Innovation performance (S1), organizational culture (S2), motivation, leadership quality, work environment, and job satisfaction using SPSS Amos. Goretzko & Siemund (2024)

elucidated this part, with their findings that gave guidance, evaluating the model fit in the measurement models in confirmatory factor analysis. Furthermore, Sterner et al. (2024), also guided this part of the study elucidating it on the evaluation model fit of measurement models in confirmatory factor analysis. The model fit indices indicated a good fit (refer to figure 5): X^2 (29) = .901, p >.05; Chisq/df ≤ 3 (1,468). However, the TLI ≥ 0.9 meant the model was satisfactory, with a model assessment of TLI (0,940). Having said that, the CFI ≥ 0.9 meant the model was satisfactory, whereas the model result was (0,929). The NFI ≥ 0.80 suggested a good fit, and the assed result was (0,804). The GFI ≥ 0.80 suggested a good fit, and the assessed result was (0,86). While the RMSEA ≤ 0.08 meant mediocrity in the model and the assessed result was 0,044. As such the model was considered satisfactory and was adopted (Goretzko & Siemund, 2024). The standardized regression weight revealed significantly positive effects of motivation on leadership qualities (β = .912, p < .001) and work environment (β = .888, p < .001), and significantly positive effects of both leadership qualities (β = .336, p < .001) and work environment (β = .538, p < .001) on job satisfaction, congruent to the results of Sterner et al. (2024). The squared multiple correlations results indicated that the model explained 83.2% of the variances in the leadership quality, 78.9% in work environment, and 69.6% in job satisfaction, and the results were also congruent to Sterner et al. (2024). These results suggest that motivation plays a crucial role in enhancing leadership quality and work environment, which in turn significantly contributes to job satisfaction (Sterner et al., 2024).

4.15. Hypothesis Confirmations and nullifications

In this investigation, the null hypothesis was rejected when the p-value was less than or equal to a predetermined significance level. The p-value was the likelihood of obtaining a result as extreme or more extreme than the observed outcome. A reduced p-value signified more robust evidence opposing the null hypothesis. The study established the significance of probability value for each measured parameter in the variables. If the p-value was 0.001, the null hypothesis was rejected at any significance level greater than or equal to 0.001. The p-value was employed to assess the robustness of evidence opposing the null hypothesis; nevertheless, its prevalent application and interpretation could also be contentious. The magnitude of the p-value significantly influenced factors such as innovation leadership, organizational culture, country culture, innovation strategy, and performance. The statistical significance was observed in the Innovation rate, recorded at ($\beta = 0.810$, $p < .001$), followed by regional intervention and Government influence at ($\beta = 0.906$, $p < .001$), and the classification of the country as a developing nation at ($\beta = 0.890$) due to the impacts of innovation. A multiple linear regression was employed to forecast Innovation performance ratings based on organizational culture (S2) and strategy performance (S3) scores. The models elucidated a substantial statistically significant portion of the variance in the mediating effects of innovation, serving as an indirect influence on the endogenous variable ($\beta = 1.020$, $t = 24.911$, $p < 0.001$). Innovation performance was identified as an indirect influence of one variable on another inside the model, mediated by an intermediary variable in the evaluation ($\beta = 1.043$, $t = 24.841$, $p < 0.001$).

Item Number	Hypotheses	Path	Path	(β)	C.R. (t)	P	Type	Decision Taken	Reason
1	**S3**	**<---**	**S1**	**-2.002**	**-6.624**	**p < .051**	**(H0)**	**REJECTED**	**The critical ratio (C.R.) values associated with the estimates (standardized and unstandardized) show that the path coefficients forstrategy performance on Innovation Performance (S3 <--- S1,) are highly insignificant and as such have a high statistical insignificance (B = -2.002, and t = -6.624, and p < 0.051).**
2	S3	<---	S2	2.862	8.705	p<0.001	**(H1)**	**RETAINED**	The critical ratio (C.R.) values associated with the estimates (standardized and unstandardized) show that the path coefficients for strategy performance on Innovation Performance (S3 <--- S2,) are highly significant and as such have a high statistical significance (B = 2.862, and t = 8.705, and p<0.001).
3	**S1D11**	**<---**	**S1**	**1.000**		p<0.001	**(H1)**	**RETAINED**	A multiple linear regression was used to predict Innovation Performance scores using the Organizational Culture (S2), and Strategy Performance (S3) scores (β = 1.000, p<0.001)
4	S1D12	<---	S1	1.020	24.911	p<0.001	**(H1)**	**RETAINED**	The models explained a significant amount of the variance in the mediating effects of Innovation, as an indirect effect on endogenous variable (β = 1.020, and t = 24.911, p<0.001).
5	S1D21	<---	S1	1.043	24.841	p<0.001	**(H1)**	**RETAINED**	Innovation Performance (S1) is stastically significant and their values were explained and determined by the model (β = 1.043, and t = 24.841, p<0.001)
7	S1D31	<---	S1	.952	23.695	p<0.001	**(H1)**	**RETAINED**	Innovation Performance (S1) moderated endogenous variables which were influenced by other variables, bringing a big statistical significant within the model (β = .977, and t = 23,695, p<0.001)
8	**S2D11**	**<---**	**S2**	**1.000**	**18.005**	**p<0.001**	**(H1)**	**RETAINED**	**Organizational Culture (S2) is stastically significant and their values were explained and determined by the model (β = 1.000, and t = 18,005, p<0.001)**
9	S2D12	<---	S2	.923	15.174	p<0.001	**(H1)**	**RETAINED**	Organizational Culture (S2) moderated endogenous variables which were influenced by other variables, bringing a big statistical significant within the model (β = .923, and t = 15,174, p<0.001)
10	S2D21	<---	S2	.830	18.643	p<0.001	**(H1)**	**RETAINED**	The models explained a significant amount of the variance in the mediating effects of Organizational Culture (S2), as an indirect effect on endogenous variable (β = ,830, and t = 18,643, p<0.001).
15	**S3D11**	**<---**	**S3**	**1.000**	**15.969**	**p<0.001**	**(H1)**	**RETAINED**	**Strategy Performance (S3) is stastically significant and their values were explained and determined by the model (β = 1.000, and t = 15,969, p<0.001)**
16	S3D12	<---	S3	.955	18.137	p<0.001	**(H1)**	**RETAINED**	Strategy Performance (S3) moderated endogenous variables which were influenced by other variables, bringing a big statistical significant within the model (β = .955, and t = 18,137, p<0.001)
17	S3D31	<---	S3	.992	17.820	p<0.001	**(H1)**	**RETAINED**	The models explained a significant amount of the variance in the mediating effects of Strategy Performance (S3), as an indirect effect on endogenous variable (β = ,992, and t = 17,820, p<0.001).

Table 5: The table is drawn to show the Hypothesis testing in Structural Equation Modelling (SEM) entailing the computation of a P value for each route coefficient.

Source. Author.

Innovation performance regulated endogenous variables controlled by other factors, resulting in substantial statistical significance inside the model, with values elucidated and defined by the model ($\beta = 1.043$, $t = 24.841$, $p < 0.001$). These results indicated that both Innovation Performance and organizational culture exerted a statistically significant influence on Organizational Culture. Organizational Culture was statistically significant, with the values elucidated and ascertained by the model ($\beta = 1.000$, $t = 18.005$, $p < 0.001$). Organizational culture moderated endogenous factors affected by other variables, yielding substantial statistical significance within the model ($\beta = .923$, $t = 15.174$, $p < 0.001$). The models elucidated a substantial portion of the variance in the mediating effects of Organizational Culture, which exerts moderating effects on National Culture, serving as an indirect influence on the endogenous variable ($\beta = 0.830$, $t = 18.643$, $p < 0.001$). The critical ratio (C.R.) values linked to the estimates (standardized and unstandardized) indicated that the path coefficients for strategy performance on Innovation Performance (S3 <--- S1) were markedly insignificant, exhibiting a high degree of statistical insignificance ($\beta = -2.002$, $t = -6.624$, $p < 0.001$). However, the critical ratio (C.R.) values linked to the estimates (standardized and unstandardized) indicated that the path coefficients (S3 <--- S2) were very significant, demonstrating substantial statistical significance ($\beta = 2.862$, $t = 8.705$, $p < 0.001$). Consequently, ***(H1) was RETAINED.*** The critical ratio (C.R.) values linked to the estimates (standardized and unstandardized) indicated that the path coefficients (S3 <--- S1) were markedly inconsequential, exhibiting a high degree of statistical insignificance ($\beta = -2.002$, $t = -6.624$, $p < 0.001$). The null hypothesis ***(H0) was REJECTED***.

4.16. For RQ3

The study took further elucidation from Mardiana (2024), and thus, five hundred surveys (500 surveys) were disseminated. A duration of 4 weeks was allocated for the completion of the questionnaire. Upon return, 104 usable surveys were received from beverage manufacturers, 89 usable questionnaires from food manufacturers, and 110 usable questions from retail and food services support and value chain systems, giving a total of 303 usable surveyed and returned questionnaires.

4.16.1. Sample and data collection

The Kaiser-Meyer-Olkin (KMO) test was used in this study and thus evaluated the sampling adequacy of individual variables within the model and the model as a whole, as indicated by Tuyet (2022). Bartlett's test evaluated the hypothesis that the correlation matrix was an identity matrix, as articulated by Rusuli & Tasmin (2013). Our results revealed a Kaiser-Meyer-Olkin (KMO) value and Bartlett's test outcome of 0.843, indicating that this model was robust and well-fitting, as reported by Tuyet (2022). The sample size was adequate, exceeding 300.

Mean, S.D and normality.

Constructs	Mean	Std. Deviation	Skewness	Kurtosis
Leadership	3.0116	0.29505	0.199	1.695
Competitive advantage	3.6061	0.40220	0.115	0.490
SME performance	3.8659	0.42361	0.404	0.545

Table 6: The table is drawn to show the Mean, S.D and normality of the results

Source. Author.

To assess data normality, skewness and kurtosis analyses were in SPSS, with the findings displayed. The findings indicated normalcy in the data, as all constructs exhibited skewness and kurtosis values within the acceptable range (George & Mallery, 2019). Furthermore, Table 6 presented the mean and standard deviation, indicating that Leadership has a mean of 3.01 and a standard deviation of 0.96, competitive advantage has a mean of 3.61 and a standard deviation of 0.40, and SME performance has a mean of 3.87 and a standard deviation of 0.42. This study conducted confirmatory factor analysis using the maximum likelihood method to ascertain the factor loadings, validity, and reliability of the scales and constructs employed. Figure 9 illustrated the measuring model of the investigation. Taking elucidations from Tanaka (1993) for this part, the study results showed the GFI of 0.86, CFI of 0.91, TLI of 0.95, and NFI of 0.92 showed a satisfactory model fit, as values beyond 0.90 are recommended Hu and Bentler (1999), and corroborated by Hair et al. (2010). A GFI exceeding 0.80 was deemed acceptable (Hu and Bentler, 1999; Hair et al., 2010). The results of the procedure revealed in figure 9, showed a RMSEA = 0.065, which implied a satisfactory model fit, since values near 0.05 suggested a good model fit (Hu and Bentler, 1999; Hair et al., 2010). MI values were identified within the acceptable range of 4–15, as recommended by Browne and Cudeck (1993). All items exhibited significant loading ($p < 0.001$) on their respective constructs, with nearly all items demonstrating adequate standardized factor loading (exceeding 0.70), which corroborated with the findings of Zainudin (2014). Consequently, the study ensured convergent validity, discriminant validity, and composite reliability. *Convergent validity* demonstrated that all constructs met the recognized threshold, which exceeded 0.50, as advised by Hu and Bentler (1999) and

Hair et al. (2010). *Discriminant validity* yielded satisfactory values for all constructs (exceeding 0.70), as recommended by Hu and Bentler (1999) and Hair et al. (2010).

Name of Index	Acceptable Level	Reasoning	Index Values	Model Justification
Chisq/df	Chisq/df ≤ 3			
TLI	TLI ≥ 0.9	Means satisfactory	0,95	Fulfilled Requirements
CFI	CFI ≥ 0.9	Means satisfactory	0,91	Fulfilled Requirements
NFI	NFI ≥ 0.80	Suggests a good	0,92	Fulfilled Requirements
GFI	GFI ≥ 0.80	Suggests a good	0,86	Fulfilled Requirements
RMSEA	RMSEA ≤ 0.08	Suggests a mediocre	0,065	Fulfilled Requirements

Table 7: The table is drawn to show the Model fit in the study for the RQ.
Source. Author.

Furthermore, it has been indicated in previous studies that the discriminant validity of the construct will exceed its correlation values with other constructs; this study fulfilled this criterion (Hu and Bentler, 1999; Hair et al., 2010). As illustrated in Table 7, *the composite dependability* of each construct exceeded 0.70, which was in accordance with the recommendations of Nunnally and Bernstein (1994). Consequently, all criteria were satisfied, enabling the hypothesis to be tested via the structural model. The study illustrated the correlation among the constructs of the revision. It provided first support for the theory in the study. The correlation between innovative leadership, strategic acumen, and SME performance was positive (r = 0.714). A positive correlation was also identified between leadership and competitive advantage (r = 0.321), as well as between competitive advantage and SME performance (r = 0.294). The study exhibited no multi collinearity issues, since all constructs demonstrated correlation values below 0.80 (Franzese &

Iuliano, 2018). The research benefited from the insights provided by Gogtay & Thatte (2017), who offered guidance on the concepts of correlation analysis.

4.17. Analysis of Architectural frameworks

This study conducted distinct structural models for each phase to achieve more effective outcomes on the mediating impact of competitive advantage (Bryan et al., 2013; Wu & Park, 2016). The initial structural model (refer to fig. 8) was executed to evaluate the impact of F4, Financial Performance, on Leadership (F1). The subsequent structural model (refer to fig. 10) was conducted to assess the influence of F4, Financial Performance, on Innovation (F2) (Bryan et al., 2013; Shirkey & John, 2016). Nonetheless, the third structural model (refer to fig. 8) was executed to examine the impact of F4, Financial Performance, on F3, Adoption of Marketing Strategies (Bryan et al., 2013; Fan & Chen, 2016). Shao et al. (2016) explained this section of the research, providing insights on the applicability of structural equation modelling (SEM) in ecological studies as an updated literature review. The initial findings indicated that innovation moderate SME performance, while the subsequent result presented a structural model (refer to fig. 8) demonstrated the leadership for innovation and its mediating effect on competitive advantage (Shirkey & John, 2016). The third structural model (refer to fig.8) was evaluated, and the findings indicated a robust statistically significant effect of competitive advantage on SME performance, culminating in financial yield as assessed performance (Wu & Park, 2016). Finally, the fourth structural model (fig. 8) was conducted to ascertain if competitive advantage entirely or partially mediated the relationship between innovation and SMEs performance (Fan & Chen, 2016). Furthermore, to examine the mediating role within the framework, the bootstrapping method was employed as recommended by Zhao et al. (2010) and supported by Bryan et al. (2013).

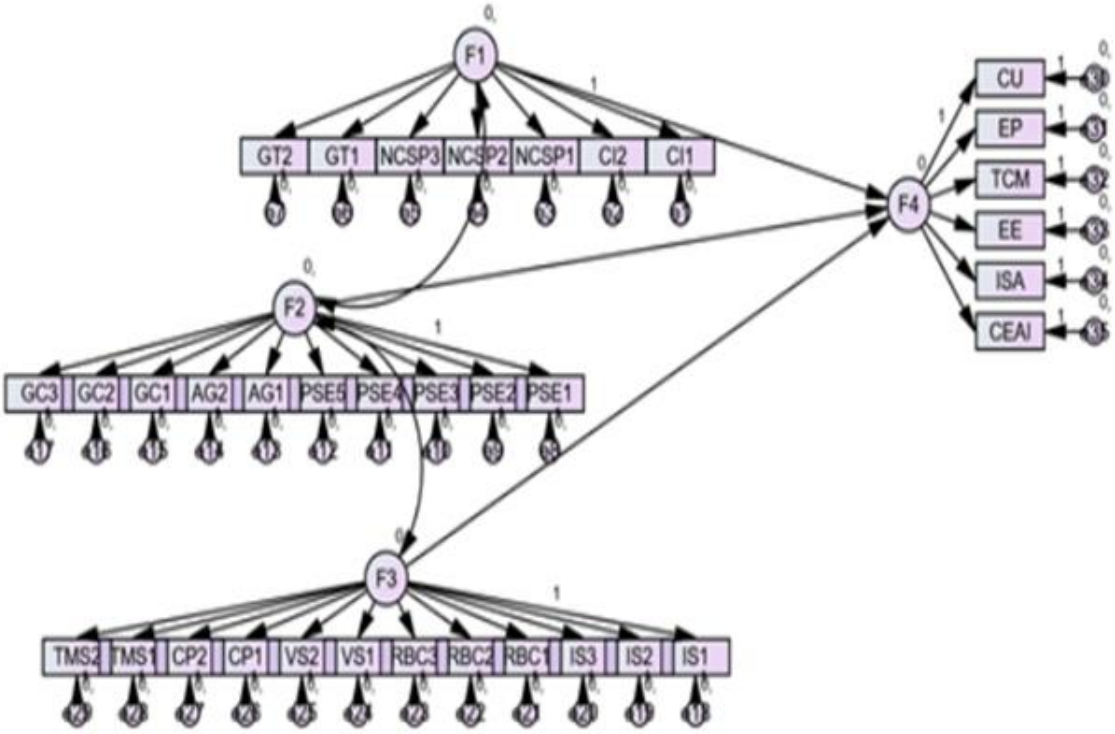

Figure 8: The figure is drawn to show the Model fit in structural equation modelling (SEM) as a measure of a model.
Source. Author.

The hypotheses were evaluated using bootstrapping on the sample, yielding a 95% bias-corrected confidence interval. Bootstrapping proved especially beneficial due to the absence of an analytical form or asymptotic theory to facilitate the estimation of the statistics' distribution at this phase of the investigation and for RQ3. It served as a viable alternative to hypothesis testing, given the realistic assessment that such data would be limited and costly to obtain. Consequently, employing the p-value for a two-tailed significance (*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$).

4.18. Results 01

The survey data comprised information collected from individuals who participated in the survey, responding to the questions. The investigation for RQ3 yielded response rates of

48.5%, 44.5%, and 58.5%, respectively. Consequently, a total of 303 valid questionnaires were analysed, yielding an effective response rate of 50.5%. The study collected the subsequent demographic characteristics, revealing a mean age (SD) of the food sector (M=26.5; SD=5.5), the beverage industry (M=26.5; SD=5.5), and the service industry and supplier value chain systems (M=26.5; SD=5.5), with a p-value of (P<0.94). The study examined a higher proportion of males, with a highest percentage in the population, 53.84%, with a p-value of P<0.78. The study surveyed fewer females, represented in 46.16%, and a p-value of P<0.82. The study indicated that individuals identifying as Black or African constituted the majority at 50.2%, with a p-value of P<0.92, followed by those identifying as White or Caucasian at 16.4%, with a p-value of P<0.88. the least in the population were of Hispanic or Latino (15.1), Asian or Asian American (15.6), American Indian or Alaska Native (15.8), with a p-value of (P<0.77). The smallest proportion in the population was Native Hawaiian or other Pacific Islander at 1.8%, with a p-value of P<0.69. The age categories of 18-20, 20-24, and 25-34 comprise a cumulative total of 63.7% of the population questioned. Nevertheless, the age categories of 55-64 and 65+ accounted for the remaining statistics in the survey. They constituted the smallest segment of the studied population, accounting for a cumulative total of 2.5% of the overall population surveyed. To mitigate erroneous outcomes, the age and size of firms were controlled to evaluate the effect of leadership development on SME performance, with competitive advantage serving as a mediator. This study builds upon the research of Mason et al. (2015), which advocated for the regulation of a firm's age and size to achieve improved outcomes. Given that this study was performed within the specific sector of food

and beverage manufacturing, it was unnecessary to account for the nature of the industry. The age and size of firms were regulated in relation to competitive advantage and SME performance (Mason et al., 2015). Participation in innovation hubs was directed towards organizational learning. The results demonstrated that both age and size of enterprises, together with government participation in organizational learning, significantly influenced the model. Previous studies have yielded comparable findings indicating that the age and size of firms significantly influence their performance, and that governmental involvement substantially moderates the learning outcomes of smaller institutions (Semrau et al., 2016).

4.18.1. Structural Equation Modelling

The structural model exhibited an adequate fit to the specified fitness criteria, satisfying the acceptable thresholds of fitness indices as delineated in the studies of Awang & Hamid (2015), and Hair et al. (2011). The standardized regression coefficients for all research components in the structural measurement model were illustrated in the path diagram, elucidating the causal effects and influences of various constructs (Awang & Hamid, 2015). Fitness indices were essential for evaluating the congruence of the proposed model with the given data and were found to be within acceptable ranges, guided by Hair et al. (2011). These indices functioned as measures of the model's appropriateness and alignment with the empirical data, as elucidated in the findings of Awang & Hamid (2015). The standardized regression weights, which denoted the predicted beta coefficients (ß) coefficient in Multivariate Linear Regression, provided a quantitative assessment of the impacts of both exogenous and endogenous variables, as elucidated in the findings of Uyanık & Güler (2013). Having said that, Uyanık & Güler (2013), further argues stating

that the absolute value of Beta (β), has significance in the contributions to the model with their determination coefficients.

4.19. Hypothesis testing

This study employed hypothesis testing as a statistical tool to ascertain whether sufficient evidence existed in the sample data to infer conclusions about the population. The process entailed generating two opposing hypotheses: the null hypothesis (H0) and the alternative hypothesis (H1), followed by data collection to evaluate the evidence. Cover (1969) clarified this aspect of the study, asserting that hypothesis testing is a systematic approach employed to ascertain whether the results of a study substantiate a particular theory applicable to a broader population (Cover, 1969). Hypothesis Testing was a form of statistical analysis employed to evaluate our assumptions. It was employed to assess the correlation between two statistical variables. The alternative hypothesis was simply the negation of the null hypothesis, indicating that the population mean return was not equal to zero. Consequently, they were mutually exclusive, and only one could be accurate. One of the two options will invariably be accurate. Our Question and hypothesis are articulated as follows:

RQ3: Does Leadership influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning for better financial performance of SMEs?

H0: *Leadership does not statistically influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs.*

H1: Leadership statistically influences the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs

Guyatt and Jaeschke (1995) contended that an analyst conducts hypothesis testing on a statistical sample to provide evidence supporting the plausibility of the null hypothesis. Whereas in the studies of Shannon and Walter (1995), they contended that measurements and analysis are performed on a random sample of the population to evaluate a hypothesis. Heddle & Cook (1995) confirmed and corroborated that analysts employ a random population sample to evaluate two hypotheses: the null and alternative hypotheses. In this study, the null hypothesis generally represented an equality hypothesis for population parameters; for instance, it may assert that the population means of returns equaled zero (Cover, 1969; Guyatt and Jaeschke, 1995).

4.19.1. Results 01

Initially, referring to the findings of this study, the path analysis for F1 (Leadership), F2 (Organizational Factors), and F3 (Innovation). The variances of these latent components were statistically significant, with values of (β =1.622, 0.977, $p < .001$) and (β =1.148, $p < .001$) respectively. This suggested diversity among these characteristics could elucidate disparities in innovation performance and other dependent variables. This discovery was essential to the study and aligned with other modalities in literature. This was significant for the study's endeavor to validate or refute hypotheses. Amabile et al. (1996) determined that leadership influences innovation by fostering a work climate that encourages

employees to openly discuss and experiment with new ideas and diverse approaches. Consequently, an ethical climate may serve as a moderate variable between leadership and creativity, as demonstrated in the research of Mayer et al. (2010). Thus, Figure 8, shows the hypothesis pathway as a proposed explanation for an observed phenomenon.

4.19.2. Results 02

In the quest for hypothesis testing to validate or refute the hypothesis, the study re-examined the path analysis for (F1), Leadership's impact on innovation performance (F4), and determined that it was statistically significant although weak ($\beta = 0.058$, $p < .09$). Nonetheless, upon examining the Organizational aspects (F2), the study revealed that Leadership's influence exerted a detrimental effect. This was inferred from the path analysis of Organizational characteristics (F2), which negatively influenced innovation performance (F4), demonstrating a statistically moderate effect size ($\beta = -0.196$, $p < .010$). Please see Table 8 below. This suggests that particular Organizational challenges may hinder innovation. Innovation (F3) exerted a statistically significant and favorable impact on innovation performance. This finding was corroborated by the investigations of Alshwayat & Elrehail (2023), backed by Shehadeh & Alsalhi (2023), and agreed upon by Shamout & Rehman (2023). However, conferring to the findings of Shamout & Rehman (2023), in their exploratory analysis of the obstacles to innovation and change as identified by senior management, they concluded that numerous Organizations jeopardise gratification once their existing product offerings achieve success. Shamout & Rehman (2023) expressed that the apprehension of diverting investment, resources, or customer focus from current offers can significantly impede future innovation. Although in the

studies of Alshwayat and Elrehail (2023), they contended that continuous innovation was essential for long-term sustained success.

4.19.3. Results 03

In the quest for hypothesis testing to validate or refute the hypothesis, the study re-examined the path analysis for (F3) and (F4), revealing a robust positive correlation between innovation (F3) and financial performance (F4) arising from innovation. This indicated that fostering innovation within SMEs markedly enhanced product positioning and financial results, as this approach was statistically significant in this study, demonstrating a positive correlation between the implementation of marketing strategies and financial performance ($\beta = 1.261$, $t = 16.029$, $p < .001$). Please see Table 8 below. This study's review indicated that financial innovation may exert both beneficial and detrimental impacts on corporate financial performance, as demonstrated by the findings of Kim & Kumar (2012), which examined the correlation between quality management practices and the moderating influences of innovation on financial performance. The findings of Kumar et al. (2012) further corroborate this distinction and correlation between quality management methods and innovation. On one hand, it may result in enhanced operational efficiency, greater access to capital, and improved risk management, thus positively influencing financial performance, as evidenced by the research of López-Nicolás & Meroño-Cerdán (2011), which examined strategic knowledge management and its impact on innovation and performance metrics. This is additionally corroborated by the findings of Heurich & Vignali (2015). Fourthly, in the ongoing quest of hypothesis testing to validate or refute the hypothesis, the study revisited the path analysis of the measurement

indicators associated with leadership, Organizational variables, and innovation (Heurich & Vignali, 2015). The research revealed that the subjects were predominantly robust, with standardized regression weights over 0.80 for the majority of indicators, signifying that these latent components are effectively represented by their observed variables (López-Nicolás & Meroño-Cerdán, 2011).

4.19.4. Results 04

The study examined the comprehensive assessment of the tests performed for the hypothesis path directions. The correlation between (F4) Financial Performance and (F2) Innovation was represented by ($\beta = -0.245$, $t = -4.433$, $p < .05$). This indicated a statistically substantial inverse correlation between innovative performance and financial performance. Please see Figure 8 above, as well as the interpretations in Table 8 below. Therefore, Hypothesis testing revealed that (a); The association between (F4) Financial Performance and (F3) Marketing Strategies was represented by $\beta = 1.261$ and t values = 16.029, $p < .001$. This indicated a statistically significant positive association between the implementation of marketing strategy and financial performance. However, in (b); The hypothesis route relationship between (F4) Financial Performance and (F1) Leadership was characterized by $\beta = -.245$ and t values = -4.433, $p < .05$. This found a statistically negligible association between Financial Performance and Leadership (F1), suggesting a non-existent mediation effect on innovation performance. Having said that, in (c); The measurement errors were statistically significant yet within acceptable limits, indicating that the model fitted adequately, although further refining of certain variables may have improved its reliability. Consequently, H0 could be dismissed, and H1 was corroborated.

Our hypothesis testing and its confirmations revealed that Leadership significantly impacts innovative performance, expediting the implementation of marketing initiatives and enhancing financial outcomes in SMEs. As has been discussed and proven already in this study, the association between (F4) Financial Performance and (F2) Innovation demonstrated a statistically significant though negative relationship between innovation performance and financial performance ($\beta = -0.245$, t-value = -4.433, $p < .05$).

Hypothesis	(β)	C.R. (t)	P - Values	Justification	Type	Decision Taken
Association between (F4) Financial Performance and (F2) Innovation	**-.245**	**-4.433**	**p < .05**	Demonstrated a **statistically significant negative relationship** between innovation performance and financial performance (β = -0.245, t-value = -4.433, p < .05).	**(H0)**	**REJECTED**
Association between (F4) Financial Performance and (F3) Marketing Strategies	1.261	16.029	p < .001	Demonstrated a **statistically significant positive correlation** between the adoption of marketing strategies and financial performance (β = 1.261, t-value =16.029, p < .001).	**(H1)**	**RETAINED**
Association between (F4) Financial Performance and (F1) Leadership	**.058**	**5.932**	**p < .09**	Indicated a **statistically insignificant** relationship (β = 0.058, t-value =5.932, p < .09).	**(H0)**	**REJECTED**
Correlation between (F4) Financial Performance and (F1) Leadership	.060	25.718	p < .001	Found a minor, yet **statistically significant positive correlation** between (F4) Financial Performance and (F1) Leadership (β = 0.060, t-value = 25.718, p < .001). The study indicated that Leadership (F1) was **statistically significant,** albeit not adequate	**(H1)**	**RETAINED**
Link between Financial Performance and Organizational characteristics	**-0.196**	**19.833**	**p < .010**	Indicated that Financial Performance served as a mediating variable between Organizational characteristics (F2) and **statistically had a negatively impact** on innovation performance (F4), exhibiting a moderate effect size (β = -0.196, t-value =19.833, p < .010).	**(H0)**	**REJECTED**
Link wherein Financial Performance and Marketing Strategies	1.092	19.835	p < .001	Financial Performance, moderated by (F3) the adoption of Marketing Strategies (β = 1.092, t-value =19.835, p < .001), exerted a **statistically significant and positive effect** on innovation performance.	**(H1)**	**RETAINED**

Table 8: The table is drawn to show the A hypothesis pathway as a proposed explanation for an observed phenomenon.

Source. Author.

Whereas the pathway association between (F4) Financial Performance and (F3) Marketing Strategies demonstrated a statistically significant positive correlation between the adoption of marketing strategies and financial performance (β = 1.261, t-value =16.029, p < .001). Having said that, the link wherein Financial Performance and Marketing Strategies exerted a statistically significant and positive effect on innovation performance (β = 1.092, t-value =19.835, p < .001). ***Thus (H1) was RETAINED.*** However, **o**ur hypothesis testing revealed that Organizational factors adversely affect innovation performance, indicating the necessity to mitigate Organizational obstacles to innovation (β = -0.245, t-value = -4.433, p < .05). Furthermore, link between link between Financial Performance and Organizational characteristics indicated that Financial Performance served as a mediating variable between Organizational characteristics (F2) and had a statistically negatively impact on innovation performance (F4), exhibiting a moderate effect size (β = -0.196, t-value =19.833, p < .010). Having said that, the association between (F4) Financial Performance and (F1) Leadership indicated a statistically insignificant relationship (β = 0.058, t-value =5.932, p < .09). ***Thus (H0) was REJECTED.***

4.20. For RQ4

The study's sample consisted of managers from small business communities within the manufacturing sector, representing SME enterprises across all nine provinces of South Africa: Gauteng, Kwa-Zulu Natal, Eastern Cape, Western Cape, Northern Cape, Northwest, Limpopo, and Mpumalanga. The research employed a Proportionate Stratified random sampling method for the candidates.

4.21. Sampling and Data Acquisition

Out of 300 questionnaires distributed, 269 were returned. Upon meticulous study and examination, an additional 79 surveys contained omissions and incomplete sections, resulting in their exclusion. This left the 190 returned and qualified questionnaires that were accepted as samples and entered in as data, giving a response percentage of 58.3%. Babbie (1998) asserts that a response rate of 50% is sufficient for analysis and reporting, 60% is commendable, and 70% is excellent. However, testing the Component Matrix, which had four items within a single component, showed the model robustness in the cultural effects on innovation and their advantages for organizational culture performance regarding innovation (CULNNV) elements, with a KMO and Bartlett's Test value of 0.686 (>0.6). Nonetheless, the total variance accounted for was 64.381 (> 60%). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy exceeded 0.7 for each construct in the study, confirming the data's appropriateness for factor analysis. Additionally, Bartlett's test of sphericity yielded results greater than 0.05 ($p < 0.05$) for all constructs, as detailed in the findings of Meyer & Collier (2001) and supported by Pallant (2010). Secondly, a principal components analysis and varimax rotation were conducted to identify appropriate factors for the study's analysis. Third, the criteria for determining important factors and questions were established as follows: An Eigenvalue greater than 1.0, Factor loadings exceeding 0.1, and a significance probability of $p < 0.05$, as detailed by Pallant (2010). The objective of the exploratory factor analysis was to derive theoretically significant factors based on prior research. The evaluation of organizational performance was conducted with the approach established by Pérez López et al. (2004)

and Escobar et al. (2004). Please see Table 9 below. Composite reliability and extracted variance analysis were employed. The literature indicated that values of 0.60 (Franzese & Iuliano, 2018; Gogtay & Thatte, 2017) are deemed acceptable for composite reliability and mean variance extracted (MVE) must possess a value of no less than 0.45 as elucidated in Netemeyer et al. (2003). If reliability was insufficient, variables were eliminated to assess their importance and potential inclusion in the model as seen in figure 12 (Netemeyer et al., 2003). The occurrence of multicollinearity, signifying potential correlations among two or more variables that resulted in redundant response information, was meticulously evaluated. Variance Inflation Factor (VIF) was utilized for the evaluation of multicollinearity, yielding VIF values between 1.026 and 1.289, and tolerance values from 0.73 to 0.965 as guided and elucidated by Amirrudin & Nasution (2021).

Variables Dimension	Variables		(CA)	(CR)	(AVE)	Reliability
	Origional Model	After Treatment	> 0.6	> 0.6	> 0.45	*Is reliability needed*
Internal Innovation Group						
1-Results - (Performance)	3	3	0.712	0.728	0.488	Yes
2-Process - (Organizational)	4	3	0.691	0.680	0.456	Yes
3-Resources - (Internal / External)	4	3	0.674	0.673	0.468	No
4-Leadership - (Transformational)	3	3	0.563	0.614	0.362	No

Table 9: The table is drawn to show the reliability by dimension after model purification.
Source: Author.

These results verified that the data analysis revealed no issues related to multi-collinearity. The constructs of the investigation were subjected to CFA to assess the measurement model. The CFA model demonstrated a satisfactory fit, as evidenced by the fit indices

presented in Table 10, below. Key metrics, including the Tucker-Lewis Index (TLI) at 0.905 and Comparative Fit Index (CFI) at 0.912, and all exceeded 0.90. However, the Normed Fit Index (NFI) reached 0.810; and the Root Mean Square Error of Approximation (RMSEA) remained under 0.08 and staggered at 0.047. The final CFA fitness indicators were juxtaposed with the predetermined values for each fit index in the measurement model. This analysis assessed the validity of the study constructs by examining convergent validity, discriminant validity, and their interrelations with other structural constructs as elucidated by Amirrudin & Nasution (2021).

Name of Index	Acceptance Level	Index Value	Comments
Chisq/df	Chisq/df ≤ 3	1.614	fulfilled
TLI	TLI ≥ 0.9 means satisfactory	0.905	fulfilled
CFI	CFI ≥ 0.9 means satisfactory	0.912	fulfilled
NFI	NFI ≥ 0.80 suggests a good	0.810	fulfilled
GFI	GFI ≥ 0.80 suggests a good	0.804	fulfilled
RMSEA	RMSEA ≤ 0.08 mediocre	0.047	fulfilled

Table 10: The table is drawn to show the Fitness rates for CFA Measurement Model.

Source: Author.

The reliability study indicated that Cronbach's Alpha (CA ≥ 0.6), Composite Reliability (CR ≥ 0.6), and Average Variance Extracted (AVE ≥ 0.45) exceed acceptable thresholds, necessitating the purification of the dimensions (Reisinger, 1997; Ruiz & López, 2004). This was seen in cultural outcome, organizational formalization, Organizational learning, seen in efficacy in relationships, Cultural dynamics in Individualism against Collectivism, strategic congruence, and financial performance, which were all relevant factors to be examined in structural equation modelling.

4.22. Result for RQ4

The descriptive statistics indicated that the replies to the survey questions, measured on a 1-5 scale, had averages between around 1.94 and 2.34, reflecting typically low to moderate agreement with the claims. This pertained to the study in question. The survey question's goal raised enquiries over the comprehension of the statement. The standard deviations ranged from 1.29 to 2.07, indicating a considerable degree of variability in the responses. The minimum value of 1.00 and the maximum value of 5.00 represented the complete spectrum of potential responses. The findings indicate varied perceptions of leadership, innovation, and management practices inside the organization, as articulated by Lee & Lee (2015), who examined standard deviation and standard error of the mean. These findings align with those of Sanchez (2023) and are supported by the research of Sánchez Navarro (2023). Sanchez (2023) contended that reinforcing the instruction of fundamental descriptive statistics essential for reporting quantitative findings requires the identification of prevalent misconceptions.

4.23. Results 01

The respondents' gender distribution was 50.2% female and 49.8% male (refer to Table 11). Statistics South Africa (2023) indicates that the gender representativeness in South Africa is increasing proportionately. It was therefore posited that males remained, in certain cases, more likely to be the primary earners, rendering the sample distribution sufficiently representative. The weighted replies revealed that 26.1% of respondents were single individuals without dependent children; 25.1% were couples without dependent children; 38.4% were couples with dependent children; and 10.4% were single-parent

families (refer to Table 11). The activities of the innovation hub revealed that 63.8% of the working-age population had not enrolled in the incubation hub for innovation in South Africa; 13% had attempted to enrol but lost interest and subsequently withdrew; 14.8% had successfully graduated from the innovation hub; and 8.4% had re-enrolled for the second stage of innovation experiences (refer to Table 11).

Gender	
Female	50.2
Male	49.8
Total	**100**
Measure	**Percent**
Dependent children (under 18 years)	25,9
18 to 24	10,7
24 to 44	31,5
45 to 64	20,5
65 years and older	11,4
Total	**100,0**
Ethnicity	
Black	54
White	5,8
Chinese	4,3
Indian	2,4
Asian	13,8
European	19,7
Total	**100**

Age Group	**Dropped out of the innovation Hub**	**Still in the innovation hub**	**Second return to the innovation hub**
21-29	21.54%	33.59%	32.31%
30-39	25.38%	25.86%	25.17%
40-49	23.08%	17.23%	18.48%
50-59	15.77%	10.56%	11.16%
60-69	11.15%	7.45%	7.28%
70+	3.08%	5.31%	5.60%
Total	**100%**	**100%**	**100%**

Table 11: The table is drawn to show the demographic characteristics of participants in the sample. Source: Author.

The weighted responses revealed that 20.5% of adults possessed no school qualifications; 29.7% reported having achieved a school qualification; 34.8% indicated attainment of an occupational certificate or diploma; and 15.0% stated they had obtained a bachelor's degree or higher. Weighted responses revealed that 12.4% of the population primarily derived their income from SME entity board remuneration and accrued benefits; 16.0% relied on income-tested benefits; and 71.6% obtained their income from market sources. Among those whose principal income source was market income, 61.5% received income solely from salaries and wages, while the remaining 38.5% earned income exclusively from self-employment. In structural equation modelling (SEM), variables were interconnected using linear equations that delineated causal relationships. These links may be direct or indirect and can be illustrated in path diagrams. The graphic below illustrates the categories of variables and their interrelations in the study (Beillouin & Ben-Ari, 2021).

4.23.1. Structural Equation Modelling (SEM)

Latent variables were theoretical constructs that reflected underlying ideas, such as intelligence or customer satisfaction, as parameters of organizational strategic capability. Latent variables were deduced from observable variables and depicted as circles or ovals in route diagrams (Malézieux & Seufert, 2021). Nevertheless, the study's observable variables, often referred to as manifest variables or indicators, were directly measured variables that supplied data for inferring hidden variables. Observed variables were utilised as independent or dependent variables. The exogenous variables were independent variables unaffected by other factors in the model. The endogenous variables

were the dependent variables affected by exogenous variables (Beillouin & Ben-Ari, 2021; Malézieux & Seufert, 2021; Makowski, 2021). The results are tabulated and explained below in figure 9 below, showing the illustration of the Structural Equation Modelling (SEM) as a multivariate technique employed in the study that depicts causal linkages among variables based on a structural model. The SEM aimed to elucidate the links among many variables by analyzing the structure of interrelationships articulated in a set of equations, akin to multiple regression (Ruiz & López, 2004; Hair et al., 2009). This procedure utilized SPSS and AMOS 21, which facilitated the generation of correlation equations between dimensions, graphically illustrating the impact values and the explanatory values of the model, as elucidated by Ruiz & López (2004). The aim was to assess the influence of the National cultural factors that result in the arrangement of organizational culture approach on the enabling environment for innovation and organizational performance. Reisinger (1997) clarified this aspect using an exploratory meta-analysis that assessed the influence of research designs in linear regression models. Reisinger (1997) contended that it served as the dependent variable, whereas the other influencing factors functioned as explanatory variables. Reisinger (1997) advocated for the aggregation and delineation of the explanatory factors in the current meta-analysis within studies. As elucidated by Gunday et al. (2011), the application of Amos in this study served as a robust structural equation modelling (SEM) tool, as seen in figure 9 below, enhancing the research and theories by extending conventional multivariate analysis techniques, such as regression, factor analysis, correlation, and analysis of variance (Escobar et al., 2004; Jiménez-Jiménez & Sanz-Valle, 2011). This work

developed attitudinal and behavioural models that were more precise, representing complicated interactions than conventional multivariate statistical techniques, utilizing an intuitive graphical and programmatic user interface (López & López, 2004; Zheng et al., 2010).

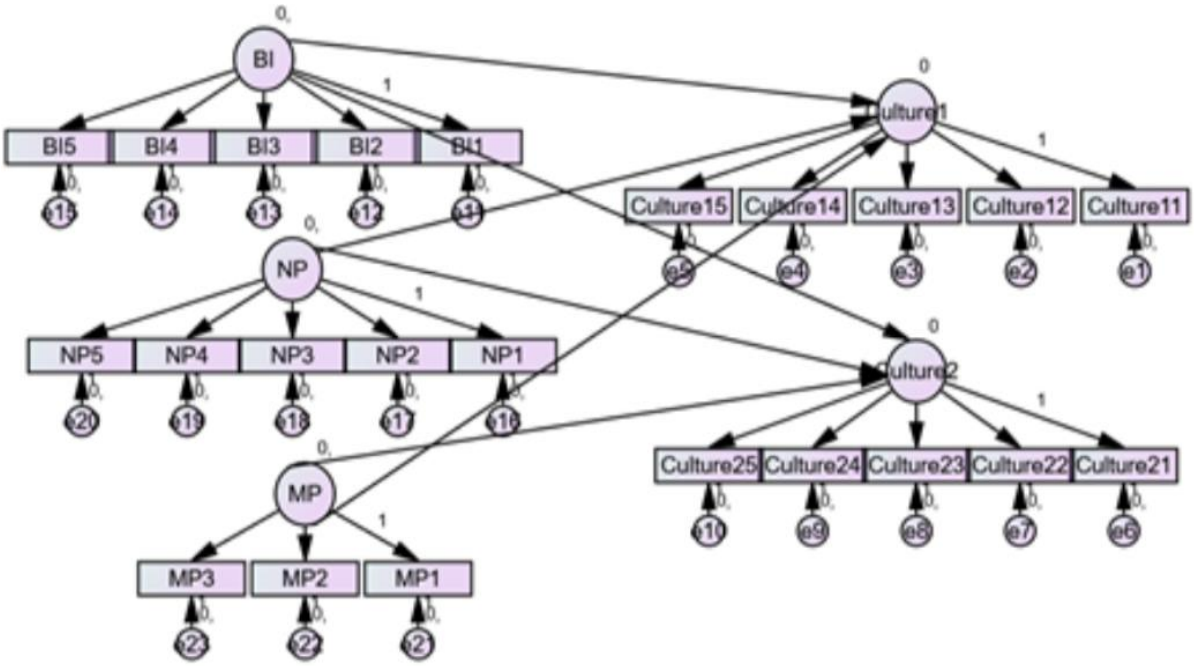

Figure 9: The figure is drawn to illustrate the Structural Equation Modelling (SEM) as a multivariate technique employed in the study that depicts causal linkages among variables based on a structural model

Source: Author.

4.23.2. SEM Results for RQ4

The results of the structural model revealed that the calculated indices exhibited an adequate model fit Chi square 1.614; RMSEA = 0.047; CFI = 0.912; NFI = 0.810; RMSEA = 0.047; $\chi 2$ /df = 1.75]. Standardized route coefficients functioned as standardized regression coefficients for examining the link between latent variables.

4.23.3. Results 01

The study's findings indicated that transformational leadership, as represented in national culture, significantly and positively influenced organizational leadership effectiveness (β = 0.989, t = 23939, p < 0.01) and organizational culture moderated by business innovation (β = 1.027, t = 33 589, p < 0.01). Furthermore, national cultures had a statistically significant positive effect on organizational culture (β = 0.989, t = 23.939, p < 0.01) and a substantial negative effect on organizational effectiveness and its innovative policies (β = -0.347, t = -14.392, p < 0.01). The national cultures and their uncontrolled passive-avoidant leadership did not have a statistically significant effect on organizational culture (β = 0.259, t = 11.663, p > 0.05). This path has shown a statistically significant and adverse impact on organizational success with its strategic selection (β = 0.177, t = 8.088, p < 0.01). This conclusion aligns with Klimas (2016), who expressed concern that firms exploit risk aversion as a characteristic of organizational resilience to enforce their corporate rules by training people to adhere to company values. Klimas (2016) elucidated that the increasing acknowledgement of organizational culture among management researchers and enterprises was clearly articulated through the Resource-Based View of organizations. In conclusion, organizational culture had a statistically significant and positive effect on organizational success (β = 1.724, t = 8.910, p < 0.01). Please Refer to Table 12 below, for details. Having said that, Table 12 illustrates the direct, indirect, and total effects of the variables inside the research model. The analysis of route coefficients revealed that national cultures, as applied via transformative leadership, had a more substantial direct impact on organizational success than their indirect effect (β = 0.986 vs. β = 0.234). The national

culture elevated the Transactional leadership, which had a significant yet statistically negative direct effect on organizational effectiveness ($\beta = -0.279$), while concurrently exhibiting a robust and statistically positive indirect effect via organizational culture and its business innovativeness ($\beta = 0.938$). The national culture's passive-avoidant leadership had a significantly negative influence on the organizational effectiveness ($\beta = -0.623$), as evidenced by the national policy impacts on SMEs' innovation programs. Nonetheless, this effect was not statistically significant and indicated the indirect impact of national cultural policies on SMEs' innovation initiatives (0.929). Refer to Table 12. This finding is congruent to those of Klimas & Sachpazidu (2023) and Stańczyk et al. (2023), who studied the attributes of competitive relationships and found similar. This study's findings indicated that transformational leadership, as represented in national culture, has a statistically significant and positive effect on organizational leadership effectiveness ($\beta = 0.968$, $p < 0.01$) and organizational culture ($\beta = 0.950$, $p < 0.01$). Victorino et al. (2005) found similar and argued that The Transformational component of the leadership at the helm and its effect on service innovation was in many companies a result of interaction with customers and directing their requests to the innovation procedures of the organizations resulting in augmented performance. Furthermore, transactional leadership demonstrated a statistically significant beneficial effect on organizational culture ($\beta = 0.942$, $p < 0.01$) and a substantial negative effect on organizational effectiveness ($\beta = -0.256$, $p < 0.01$). Passive-avoidant leadership within national cultures did not exhibit statistical significance or impact on the organizational culture of SMEs ($\beta = 0.207$, $p > 0.05$), although it demonstrated a substantial and statistically negative effect on organizational effectiveness ($\beta = -0.279$, $p < 0.01$).

Ultimately, the organizational culture of SMEs has a significantly positive influence on organizational success ($\beta = 0.945$, $p < 0.01$) as illustrated in Table 12.

4.24. Results 02

The regression path from Culture1 to National Policies (NP) exhibited a statistically significant negative effect on Culture1 ($\beta = -1.401$, $t = -26.685$, $p < .011$), indicating that specific national policies may obstruct the adaption of organizational culture. This finding aligns with that of Škerlavaj et al. (2010), who discovered that the organizational learning culture, a sub-dimension of creative culture in our study, fosters more innovations, particularly of a technical and administrative kind. The regression route from Culture1 to Market Practices (MP) exerted a statistically positive influence on Culture1 ($\beta = 1.359$, $t = 30.187$, $p < .001$), signifying that market pressures significantly shaped organizational culture. This study aligned with that of Ali and Park (2016), who established that innovative culture positively influences process and management innovations, but not product innovations, where the relationship was minor. The regression route from Culture2 to Business Innovation (BI) had a statistically significant impact to the overall organizational culture ($\beta = 1.070$, $t = 27.580$, $p < .001$), indicating its critical role in building SME organizational culture. This finding aligned with that of Toaldo et al. (2013), whose study examined the links among innovative culture, marketing strategy processes, and organizational effectiveness, which were the same criteria addressed in this study's research question RQ4. Please refer to Table 12. Furthermore, the regression line from Culture2 to National Policies (NP) had a statistically negative impact, albeit diminished effect on Culture2 ($\beta = -0.347$, $t = -14.392$, $p < .022$), rejecting the (H0) hypothesis. This

finding aligned with Damanpour et al. (2005), who said that organizations that consistently adjusted their innovation portfolios to tackle prospective market challenges exhibited improved performance. This underscored the necessity for product innovations to be complemented by alternative types of innovation, directed by organizational policies to increase the probability of success. The regression path for Culture2 Market Practices (MP) exhibited a statistically positive effect, albeit diminished effect on Culture2 ($\beta = 0.259$, $t = 11.663$, $p < .061$), retaining the (H1) hypothesis. This aligned with Cheng and Huizingh (2014), who in their evaluation of Asian service organizations, recognized strategic orientation as a significant and positive moderator between open innovation and innovative performance. This study demonstrated that an entrepreneurial orientation integrated into the organizational strategy amplifies the positive effects of strategic marketing, beyond simple market or resource orientation. The above results indicated that Business Innovation and Market Practices fostered positive transformations in organizational culture, however National Policies could serve as a restraint, notably impacting Culture1, identified as the fundamental layer of organizational culture. The regression path for Culture1 to BI ($\beta = 0.502$, $p < .001$): BI moderately influences Culture1. The regression path for Culture1 to NP ($\beta = -0.623$, $p < .001$): NP has a strong negative influence on Culture1. The regression path for Culture1 to MP ($\beta = 0.600$, $p < .001$): MP also has a strong positive influence on Culture1. The regression path for Culture2 to BI ($\beta = 0.938$, $p < .001$): BI almost fully explains Culture2, highlighting its critical role in shaping this second cultural layer. The regression path for Culture2 to NP ($\beta = -0.279$, $p < .078$): NP's negative influence on Culture2 is much weaker than its impact on Culture1. The regression path for Culture2 to

MP (β = 0.207, p < .001): MP has a modest positive influence on Culture2. The above standardized weights corroborated previous findings.

Hypothesis	Path	Path	(β)	C.R. (t)	P - Values	Justification	Type	Decision Taken
Culture1	<---	**BI**	1.035	27.566	p < .001	Culture2 to Business Innovation (BI) had a statistically significant impacts to the overall organizational culture (β = 1.035, t = 27.566).	**(H1)**	**RETAINED**
Culture1	<---	**NP**	-1.401	-26.685	**p < .011**	Culture1 to National Policies (NP) exhibited a statistically significant negative effect on Culture1 (β = -1.401, t = -26.685),	**(H0)**	**REJECTED**
Culture1	<---	**MP**	1.359	30.187	p < .001	Culture1 to Market Practices (MP) exerted a statistically positive influence on Culture1 (β = 1.359, t = 30.187),	**(H1)**	**RETAINED**
Culture2	<---	**BI**	1.070	27.580	p < .001	Culture2 to Business Innovation (BI) had a statistically significant impacts to the overall organizational culture (β = 1.070, t = 27.580),	**(H1)**	**RETAINED**
Culture2	<---	**NP**	-.347	-14.392	**p < .022**	Culture2 to National Policies (NP) had a statistically negative impact, albeit diminished effect on Culture2 (β = -0.347, t = -14.392).	**(H0)**	**REJECTED**
Culture2	<---	**MP**	.259	11.663	**p < .061**	Culture2 Market Practices (MP) exhibited a statistically positive effect, albeit diminished effect on Culture2 (β = 0.259, t = 11.663).	**(H0)**	**REJECTED**
Culture11	<---	**Culture1**	1.000		p < .001	exerted a statistically positive influence on Culture1	**(H1)**	**RETAINED**
Culture12	<---	**Culture1**	.997	52.746	p < .001	exerted a statistically positive influence on Culture2	**(H1)**	**RETAINED**
Culture13	<---	**Culture1**	1.025	61.317	p < .001	exerted a statistically positive influence on Culture3	**(H1)**	**RETAINED**
Culture14	<---	**Culture1**	1.041	59.489	p < .001	exerted a statistically positive influence on Culture4	**(H1)**	**RETAINED**
Culture15	<---	**Culture1**	.850	42.203	p < .001	exerted a statistically positive influence on Culture5	**(H1)**	**RETAINED**
Culture21	<---	**Culture2**	1.000		p < .001	exerted a statistically positive influence on Culture6	**(H1)**	**RETAINED**
Culture22	<---	**Culture2**	.956	24.677	p < .001	exerted a statistically positive influence on Culture7	**(H1)**	**RETAINED**
Culture23	<---	**Culture2**	.903	21.687	p < .001	exerted a statistically positive influence on Culture8	**(H1)**	**RETAINED**
Culture24	<---	**Culture2**	.975	27.408	p < .001	exerted a statistically positive influence on Culture9	**(H1)**	**RETAINED**
Culture25	<---	**Culture2**	1.007	28.234	p < .001	exerted a statistically positive influence on Culture10	**(H1)**	**RETAINED**

Table 12: The table shoiws the Structural Equation Modelling (SEM) and its regression weights that reveals the interconnections between variables in the data, representing the path coefficients that proves or disapproves the hypothesis.
Source: Author.

The findings showed that Business Innovation was pivotal in influencing organizational culture, whereas Market Practices had a beneficial impact to this process, whilst National Policies could hinder this transformation. This finding was congruent to Chatzoudes et al. (2015) who contended that the influence of creative culture on sales of innovative items

was ostensibly minimal. Chatzoudes et al. (2015) elucidated a positive correlation between innovative culture and the creation and dissemination of knowledge within organizations; however, this beneficial effect generally manifested gradually in the enhancement of product innovations (Chatzoudes et al., 2015). We revisited our Question and hypothesis statement to analyze it and certify the findings, given the presented information as results and findings in this study, which was listed as follows.

RQ4: ***Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME.***

H0: *Changes in the national culture does not statistically alter the SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures.* ***Thus (H0) was REJECTED.***

H1: *Changes in the national culture statistically alter the SME organizational culture that propels the strategic performance resulting in increased sales yield and financial value of SME ventures.* ***Thus (H1) was RETAINED.***

4.25. Summary of Chapter 4

This chapter demonstrated the credibility, validity, and dependability of the data. It encompassed the elements influencing the interpretation of data collection or analysis. Chapter 4 was encapsulated in the results or findings of this investigation. The primary research question in RQ1 aimed to identify the antecedents of leadership through coaching that influences the commitment to innovation within the team culture of SMEs and their strategic initiatives in business operations, utilizing innovation within this transformational

leadership style, ultimately resulting in changes to the national culture. However, RQ2 addressed the management ethos and beliefs, corporate values, and the empowering attributes. The analysis examined staff contributions to corporate objectives and the advancement of innovative platforms, leading to the incorporation of three intervening pathways into the original model. The results of the modified proposed model revealed that five of the eight direct channels, two of the three original indirect paths, and three extra indirect paths were statistically significant. However, RQ3 addressed innovation and its impact on service and product performance. It assessed the excellence of innovative services as experienced and perceived through market sentiments and product quality, alongside internal service agility and production speed. It addressed factors influencing innovation performance, including available finances, funding models, and management appetite. Nonetheless, investigating the indirect effects of the variables on Leadership Innovation Commitments to the team culture of SMEs was crucial for elucidating the causal effects of the pathways in the model. Consequently, all standardized indirect effects of the pertinent variables were displayed in the tables. On RQ4, we addressed the influence of both organizational and national culture on innovation performance and leadership development within industry and commerce entities. The hypotheses of Cultural Strategic Performance and Leadership Innovation Commitments to Team Culture in SMEs were evaluated. The standardized estimated path coefficient for the connection was around zero in both models and was not statistically significant. This research decisively refuted the proposed correlation between cultural strategic performance and Leadership Innovation Commitments to Team culture in SMEs.

CHAPTER V: DISCUSSION AND CONCLUSION

5.1. Introduction

This chapter on discussion and conclusion is segmented into four pieces. The initial section provides an analysis of the research results. The second and third sections describe the theoretical contributions to current literature and the practical implications for management derived from this study. The concluding part outlines the limits of the current research and offers suggestions for future studies.

5.2. Research Question 1 (RQ1)

This article aimed at examining the landscape of Small and Medium Enterprises (SMEs) by analysing their strategies, innovations, marketing, sales, and leadership practices in response to the research questions (RQs) posed herein. They were as follows:

RQ1: Does Leadership influence the innovation performance that speeds up the adoption of marketing strategies in the SMEs product positioning resulting in better financial performance of SMEs?

This research question (RQ1) sought to examine the correlation between specific factors, including the leadership attributes of Transformational and Transactional leadership styles, and their impacts, such as coaching and mentoring, as mediators for strategies implemented that influence financial performance (Taris & Kessler, 2021). However, RQ2 was framed;

RQ2: Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures?

The aim of RQ2 was to investigate the influence of a risk factor on leadership practices within organisational frameworks and its effects on innovation, whether beneficial or detrimental (Sulaiman & Seheult, 2016). However, RQ3 was framed as;

RQ3: Does changes in the national culture alter the influences of SME organizational culture that propels innovation performance resulting in increased sales yield and financial value of SME ventures?

The study aimed at comprehending the national innovation culture that mediated the exploration of innovative activities influenced by state factors on innovation and entrepreneurship. This was accomplished by regulating the metrics for governmental financing projects and incubation hubs. The results indicated that ideation services moderated exploration, facilitated significant advancement, and fostered a climate of confidence between innovation initiators and the government, which mediated government funding. The aim of addressing RQ3 was to evaluate performance as a direct consequence of innovation's impact. However, RQ4 was framed as;

RQ4: Does Transformational Leadership coaching tactics result in the alterations of behaviour which results in meaningful changes in the national culture that influences the national culture, which becomes the innovation performance of nations?

In RQ4, the study proposed that innovative leadership serves as a precursor to effective leadership in a culture where top management emphasises long-term goals. Leadership motivated employees to persist despite failures encountered during the creation process (Zou & Tam, 2009). Culture was regarded as a modulator that shaped individuals' perceptions and responses to their environment (Shrikhande & Marda, 2012). Consequently, leaders often employed their culture as a lens to alter perceptions and influence the responses of individuals and organisations to evolving circumstances (Morris & Lee, 2009). Culture was examined using a model of change, as articulated by the drivers of change in the theoretical framework presented by Anderson & Anderson (2002).

5.2.1. Examination of Research Outcomes

In RQ1, I investigated if Transformational Leadership coaching techniques led to behavioural modifications that significantly impacted national culture and, consequently, the innovative performance of nations. Analyses of the gathered data revealed substantial correlations among the different study variables. The table below provides a concise summary of the hypothesis testing outcomes. The principal objective of this research was to provide hypothesis evidence for the presence of a complete effect between transformational leadership and innovative behaviour. This chapter delineates and examines some themes that emerged from the data analysis process. This section of chapter 5 is structured around a discussion of each theme, organised as follows: Initially, the findings are sequentially provided for each community (i.e., academics, business Leadership for professionals, and owner-managers). The findings are analysed by correlating the concepts with the interview data, ensuring the text passages are verifiable.

Secondly, the findings are situated within the existing literature, accompanied by a discussion that elucidates which results align with current scholarship and which are complementary or contradictory. Thirdly, the principal findings are articulated succinctly, organised by the community. The final section of the chapter presents a synthesis of the principal findings. Consequently, it serves as a foundation for addressing research issues and elucidating the contributions to knowledge in the concluding chapter.

5.2.2. Results 01 – Testing Hypothesis and the Discoveries within the literature

The examination of Hypothesis (H_1) indicated that Passive leadership resulted in employee disengagement and knowledge concealment, exhibiting moderately low correlations. The path from Passive Behaviours (PB) to Monitors (MD) yielded a β value of 0.30, with a t-value of 2.582 and 20.592, and $p < 0.010$. Consequently, the null hypothesis (H0) was rejected. Den Hartog & Boon (2020) examined ethical and passive leadership and their combined effects on burnout through role clarity and role overload, yielding comparable results. The research conducted by Vullinghs & De Hoogh (2020) identified that this phenomenon engenders role conflict and ambiguity, as well as disputes among core personnel, significantly affecting the organisation. Proposition 1-B - Non-intervention Leadership characterised by avoidance reveals that passive leadership undermines the organisation by dissuading people from sharing knowledge acquired through the path EncouragesOthers2, with $\beta = 0.976$, a t-value of 37.297, and $p < 0.000$. Consequently, hypothesis H_1 was upheld. In the examination of Hypothesis in proposition 01, we analysed the direct and interactive effects of Transformational and Laissez-faire leadership on leader effectiveness via follower trust in the leader. Our findings suggested that transformational

leadership had a beneficial effect, whereas laissez-faire leadership exhibited a relatively minor detrimental effect on followers' faith in the leader. Proposition 1-C - Transformational Leadership and employees' innovative work behaviour is positively correlated, facilitated by intrinsic motivation, psychological empowerment, and participation in the creative process, as indicated by Abbas Ali et al. (2023). The regression analysis indicated a significant relationship between Promotes Innovative Thinking (PIT) and Coaches People (CP), with a β value of 0.530, t-values of 11.773 and 20.592, and $p<0.001$, hence retaining hypothesis (H_1). Supported by premise 1, I demonstrated that transformational leadership is a key predictor of innovative behaviour. This study indicated that employees who perceive higher levels of transformational leadership are more inclined to demonstrate innovative behaviour, underscoring the significance of transformational leadership in fostering workplace innovation. The findings of this study align with the transformational leadership theory, indicating that transformational leadership favourably influences the innovative work behaviour of followers (Hater & Bass, 1988; Bass & Avolio, 1990).

5.2.3. Framework for RQ1 and the theory underpinning the study

In Chapter 2, this study built upon the theoretical foundations of Fiedler's (1964) and his contingency model to unpack the intricacies of leadership and its formations. This was further modelled in by crafting in the James MacGregor Burns (1978)’s leadership doctrine, infusing in it the Mumford et al. (2000) skills-based model of leadership to examine and contextualize leadership skills in small and medium-sized enterprises (SMEs). Finally, Mumford & Schultz (2001)’s leadership performances within planning

was coined in as well as Avolio & Walumbwa (2014)'s authentic leadership theory to form the foundations of this study.

5.2.3.1. Framework 01 - Examination of the Framework in the study and the Comprehensive analysis of the use of the Leadership model

The diverse aspects of Leadership model implementation were further examined. Consequently, the leadership and its applications were evaluated as detailed in Probert & Turnbull (2011). This led to the empirical facts illustrated in the tables of chapter 4, which were provided. These were subsequently analysed, reclassified, and condensed. Consequently, 14 characteristics of the Leadership model application were found throughout the three treatments and assessments across communities. The 14 dimensions of applicability were subsequently classified by a deductive analytical technique (Hater & Bass, 1988). The analysis disclosed that, at the maximum level of abstraction, four dimensions might be constructed. These four elements encompassed two primary subunits of the Leadership model: Transformational and Transactional Leadership. This led to Value Proposition 01, which states that leadership modelling pertains to managing value propositions that yield customer value (Morrison, 2000; Esen & Gumus, 2018). Proposition 2 examined leadership, its structure, and its rationale. Leadership modelling pertains to the design and rationale of leadership, encompassing essential resources, critical procedures, and the profit formula. Two primary applications of the Leadership model concept can be identified: analysis, wherein Leadership model thinking is employed to evaluate value propositions and Leadership architecture and logic. Conversely, in proposal 2, leadership was identified and demonstrated as a creative process. The Leadership model concept is

employed to develop new value propositions and a novel Leadership architecture within a logical framework (Probert & Turnbull, 2011; Larsson & Eid, 2012). This led to Figure 10 below, which illustrates the 20 improved application dimensions and the four 'meta dimensions' (primary subunits and principal application goals).

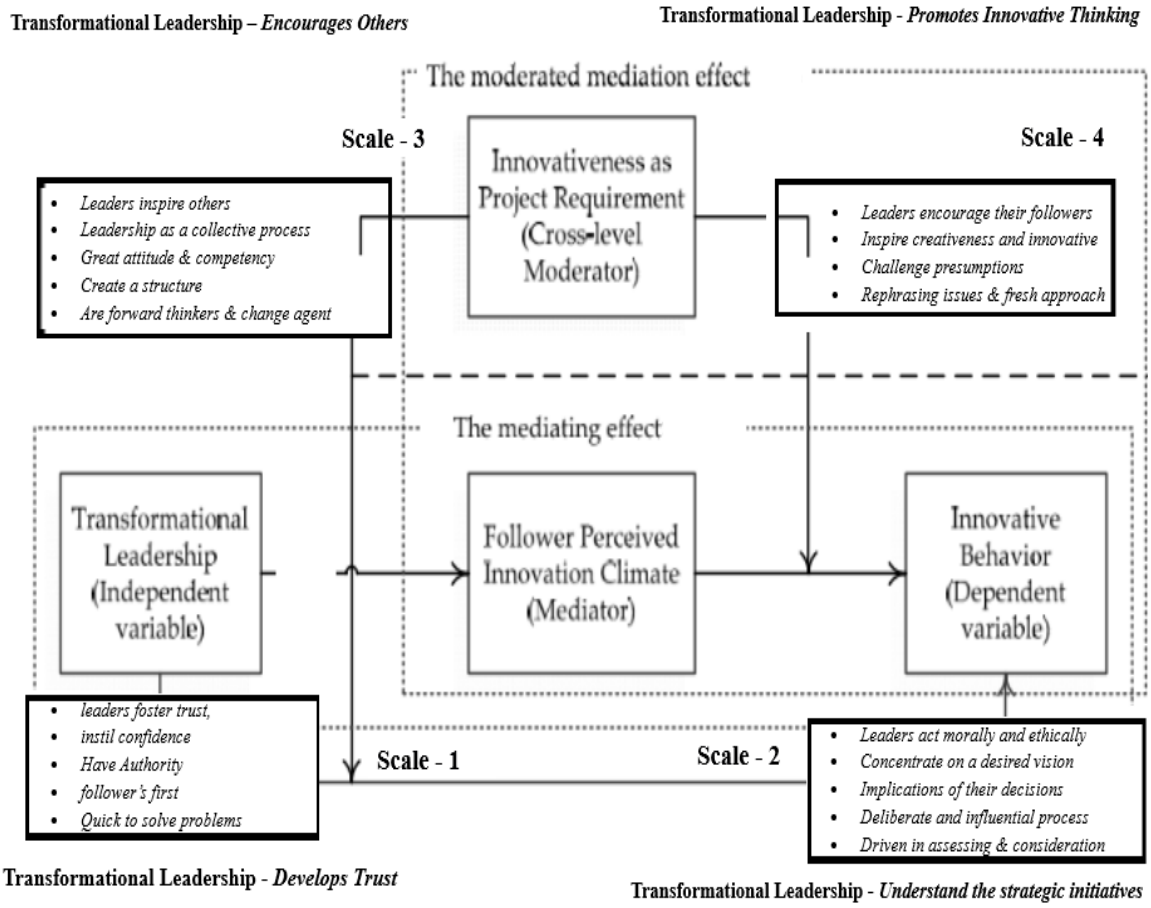

Figure 10: The figure is drawn as a modified version of the Innovation Leadership Theory, represented as an illustrated framework that depicts the 20 refined application dimensions and the four meta dimensions within the framework.
Source: Author.

This approach is crucial for the primary contribution of the current thesis, serving as the empirical foundation. Despite the respondents' diverse application intents being categorizable into four dimensions, as illustrated in the picture below, they were conflated in the data. The respondents provided no comments on the categories in the closed-ended

questions of the survey questionnaire during the interviews. In certain instances, it may not be apparent which category (purpose and subunit) is most appropriately linked to the 19 dimensions of application. The interview data were analysed to ensure accurate allocation, adhering to the interpretations from the respondents (Bass & Avolio, 1990; Clarke, 2011).

5.3. Research Question 2 (RQ2)

5.3.1. Examination of Research Outcomes

In RQ2, we examined the alterations in innovation performance due to changes in SME organizational culture that enhance strategic performance, leading to greater sales revenue and financial value of SMEs. This study developed a conceptual research model and six hypothesized relationships to achieve the stated research objectives for testing and analysis. As such, its corresponding hypotheses were produced following a comprehensive examination of pertinent literature. A conceptual model is a written or visual representation that elucidates the primary elements to be examined, the essential factors, concepts, or variables, and the anticipated relationships among them (Miles & Huberman, 1994).

5.3.2. Results 01 - The Hypothesis Testing Results

The hypothesis postulated that employees' perception of transformational leadership will favorably influence their preparedness for change and their innovative behavior. It was hypothesized that employees' readiness for change positively correlates with their innovative behavior, and that this readiness completely mediates the influence of perceived transformational leadership on their innovative behavior (Ye & Liu, 2022; Tan et al., 2022). In RQ2, which examined Innovation, Organizational resilience significantly impacted the innovation performance of firms, utilising Organizational Culture (S2) as a variable,

resulting in a β value of 2.862, a t-value of 8.705, and p < .000. Consequently, the null hypothesis (H1) was upheld. The study revealed that resilient organisations excelled at withstanding and adapting to changes, disruptions, and crises in the business environment, so allowing them to maintain long-term competitive advantage and foster innovation. This finding corresponds with Ciasullo & Chiarini (2024), who identified similar results and thus urged organisations to understand the relationship between organisational resilience and sustainability. This finding corresponds with that of Palumbo et al. (2024), who established that organisational resilience enabled the firm to thrive in an increasingly tumultuous environment, hence promoting sustainability. The impact of digital orientation, a sub-variable associated with product innovation, significantly affected organisational resilience within the dynamic capacity's framework, consequently influencing businesses' innovation performance (β = .864), with a t-value of .706 and p < .000. Consequently, the null hypothesis (H1) was upheld. This finding aligns with the research of Manafe & Rizani (2024).

5.3.3. Results 02 - Discoveries within the Scholarly Community

This study demonstrated that hypotheses 1 through 3 provided empirical evidence of zero-order correlations among the three principal variables: transformational leadership, readiness for change, and innovation behaviour. However, it was the validation of hypothesis 2 within RQ2 that revealed evidence for their intermediary causal relationships. The evidence for hypothesis 2 confirmed that an employee's preparation for change is enhanced by perceived greater transformational leadership from supervisors, which in turn increases the employee's innovative behaviour. Consequently, readiness for change fully

mediated the impact of transformational leadership on innovative behaviour, as per the criteria established by Baron and Kenny (1986).

5.3.4. The Study Framework for RQ2

In the study within RQ2, the Diffusion of Innovation (DOI) Theory, created by Rogers (1962), as one of the oldest social science theories, served as the foundation for the innovation platforms and the ultimate discussion within the results and unpacking the debates in this paper. The study explored Edquist & Hommen (1999)'s Systems of Innovation and their arguments on the innovation theory and its resultant policy formation for the demand side. The issues were then categorized into the following subsections: (a) leadership definition and the role of the leader in terms of styles and practices, (b) concerns of leaders in the food and beverages sector and its manufacturing industry, (c) implications to the practice within the small and medium-sized enterprises (SMEs) in the food manufacturing industry,

5.3.4.1. Framework 01 - Examination of the Framework in the study

An innovation framework was revised from the original based on literature and survey interviews. The initial framework concentrated on parameters subject to departmental impact. Nonetheless, the findings indicated that individual criteria such as personalities, values, and cognitive styles, together with organisational parameters like general business culture and collaborative policies, were deemed outside the scope and hence excluded. Consequently, by integrating the findings with the literature's proposition, 17 characteristics across five distinct categories were identified, enabling departments to enhance innovativeness: Innovation Infrastructure, Individual, Team, Leadership, and Job. The literature has established a foundation for the framework that could be enhanced by

the interviews. The specifications of the innovation infrastructure are primarily based on the Ericsson scenario. Seventeen parameters can be evaluated within the five categories, which can then inform management strategies to enhance innovativeness. In this new model, the practiced innovation strategy evolved into the leadership strategy that governs ideation via the delegated workforce model. This enabled the organisation to concentrate on its markets, generating value through product networking, governed by its culture, which led to more efficient operations.

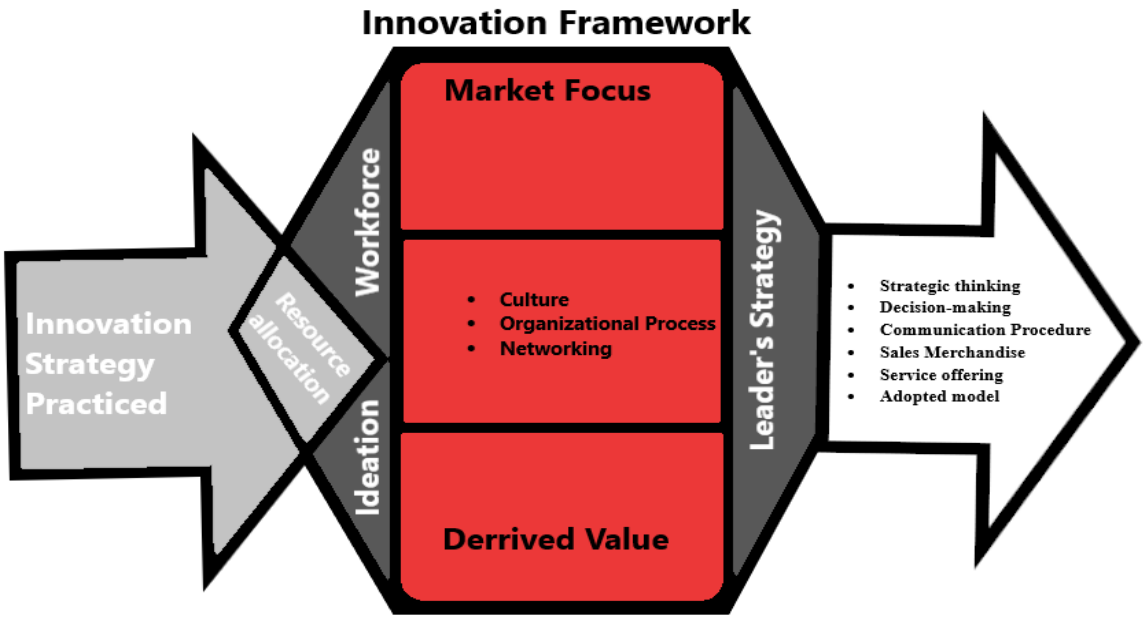

Figure 11: The figure is drawn as a modified version of the Innovation Theory; which has been represented as an illustrated framework that depicts the practiced innovation centered around the practiced strategy evolved into the leadership strategy that governs ideation via the delegated workforce model.
Source: Author.

5.3.4.2. The Framework 02 – The Results Driven Framework

The Innovation Management Framework was restructured to enable businesses to evaluate, prioritise, and facilitate their innovation projects, resulting in improved outcomes and accelerated growth. An innovation management framework in this newly restructured

model delineates how a firm will prioritise its decisions about investments in innovation efforts to realise intended advantages and transformations as proposed in the studies by Adams & Bessant (2006) and supported in Phelps (2006). In the new model, Innovation can be classified into four sorts based on the target market and the technology employed. The framework addresses several sorts of innovations that necessitate distinct techniques and processes for success and to enhance the organization's overall growth. To mitigate investment risks in innovation, businesses should strive to create balanced innovation portfolios that encompass many projects across various innovation categories (Lyon et al., 2000). Our redefined Innovation Framework enables organisations to adopt a comprehensive perspective on their innovation management operations and cultivate a balanced innovation portfolio that fosters company growth. It further aids businesses in identifying difficulties within their systems and processes that support their innovative activities, including the formulation of a suitable organisational culture. The framework encompasses both internal and exterior concerns of the organisation, with the external environment covering industry and macro-environmental factors. While systems and processes are designed to facilitate innovation, the people, organisational culture, and leadership promote ongoing ideation and organisational workflow (Chandler & Keller, 2000).

5.4. Research Question 3 (RQ3)

5.4.1. Examination of Research Outcomes

In RQ3, we investigated the impact of leadership on innovation performance that accelerates the adoption of marketing strategies in SMEs' product positioning to enhance

their financial performance. Primarily, in conjunction with the validation of hypothesis 3, I identified the mediating function of readiness for change in the relationship between transformational leadership and innovative behaviour, which subsequently influences performance, in alignment with Baron and Kenny's (1986) criteria, representing another principal objective of this study.

5.4.2. Results 01 – The testing of hypothesis

We analysed the suggested causal relationship in which (F4) Financial Performance, moderated by (F3) the implementation of Marketing Strategies ($\beta = 1.092$, $t = 19.835$, $p < .001$), demonstrated a statistically significant and positive influence on innovation performance. This indicated that the innovation process was a vital catalyst for improved performance in product positioning and financial outcomes as stipulated in the Zahra (1996) findings which indicated that technology functioned as a strategic intent impacting financial performance, with results showing that financial performance strongly controlled the firm's competitive environment (Zahra, 1996). Consequently, (H_1) is upheld while (H0) has been dismissed. The findings of this study demonstrated a mediation process whereby heightened employee preparedness for change elucidated the connection between enhanced employee perceptions of transformational leadership and improved employee innovative behaviour, which in turn mediated performance outcomes. According to MacKinnon, Fairchild, and Fritz (2007), a mediational model is a causal framework wherein a mediator serves as a variable inside the causal sequence connecting two variables. This study, supported by hypothesis 3, posits that readiness for change fully

explains the impact of transformational leadership on innovative behaviour (Wen & Fan, 2015).

5.4.3. Results 02 - Discoveries within the Scholarly Community

This study identified the issues associated with three recent effect size indices related to elements influencing innovation performance which were found within the results in: *Leadership style, Market orientation, and Resource availability*. This is additionally suggested by Preacher and Kelley (2011). Numerous research (Leidner, Lo & Preston, 2011; Mosoti & Murabu, 2014) investigating the relationship between strategic planning and performance, have demonstrated a positive association between the two. Boyd (1991) in his meta-analysis of the relationship between strategic planning and performance produced incongruous results, with certain studies indicating no effect and others reporting minimal negative effects (Boyd, 1991; Krause, Semadeni & Cannella, 2014).

5.4.4. Results 03 - Discoveries within the Leadership for Professional Community

Consequently, it is now crucial for SME entities to comprehend and reform their organisational culture to cultivate an environment of innovation that promotes staff capacities, leading to improved technology access (Cohen & Cohen, 2003). To achieve this, SME entities must utilise the metric of indirect effect size of these factors to comprehend their strategic alignment, which fosters entrepreneurial orientation and establishes a competitive environment, mediated by government support and the capacity to manage knowledge and information efficiently within the SME organisation (Cohen & Cohen, 2003).

5.4.5. The Study Framework for RQ3

In RQ3, the Barney (2001)'s RBV theory was used to hypothesize within the study and thus served as a focal point and connecting framework for this investigation. When making decisions about how to increase the profitability of the organization, the study concluded within its results that top executives could benefit from the RBV, as a strategic management approach to gaining a competitive edge and increasing profits (Barney, 2001). Having said that, the study compared the innovation performance with Porter's (1980) arguments within his theorizing on the Generic Competitive Strategy for business. Thus, the theoretical arguments revolved around the notion that small and medium-sized enterprises (SMEs) need to understand and embrace new ideas, adapt their strategies and actions accordingly, and ultimately provide new or innovative products and services. The study asserts that by means of this process, diffusion becomes feasible. These topics served as a valuable framework for structuring the review in literature, which resulted in the development of a conceptual framework that followed below (Alvesson & Sandberg, 2013).

5.4.5.1. Examination of the Framework in the study

In the original framework structure, the RBV hypothesis functioned as a central element linking the study's investigative framework. It was proposed that top executives may leverage the Resource-Based View (RBV) as a strategic management framework to enhance organisational profitability and secure a competitive advantage (Barney, 2001). Consequently, the modified model established service quality metrics, which operated under the premise that value was intrinsically embedded into the process of service delivery accessible. Consequently, it aimed and succeeded to assess the value obtained from utilising a specific product or service (Alvesson & Sandberg, 2013).

5.4.5.2. The Framework 01 - Comprehensive analysis of innovation Performance

The revised model perceives innovation as the execution of a novel or substantially enhanced product (goods or services), process, marketing technique, or organisational strategy within business practices, workplace structure, or external relations. Consequently, product and process innovation are classified as technical innovation within research and development protocols.

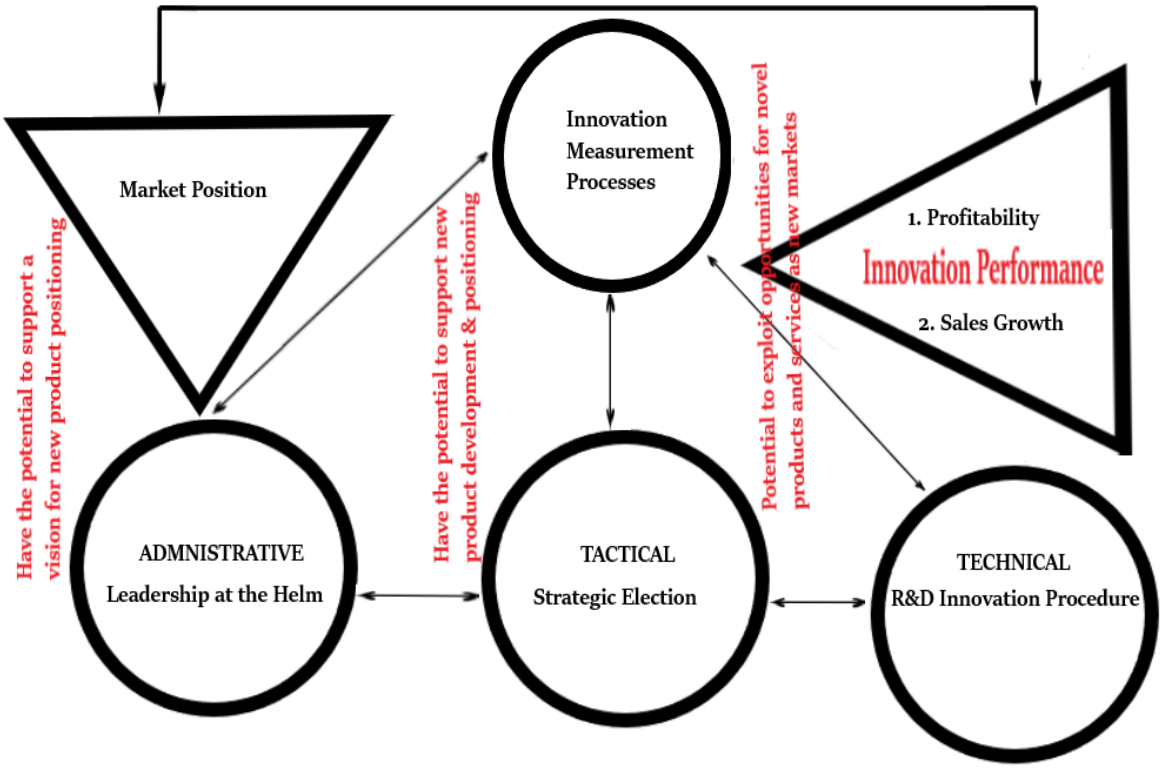

Figure 12: The figure is drawn as a modified version of Barney (2001)'s RBV theory, herein juxtaposed in the innovation performance with Porter (1980)'s arguments within his theorizing on the Generic Competitive Strategies for business.
Source: Author.

Marketing and organisational innovations are classified as administrative innovations and are hence integrated within leadership processes. Innovations in product, process, marketing, and organisation have demonstrated a beneficial effect on production

performance in an assessment conducted on small and medium-sized enterprise food and beverage manufacturing firms (Gunday & Ulusoy, 2011; Kilic & Alpkan, 2011). This finding was substantiated by substantial structure coefficients, alongside squared structure coefficients, significant function coefficients, as well as the beta values and p-values for organisational and product innovation. The SEM function coefficient, beta values, and p-values for organisational innovation were the greatest, followed by those for product innovation. Marketing innovation exhibited a substantial structure coefficient; however, the function coefficient was minimal, categorising it as a secondary contributor to the composite predictor variable. Product, marketing, and organisational innovations exhibited a positive correlation with all other performance factors of the firm. The assessment of the findings from the second function confirmed that sales growth was the sole criteria variable with significant contribution. The coefficient value for sales growth was modest, indicating that standardised coefficients only slightly accounted for the variance in sales growth, whereas this variable, with substantial structure coefficients, could have significantly influenced the synthetic variables. Product innovation emerged as the primary predictor. The evaluation of structural coefficients for the entire function indicates that product innovation is positively correlated with sales growth.

5.5. Research Question 4 (RQ4)

5.5.1. Examination of Research Outcomes

In RQ4, we examined the national culture that modifies the effects of SME organisational culture, hence enhancing innovation performance and subsequently increasing sales revenue and financial value of SME enterprises. The results indicated that the

organisational behaviour of enterprises was significantly modulated and influenced by reliable characteristics related to features and personalities, including values and beliefs, which were contingent upon the prevailing national culture.

5.5.2. Results 01 – The Testing of Hypothesis

The results indicated an economic state that was significantly constrained by the existing global constraints (Schein, 1983). The regression line from Culture1 to National Policies (NP) demonstrated a statistically significant negative impact on Culture1 ($\beta = -1.401$, $t = -26.685$, $p < .011$), suggesting that some national policies may hinder the adaptation of organisational culture. This finding corresponds with Škerlavaj et al. (2010), who identified that the organisational learning culture, a sub-dimension of creative culture in our research, promotes greater innovations, especially of a technical and administrative kind. Consequently, the null hypothesis (H_0) was rejected. The independent variables were established as individualism and personalism, reflecting the perceived organisational structure. The intended objectives were intra-organizational, influenced by beliefs, norms, and values that governed the type and pace of change within the firm (Schein, 1983). This was substantiated by the competitive landscape of the SMEs under examination, encompassing their client demographics, requirements, expectations, and industry acumen. The regression analysis from Culture1 to Market Practices (MP) had a statistically significant positive effect on Culture1 ($\beta = 1.359$, $t = 30.187$, $p < .001$), indicating that market forces substantially influenced organisational culture. This study corroborated the findings of Ali and Park (2016), who determined that an innovative culture positively impacts process and management innovations but has a negligible effect on product

innovations. Consequently, the null hypothesis (H1) was retained. Schein (1983) characterises organisational culture as the collective norms, values, and practices employed by a team to effectively fulfil its objective amid tough conditions. Consequently, theories of organisational culture commonly emphasise topics such as evolution, growth, and creativity. This research posits that comprehending the principles that underpin and sustain an organization's culture is essential for good organisational leadership (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016).

5.5.3. Results 02 – Findings within the scholarly community

The degree to which an organisation can cultivate an atmosphere that promotes innovation is significantly affected by its culture (Paais & Pattiruhu, 2020). Beck and Camiller (2004) hypothesise that Openness, underpinned by mutual trust, is essential in fostering managerial behaviour, which is crucial as a strategic focus and enabling framework that facilitates the willingness to learn and acquire new information necessary for organisational success. Naranjo-Valencia et al. (2016). Naranjo-Valencia & Jiménez-Jiménez (2016), supported by Sanz-Valle (2016), assert that fostering an innovation culture necessitates managerial focus in Spanish companies, particularly regarding the interconnections among organisational culture, innovation, and performance. This is due to their authority to control and foster a culture, as defined in the strategy and policy, which shapes the operational framework of SME entities (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016).

5.5.4. Result 03 - Discoveries within the Leadership profession

Theories of organisational culture commonly emphasise themes such as evolution, growth, and creativity (Backer, 1995; Eby & Adams, 2000; Russell & Gaby, 2000). Consequently, comprehending the values that underpin and sustain an organization's culture is essential

for good organisational leadership (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016). Nonetheless, the study's findings revealed that culture influenced market performance, moderated by preferences, traditional dietary practices, and tribal eating customs. This detrimental effect resulted in a net positive impact, aligning with Zahra's (1996) conclusions. This study emphasised the critical significance of culture in market performance for converting innovation into positive financial results, a conclusion aligned with Adem & Virdi (2024).

5.5.5. The Study Framework for RQ4

Within RQ4, the study explored Hofstede (1983) theory, and its national cultures in four dimensions, within a research-based theory of cultural differences. Thus, the study theorized that amongst Nations, and to expose the innovative culture, it was necessary for the origins and mechanisms by which an idea or product obtained traction and thus spread among a particular population or social system over time (Hofstede, 1983). This theorem, perceived culture as a moderator of innovation and its strong desire resulting in business innovation programs. This conceptual framework served as an analytical tool that was applied in various ways and situations within this study. In this study, it was utilized throughout various domains of work where a comprehensive overview was required. Its purpose in this context was to establish conceptual differentiations and structure ideas.

5.5.5.1. The Framework 01 - The application of the Model

It was posited in chapter 2 and 3 that the readiness to learn and assimilate new information is essential for organisations to thrive within a cultural context, whether organisational or national. The model demonstrated adequacy and remained unmodified following the results (Russell & Gaby, 2000). Consequently, the cultivation of an innovative culture necessitates

management's focus to comprehend and subsequently govern culture as a strategic priority, aligning it with the organisational policy framework (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016).

Figure 13: The figure is a modified version of the Hofstede (1983)'s theory, and its national cultures in four dimensions, where culture was a moderator of innovation and its strong desire resulting in business innovation programs.
Source: Author.

The final mediation model demonstrated relevance regardless of various firm-level and cultural or environmental contingency elements. Innovation in marketing was recognised as a mediator of marketing relevance, as it addressed the changing cultural dynamics of enterprises and their consumption of advertising in the development of a flexible marketing strategy, as elucidated by Zahra (1996). Dauber and Fink (2012) and Yolles (2012) clarified this aspect of the configuration model of organisational culture. innovative performance (Yolles, 2012). The model demonstrated that organisational culture is a deliberate construct arising from social learning processes within communities, which are influenced by the national culture (Dauber & Fink, 2012). Nonetheless, competitiveness and capacities were significantly influenced by the leadership in charge, who possessed the authority to finance cultural changes.

5.6. Summary of the Chapter

In RQ1, the examination of the leadership framework that resulted in the hypothesis formation was guided by Finney & Corbett (2007), who provided insights into prevailing methodologies of conceptual analysis. This study encompassed the quantification of leadership and its prevalence among followers, as elucidated by Palmquist & Carley (1997) and corroborated by Dale (1997). The focus of RQ1 was to analyse the occurrence of particular implicit and explicit phrases inside texts designated as constructs. Nonetheless, the study was thorough in this aspect, as articulated by Carley (1993), who argued that a focus on concepts intrinsic to traditional leadership models and content analysis often results in an inflated perception of textual similarity due to the neglect of meaning (Carley, 1993). The conceptual analysis method utilised in this study has demonstrated effectiveness in theorising the concepts derived from the text. The study progressed in substantiating a conceptual framework inside the research findings of RQ2 (Jabareen, 2008). This was evident in the assessment of the relationships and associations among the concepts outlined in the framework, which were validated by the acquired data. The study addressing RQ2 assessed whether the theoretical model we constructed accurately reflected the real-world phenomenon under examination (Morse & Mitcham, 2002). This was achieved by analysing the findings to assess their correspondence with the expected relationships and interpretations specified in the conceptual framework, as illustrated through the hypothesis formulation and its subsequent confirmations and refutations in the presented results and analysis, as clarified by Boyatzis (1998). Thus, in RQ3, I investigated the formation of connections in conceptual framework analysis to assess and evaluate

innovation performance within the scope of RQ3. This sought to identify theoretical methods or strategies intended to enhance the cognitive process for validating or disproving the hypothesis, recognising trends and correlations in data, and delineating the primary concepts of the phenomenon under study within the gathered data, which collectively constituted its theoretical framework to be evidenced as effective in the results and analysis of findings (Boyatzis, 1998). I identified and developed concepts, each with unique attributes, characteristics, assumptions, limitations, distinct perspectives, and specific functions within the conceptual framework, thereby clarifying the phenomenon represented by the concepts themselves (Jabareen, 2008; Morse & Mitcham, 2002). This methodology focused on the interplay between induction, the extraction of concepts from data, and deduction aimed at hypothesising the relationships among concepts, which has been corroborated by the analysis of results and the subsequent interpretation of findings for RQ3 (Schünemann & Vist, 2019; Higgins & Santesso, 2019; Deeks & Glasziou, 2019). In RQ4, utilising insights from Morse & Mitcham (2002), the selected texts for conceptual framework analysis were effectively illustrated by relevant social, cultural, political, and environmental phenomena or social behaviours, in conjunction with the multidisciplinary literature pertaining to the investigated phenomenon (Patton, 2002). An important element of RQ4, which analysed the literature on innovation leadership influenced by cultural factors in national discourse that promotes innovation, was the requirement for these practices to correspond with the phenomenon elucidated by Akl & Guyatt (2019) and corroborated in Cochrane 2019. Thus, most literature and data reflected theories relevant to particular disciplines, thereby impacting the hypothesis stated in RQ4.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1. Introduction

Chapter 6 encompassed the comprehensive study summary, conclusions, and suggestions derived from the preceding chapters, along with an assessment of the purpose, objectives, and hypothesis, guided by sharing of knowledge and information in Maladzhi et al. (2010). The literature evaluations unequivocally demonstrated that creativity and innovation have been prominent terms in management discourse throughout the past few decades, as they are essential for the long-term survival and competitiveness of organisations (Yukl, 1998; Manz & Sims, 2001). Therefore, the findings have demonstrated that the study of phenomena has begun to enhance the understanding of both Leadership and creativity in the innovation.

6.2. A Synopsis of Chapter

Thus, this chapter summarise the study by examining its objectives, identifying the research gaps that were revealed and addressed, through the contributions of innovative leadership that relies on strategic alignment to gain insights into enhanced individual-level creativity and firm-level innovation (Senge, 1990; Meister, 1998; Argyris, 1999). This review utilised the open innovation funnel as a metaphor to elucidate research findings and conversations around leadership (Meister, 1998), cultural narratives (Argyris, 1999), innovation processes, and the leadership's election of strategy (Potter, 1998) and its practices and a system that foster creativity and innovation. In the final portion of this chapter, the writers concentrated on contemporary research studies, highlighting avenues

for future investigation, identifying research gaps through study constraints, and ultimately concluding the discourse. This study report had six chapters. In **Chapter 1 -**This chapter concentrated on the introduction of the research study, encompassing the problem formulation, research purpose, objectives, and hypothesis. The chapter encompasses the ethical considerations, definitions of key terminology, and closes with the study's limitations. In **Chapter 2 -** This chapter comprised a literature review on the leadership, its impressions, practices and doctrines that drove the innovation resulting in performances within the South African context. In **Chapter 3 -** This chapter examined the research technique, focussing on the research approach, research type, and phases of intervention study. The chapter also encompassed the delineation of the research population and the sampling methodology. In **Chapter 4 -** This chapter presented the findings of the empirical investigation and analysed the research data, which indicated that leadership for innovation likely underscored the importance of competent leaders in cultivating a culture of creativity, inspiring their people, promoting collaboration, and challenging the status quo, ultimately resulting in improved outcomes. In **Chapter 5 -** This chapter encompassed the interpretation of the empirical study results and analysed the research data as significant findings inside this investigation. In **Chapter 6 -** This chapter encompassed the summary, conclusions, and suggestions derived from the preceding chapters, along with an assessment of the purpose of research, objectives, and hypothesis.

6.2.1. Overview of the Chapters

The study originated from issues encountered by several leaders inside the SMEs in the food and beverages sector within South Africa, in all of its nine provinces, which was found

to be deficient in fostering an innovation culture in this study (Senge, 1990). Consequently, the study developed the study aims, coupled with the pertinent research approaches, which yielded a thorough outcome as findings that demonstrate leaders' ineptitude in fostering an innovation culture and employees to innovate autonomously (Yukl, 1998; Manz & Sims, 2001). The staff expressed a lack of confidence in their leaders, which was evidenced by their reactions. The leaders of these SMEs have shown inadequacy of innovative leadership attributes including inspiration and motivation as additionally high-gain risk-taking parameters of leadership requirements for innovation (Drucker, 1985; Bass, 1988; Hersey & Blanchard, 1990)

6.3. The conclusions drawn from the research

The study revealed a mediating role of leadership on performance, which signified that leadership served as an intermediary factor that influenced employee performance by establishing conditions such as trust, motivation, and engagement, which subsequently affected individual or team results (Van de Ven, 1986). It was interpreted that effective leadership could indirectly enhance performance by cultivating positive psychological states among employees. The research unequivocally demonstrated the necessity for innovation inside organisations (Amabile, 1995; Yozat et al., 2009). This has led to a renewed emphasis on the influence of leaders in determining the character and efficacy of creative endeavours. This study thus prepared the issues on Leadership for Innovation, focussing on leadership outcomes, the current state of innovation, and communication within innovative business environments. Nonetheless, it emphasises that the influence of leadership on the character and success of creative endeavours is of utmost importance.

The papers also demonstrated that leading creative endeavours was an exceptionally intricate undertaking (Van de Ven, 1986; Amabile, 1995; Yozat et al., 2009). This article delineates the principal conclusions derived from the examined literature concerning the essence of leadership, the leader's engagement with followers, the efficient guidance of followers' endeavours, and the leader's interactions with the organisation. This study has continuously shown a robust, positive correlation between innovation and company performance, with innovation serving as a pivotal catalyst for competitive advantage and sustainable growth. The study demonstrated that innovation results in enhancements to products and processes, hence augmenting efficiency and accelerating growth. The study revealed that innovation is a catalyst for performance, supervised by the prevailing culture (Amabile, 1995; Yozat et al., 2009).

6.4. Study Contributions to Theory

The primary aim of this study was to develop a new leadership framework for executives in SMEs, specifically within the food and drinks sector in South Africa, to foster a culture of innovation where creativity and innovation are emphasised. The outcomes were;

(a) The revised models determined which leadership styles promote the cultivation of an innovative culture and the sustainability of small and medium-sized firms (SMEs), leading to financial returns (Anderson & Bothell, 2004; Deardorff & Stern, 2005).

(b) The revised models examined the presence of creative leadership traits among leaders in small and medium-sized enterprises (SMEs). (c) The revised models evaluated the influence of innovative leadership on the innovation culture within small and medium-

sized enterprises (SMEs), moderated by the national cultural context (Byrne & Douglass, 2004).

(c) The revised models assessed the degree of adoption of an innovative culture inside SMEs and its impact on the viability of these enterprises, leading to company innovation performance (Lebiere & Qin, 2004; Cook & Artino Jr, 2016).

(d) The revised models validated the creative leadership framework using structured modelling to attain the objectives and outcomes (Dinh & Lord, 2014; Gardner & Meuser, 2014).

6.5. Key findings summarized

The study originated from issues encountered by several leaders inside the SMEs in the food and beverages sector which was found to be deficient in fostering an innovation culture in this study (Senge, 1990; Meister, 1998). Consequently, the study developed the study aims, coupled with the pertinent research approaches, which yielded a thorough outcome as findings that demonstrate leaders' ineptitude in fostering an innovation culture and employees to innovate autonomously. The suggestions for subsequent research highlighted the broader context of the samples around the notion of innovation leadership (Argyris, 1999; Maladzhi et al., 2010).

6.5.1. Summary of Findings in RQ1

The study effectively addressed this section by a thorough literature review of diverse leadership forms, examining leadership, its styles, and its theoretical basis. Nonetheless, the literature review recognised innovative leadership as a result of both, if not all, the qualities enumerated (Yukl, 1998; Manz & Sims, 2001). Nonetheless, Transformational

leadership was perceived and utilised as a kind of servant leadership, among the dominant leadership characteristics, which continued to thrive as a leadership ethos and philosophy that fosters innovation and enhances organisational performance and financial profitability (Drucker, 1985; Bass, 1988; Hersey & Blanchard, 1990). The components of innovative leadership were elucidated, so uncovering many factors related to the ages of leaders, their foundational cultural ideas, and ethos. Leadership scholars have consistently sought to create an environment where employees willingly apply their scientific abilities to innovate products that improve their own lives and those of their colleagues, as seen in Bernard's research (1926). This was further expanded upon by Bennis and Chin (1961), then affirmed by Blake et al. (1964), and elucidated in Drath and Palus (1994). This thesis by the aforementioned scholars is based on three assumptions, namely that the share of current innovation change is intentional, and results driven from deliberate innovation strategies, and is thus far more than in previous eras (Bernard, 1926). This assertion explicitly indicates that human intellect and everyday conduct are slightly deficient in perfection regarding their influence on the destiny and selective adaptation of intricate human organisations (Bennis & Chin, 1961). Behavioural scientists are increasingly emphasising the impact of innovative leaders on organisational functioning and performance within the revised models of this notion (Blake et al., 1964; Drath & Palus, 1994). Consequently, RQ1 focused on the strategic manoeuvre of leadership and its methodological clarifications, leading to conceptual challenges arising from the active role of behavioural leadership within the Transformational paradigm, which was effectively examined and concluded in

the findings and discussions, as elucidated and guided by House & Mitchell (1975) and supported by Burns (1978).

6.5.2. Summary of Findings in RQ2

In RQ2, the presence of innovative leadership affected the behaviours of leaders in the examined SMEs. An in-depth examination of several leadership styles and their characteristics ensued. This indicated that the ensuing leadership traits encompassed the common variables of diverse leadership attributes as previously articulated (Drucker, 1985; Bass, 1988). The leadership styles included visionary leadership and passionate leadership, as exemplified by greater Transformational Leadership. The findings of the study in RQ2 indicated that participative leadership had elements of charismatic conduct, which was both inspiring and motivating in the context of leadership practice, engaging in transformative change leadership characterised by high-yield risk-taking (Yukl, 1998; Manz & Sims, 2001). High-impact governance in the transformative aspect of externally focused leadership practices leads to swift and action-driven leadership (Maladzhi et al., 2012). The findings of the current study revealed that these leaders demonstrated visionary and passionate leadership, with charismatic leadership, which was involved in progressive change leadership. Nonetheless, externally focused leadership and swift action-oriented leadership traits mediated the innovation platforms (Maladzhi et al., 2012a). However, these leaders were found to be ineffective in inspiring and motivating leadership in high-risk initiatives that necessitate such a trait (Maladzhi et al., 2012a). Sloane (2006) and Agbor (2008) say that the role of leadership involves cultivating an environment that promotes creativity, strategic risk-taking, and forceful ideas. While bold tactics are

encouraged and rewarded, it is concerning that these leaders seem to struggle with cultivating an innovative mind-set within Small and Medium Enterprises. Consequently, employees will replicate the behaviours of their leaders (Maladzhi et al., 2012a; Yan et al., 2013). Elkins and Keller (2003) asserted that an empowerment process allows managers to train individuals in decision-making, thereby equipping employees to participate in daily organisational tasks. Consequently, these leaders are unable to encourage and motivate individuals to ascertain their potential value to their colleagues. The study anticipated these results, as it has been repeatedly asserted that the South African workplace is significantly compromised and requires leaders' adept at shifting the mind-sets of their employees. To view issues from a different perspective (Drucker, 1985; Bass, 1988; Hersey & Blanchard, 1990; Yukl et al., 1998; Manz & Sims, 2001).

6.5.3. Summary of Findings in RQ3

This study in RQ3 further underscores that these leaders demonstrate a lack of inspirational and motivational leadership qualities, resulting in challenges with performance, firstly in leadership itself, secondly in yields and financial outcomes, and thirdly in securing and maintaining market share (Maladzhi et al., 2012a). It is undeniably an issue that necessitates resolution for these entities to evolve into a secure setting for employees to function within a highly motivated atmosphere that yields optimal performance (Bass, 1990). Furthermore, the findings indicated that leaders' commitment to their duties motivates followers to develop a substantial degree of trust and loyalty, which serves as the catalyst for innovative performance and financial returns (Jung & Avolio, 2000). The present leadership climate is vulnerable, as findings indicate a lack of faith in innovation,

with innovation initiatives failing to fit in with the broader aspirations of the workforce and their job security apprehensions around innovation methods. Consequently, South African organisations demand adept leadership to foster a culture of risk, securing resources for these enterprises to meet their clients' needs. A proactive mind-set is crucial for the South African workforce to demonstrate audacity. They assume accountability for their activities when they cooperate across functions while sharing knowledge and information (Maladzhi et al., 2010). According to Argyris (1999), Meister (1998), and Senge (1990), managers should educate their employees on continuous learning, helping them understand that education is an ongoing process throughout an individual's life, leading to enhanced competencies and job performance. Thus, employees would recognise that encountering an unforeseen response offers a chance for the revelation of their concealed truths and potential for innovation, which have been obscured due to cultural mismatch. Amabile et al. (1996) contended that employees ought to be incorporated into the decision-making process, participating in a manner that enhances their sense of belonging within the organisation, and as such exhibit dedication and accountability independently. Cummings (1997) asserted that employee job satisfaction cultivates a sense of comfort, hence enhancing their readiness to exert further effort. Consequently, a more productive platform will persist in identifying enhanced approaches of offering improvements. These leaders must now aid their constituents in fulfilling a deep need for creativity and innovation (Sloane, 2017). The outcomes of this study reveal that although specific qualities and related variables were considered positive, they were ultimately thought inadequate from the employees' viewpoint, leading to overall discontent with their leaders. Thus, it can be

concluded that considerably more needs to be achieved about the culture of innovation that influences innovation performance, as clarified in Maladzhi et al. (2012) and supported by the research of Yan et al. (2012). Having said that, Pfeffer (2005) said that a cultivated innovative culture must foster a sense of safety and respect among employees who are allowed to express their thoughts freely.

6.5.4. Summary of Findings in RQ4

Urhuogo (2011)'s findings asserted that the generation of innovation Culture requires personality traits including proactivity, openness to ideas, willingness to act, and a penchant for risk-taking. Consequently, Isaksen and Tidd (2006) asserted that the absence of such traits in leaders precluded the attainment of positive outcomes in these SMEs, as leadership qualities mediated leadership performance. Discontented staff are incapable of producing high-quality products that satisfy client requirements. This pattern established in organisational cultures necessitates that entities adopt a unique perspective prioritising employees over the traditional focus on customers (Hall & Fong, 2007). Similarly, Deardof (2005) unequivocally said that the phenomenon of innovation cannot be achieved alone via effort and dedication, lacking the underpinning of logic and ethos within organisational resilience and conviction. In this scenario, vigilance and employee dedication are often initiated by senior management, embodied in their actions and ingrained in the organisational management culture. Therefore, it is the responsibility of management in these SMEs to initially motivate their personnel and to maintain such practices through well-documented and implemented policies, leading to a transformation in organisational culture, as changes are essential for fostering an innovative culture (Maladzhi et al., 2012c).

Innovation management entails cultivating a culture that encourages the development of original ideas, where people feel valued and supported, as articulated by Heracleous (2004). and substantiated by Azman-Saini & Baharumshah (2010) and also corroborated in the findings of Law et al. (2010). Therefore, it is the duty of organisational leaders to nurture a culture and environment that promotes and recognises innovation at all levels, as discussed by Ahmed (1998). Numerous studies, including Van de Ven (1986), Amabile (1995), and Yozat et al. (2009), found that personal creativity significantly contributed to organisational performance. This study's findings compared with others, revealing a lack of an innovative culture within these SMEs (Maladzhi et al., 2012a). Furthermore, employees' creative behaviour was substantially dependent on their relationships with co-workers in the workplace, attributable to an innovative culture (Anderson et al., 2004). Nonetheless, in the research conducted by Zhou and Shalley (2003), they contended that significant efforts are still required to develop a culture that promotes creativity and innovation. According to Amabile's (2005) research, creativity for innovation enhances productivity, which in turn improves the efficiency and effectiveness of organisations, leading to competitiveness and profitability as key determinants of organisational performance. This indicates the absence of these characteristics in organisations pursuing innovation, ultimately leading to the decline of innovation and reduced performance.

6.6. Research limitations

The research encountered limitations in examining the influence of leadership on culture and its effect on innovation performance, a concern echoed by contemporary scholars, as evidenced by García-Morales & Lloréns-Montes (2008) and supported by Verdú-Jover et

al. (2008). This study revealed that leadership was seldom evaluated, recruited, or tested, as many leaders originated from inherited family businesses, where management practices evolved over time, and were often taught by the patriarchs and matriarchs. Consequently, this factor could not be accurately analyzed to demonstrate their managerial competence in strategic selection as an indicator of educated knowledge and the promotion of innovation to enhance organization performance. Time also constituted an obstacle in this study, as this research was done within eight weeks, which was not enough to cover the RQs. However, in García-Morales and Lloréns-Montes (2008), they expressed regret on the obstacles and difficulties in research parameters for SMEs.

6.7. Contribution to knowledge

Any research that contributes to knowledge in SME growth and development is very welcome, particularly in the developing worlds, such as South Africa as discussed and proposed by García-Morales and Lloréns-Montes (2008). This study fulfils this objective. However, in the light of the limitations of the study described in the above section, I recommend further research that will enhance the findings or make new findings that will improve understanding of the relationship between leadership styles and innovation in SMEs. My recommendation for further research is in relation to choice of sample, data collection, method and methodology, and theoretical foundation as discussed by García-Morales and Lloréns-Montes (2008).

6.8. Theoretical Implications

This study of the relationship between leadership style and innovation performance in SMEs in South Africa is important for several reasons (Cook, 2016). First, it has

contributed to the discussion about the relationship between leadership styles and organizational outcomes in South African enterprises by examining the topic from the perspective of innovation performance within SMEs (Dinh et al. 2014). Second, the study provided an understanding of the role of leadership style in promoting innovation within small businesses in South Africa and contributed to existing knowledge about leadership and sustainable development in South Africa (Agbiji & Swart, 2015). Third, the professional practice of small business management would benefit from the study as the results have created an awareness of the relationship between leadership styles and innovation performance in SMEs (Agbiji & Swart, 2015). This study helped fill the gap in the literature about the relationship between leadership style and organizational performance in SMEs in South Africa. It did this by examining the topic with a focus on innovation performance as a specific component of organizational performance, thus enhancing the current literature that focused on organizational performance in general (Cook, 2016).

6.9. Implications for Practice

The leadership discourse in this study has set the tone for enterprise-level improvement in innovation leadership and creativity (Cook, 2016). The study has revealed that there is a realization of the critical role of innovation in ensuring SME survival in South Africa (Jia et al. 2018). Considering the role of SMEs in economic development of countries, the survival of the enterprises is of paramount importance. Since the results of this study indicated the leadership style(s) that are significantly related to innovation within SMEs, practitioners are encouraged to incorporate training on such leadership behaviors within

the leadership development programs. By so doing, practitioners might end up introducing a culture of leadership for innovation in the small business sector of the economy (Agbiji & Swart, 2015).

6.10. Implications for Future research

The study strongly recommends that innovative and current research grounded in the literature should now build a theoretical model illustrating the interrelations among these variables, with special emphasis on less developed nations such as South Africa (Fischer & Sawczyn, 2013). This model should be evaluated using data from a significantly larger dataset. This model should incorporate cultural diversity inside organizations, analyze the data, and present many consequences for business practitioners, as exhausted by García-Morales & Lloréns-Montes (2008).

6.11. Uniqueness & Significance

This paper investigated the structural relationships between leadership practices in the SME sector companies, exploring their operational performance, and financial performance in South Africa's food and beverage manufacturing sector. This paper, thus offered strategic insights on the significance of adopting comprehensive leadership practices to enhance financial performance and improve product and service outcomes within SMEs in this sector of the economy. This is amongst the first studies to be conducted in this sector around the SMEs in South Africa.

REFERENCES

Achua, C. and Lussier, R. (2010) *Leadership. Theory, Application, Skill Development*. Mason, Ohio: South-Western Cengage Learning.

Ahmad, Z. (2012). Micro, small and medium-sized enterprises development in the Kingdom

of Saudi Arabia: Problems and constraints. *Management and Sustainable Development*, *8*(4), 217–232.

Akhtar-Danesh, N. (2017) 'A comparison between major factor extraction and factor rotation techniques in Q-methodology,' *Open journal of applied sciences*, 07(04), pp. 147–156. Available at: https://doi.org/10.4236/ojapps.2017.74013.

Akinyele, T. and Fasogbon, I. (2010) 'Impact of strategic responses on firm performance and survival in Nigeria', *Research Journal of Business Management,* 4(1), pp. 73–82.

Alalwan, A.A., Dwivedi, Y.K. and Rana, N.P. (2017) 'Factors influencing adoption of mobile banking by Jordanian bank customers: Extending UTAUT2 with trust,' *International journal of information management*, 37(3), pp. 99–110. Available at: https://doi.org/10.1016/j.ijinfomgt.2017.01.002.

Alber, N. and Dabour, M. (2020) 'The dynamic relationship between FinTech and social distancing under COVID-19 pandemic: Digital payments evidence,' *International journal of economics and finance,* 12(11), p. 109. Available at: https://doi.org/10.5539/ijef.v12n11p109.

Algahtani, D.A. (2014) 'Are Leadership and Management Different? A Review,' *Journal of management policies and practices,* 2(3). Available at: https://doi.org/10.15640/jmpp.v2n3a4.

Ali, B.J. and Anwar, G. (2021) 'Porter's Generic Competitive Strategies and its influence on the Competitive Advantage,' *International Journal of Advanced Engineering, Management and Science,* 7(6), pp. 42–51.

Ali, M. and Park, K. (2016) 'The mediating role of an innovative culture in the relationship between absorptive capacity and technical and non-technical innovation,' *Journal of business research,* 69(5), pp. 1669–1675. Available at: https://doi.org/10.1016/j.jbusres.2015.10.036.

Allen, I.E. and Seaman, C.A. (2007) 'Likert scales and data analyses,' *Quality progress*, 40, pp. 64–65.

Allen, M., Titsworth, S. and Hunt, S.K. (2008) *Quantitative research in communication*. Sage Publications.

Allison, R. *et al.* (2016) 'Incidence, time course and predictors of impairments relating to caring for the profoundly affected arm after stroke: A systematic review: The profoundly affected arm after stroke,' *Physiotherapy research international: the journal for researchers and clinicians in physical therapy*, 21(4), pp. 210–227. Available at: https://doi.org/10.1002/pri.1634.

Alosani, M.S., Yusoff, R. and Al-Dhaafri, H. (2020) 'The effect of innovation and strategic planning on enhancing organizational performance of Dubai Police',' *Innovation & Management Review*, 17(1), pp. 2–24.

Alsaedi, F. (2022) 'The important role of collective leadership in the face of change: Literature review,' *Open journal of leadership*, 11(01), pp. 1–12. Available at: https://doi.org/10.4236/ojl.2022.111001.

Altshuler, A.A. and Zegans, M.D. (1997) 'Innovation and public management: Notes from the state house and city hall,' pp. 68–80.

Alvesson, M. (2011) 'Leadership and organizational culture. The SAGE handbook of leadership,' pp. 151–164.

Alvesson, M. (2019) 'Waiting for Godot: Eight major problems in the odd field of leadership studies',' *Leadership & Management Review*, 15(1), pp. 27–43.

Alvesson, M. and Sandberg, J. (2013) *Constructing research questions: Doing interesting research*. London: Sage Publications.

Alvesson, M. and Sveningsson, S. (2015) *Changing organizational culture: Cultural change work in progress*.

Amabile, T.M. (1995) 'Attributions of creativity: what are the consequences?,' *Creativity research journal*, 8(4), pp. 423–426.

Amabile, T.M. *et al.* (1996) 'Assessing the work environment for creativity,' *Academy of management journal*, 39(5), pp. 1154–1184.

Amabile, T.M. *et al.* (2005) 'Affect and creativity at work,' *Administrative science quarterly*, 50, pp. 367–403.

Amanuma, N., Onoda, S. and Olsen, S.H. (2024) *3 Communication and Stakeholder Engagement in Japan's SDG Process. Multi-Stakeholder Contribution in Asian Environmental Communication*.

Amundsen, S. and Martinsen, Ø.L. (2014) 'Empowering leadership: Construct clarification, conceptualization, and validation of a new scale,' *The leadership quarterly*, 25(3), pp. 487–511.

Anderson, D. and Anderson, L.A. (2002) *Beyond change management: Advanced strategies for today's transformational leaders*. John Wiley & Sons.

Anderson, J.C. and Gerbing, D.W. (1988) 'Structural equation modeling in practice: A review and recommended two-step approach,' *Psychological bulletin*, 103(3).

Anderson, J.R. *et al.* (2004) 'An integrated theory of the mind,' *Psychological review*, 111(4).

Anderson, R.P., Lew, D. and Peterson, A.T. (2003) 'Evaluating predictive models of species' distributions: criteria for selecting optimal models,' *Ecological modelling*, 162(3), pp. 211–232.

Andrew, S. and Halcomb, E.J. (2009) *Mixed methods research for nursing and the health sciences*. Chichester, England: Wiley-Blackwell.

Andrews, K.M. and Delahaye, B.L. (2000) 'Influences on knowledge processes in organizational learning: the psychosocial filter',' *Journal of Management Studies*, 37(6), pp. 22–38.

Anna, Y.K., Igor, B.A. and Natalia, N.K. (2015) 'Organizational culture in focus of measurements,' *Procedia-Social and Behavioural Sciences*, 166, pp. 246–253.

Ansoff, H.I. *et al.* (1970) 'Does planning pay? The effect of planning on success of acquisitions in American firms,' *Long range planning*, 3(2), pp. 2–7. Available at: https://doi.org/10.1016/0024-6301(70)90001-4.

Antonakis, J. (2001) *The validity of the transformational, transactional, and laissez-faire leadership model as measured by the Multifactor Leadership Questionnaire (MLQ 5X)*.

Antonakis, J. (2006) 'Leadership: what is it and how it is implicated in strategic change?,' *International Journal of Management Cases*, 8(4), pp. 4–20.

Argyris, C. (1999) 'Tacit knowledge and management,' in *Tacit knowledge in professional practice*. Psychology Press, pp. 137–154.

Arias-Gómez, J., Villasís-Keever, M.Á. and Miranda-Novales, M.G. (2016) 'The research protocol III. Study population,' *Revista alergia Mexico (Tecamachalco, Puebla, Mexico: 1993)*, 63(2), pp. 201–206. Available at: https://doi.org/10.29262/ram.v63i2.181.

Armbruster, P. *et al.* (2009) 'Active learning and student-centered pedagogy improve student attitudes and performance in introductory biology,' *CBE life sciences education*, 8(3), pp. 203–213. Available at: https://doi.org/10.1187/cbe.09-03-0025.

Armstrong, R.A. (2019) 'Should Pearson's correlation coefficient be avoided?,' *Ophthalmic & physiological optics: the journal of the British College of Ophthalmic Opticians (Optometrists)*, 39(5), pp. 316–327. Available at: https://doi.org/10.1111/opo.12636.

Arsham, H. (2005) *Questionnaire design and surveys sampling*.

Ashar, H. and Lane-Maher, M. (2004) 'Success and spirituality in the new business paradigm',' *Journal of management inquiry*, 13(3), pp. 249–260.

Astivia, O.L.O. and Zumbo, B.D. (2019) 'Heteroskedasticity in Multiple Regression Analysis: What it is, How to Detect it and How to Solve it with Applications in R and SPSS,' *Practical Assessment, Research & Evaluation*, 24(1).

Aswathappa, K. and Dash, S. (2008) *International human resource management*. New Delhi: Tata McGraw-Hill Pub.

Atandi, B.K. (2010) *Strategic plan implementation at the higher education loans board of Kenya (Doctoral dissertation)*. Nairobi, Kenya.

Ávila, S. *et al.* (2021) 'BS Team: 'Finding Competence Gaps,' in *33rd Ethylene Producers' Conference 2021-Topical Conference at the 2021 AIChE Virtual Spring Meeting and 17th Global Congress on Process Safety*.

Avolio, B.J. and Bass, B.M. (2002) *Manual for the multifactor leadership questionnaire (Form 5X)*. Redwood City, CA: Mindgarden.

Avolio, B.J., Bass, B.M. and Jung, D.I. (1999) 'Re-examining the components of transformational and transactional leadership using the Multifactor Leadership,' *Journal of occupational and organizational psychology*, 72(4), pp. 441–462. Available at: https://doi.org/10.1348/096317999166789.

Avolio, B.J., Walumbwa, F.O. and Weber, T.J. (2009) 'Leadership: Current theories, research, and future directions',' *Annual review of psychology*, 60, pp. 421–449.

Avram, D.O. and Kühne, S. (2008) 'Implementing responsible business behaviour from a strategic management perspective: Developing a framework for Austrian SMEs,' *Journal of business ethics*, 82, pp. 463–475.

Awang, N. and Hamid, N.N.A. (2015) 'October. Students attitude towards calculus subject: A case-study using structural equation modeling,' in *AIP Conference Proceedings*. AIP Publishing.

Awang, Z., Afthanorhan, A. and Mamat, M. (2016) 'The Likert scale analysis using parametric based Structural Equation Modeling (SEM),' *Computational Methods in Social Sciences*, 4(1).

Axinn, W.G. and Pearce, L.D. (2006) *Mixed method data collection strategies*. Cambridge University Press.

Azman-Saini, W.N.W., Baharumshah, A.Z. and Law, S.H. (2010) 'Foreign direct investment, economic freedom and economic growth: International evidence,' *Economic modelling*, 27(5), pp. 1079–1089. Available at: https://doi.org/10.1016/j.econmod.2010.04.001.

Babafemi, I.D. (2015) 'Corporate strategy, planning and performance evaluation: A survey of literature',' *Journal of Management Policies and Practices*, 3(1), pp. 43–49.

Bae, J. and Rowley, C. (2001) 'The impact of globalization on HRM: The case of South Korea',' *Journal of World Business*, 36(4), pp. 402–428.

Baker, G.A. and Leidecker, J.K. (2001) 'Does it pay to plan? Strategic planning and financial performance',' *Agribusiness: An International Journal*, 17(3), pp. 355–364.

Bakker, A.B. *et al.* (2023) 'Daily transformational leadership: A source of inspiration for follower performance?,' *European management journal*, 41(5), pp. 700–708. Available at: https://doi.org/10.1016/j.emj.2022.04.004.

Bamforth, S.M. *et al.* (2006) 'Manganese removal from mine waters-investigating the occurrence and importance of manganese carbonates,' *Applied geochemistry*, 21(8), pp. 1274–1287.

Bangchokdee, S. and Mia, L. (2016) 'The role of senior managers, uses of performance measures in the relationship between decentralization and organizational performance,' *Journal of Accounting & Organizational Change*, 12(2), pp. 129–151.

Baporikar, N. and Deshpande, M. (2017) 'SMEs and branding strategies,' *International journal of applied management sciences and engineering*, 4(1), pp. 43–55. Available at: https://doi.org/10.4018/ijamse.2017010104.

Barnes, J.W. *et al.* (2006) 'The role of culture strength in shaping sales force outcomes,' *Journal of personal selling & sales management*, 26(3), pp. 255–270. Available at: https://doi.org/10.2753/pss0885-3134260301.

Barney, J. (1991) 'Firm resources and sustained competitive advantage,' *Journal of management*, 17(1), pp. 99–120.

Barney, J., Wright, M. and Ketchen, D.J. (1991) 'The resource-based view of the firm: Ten years after 1991',' *Journal of management*, 27(6), pp. 625–641.

Baron, R.M. and Kenny, D.A. (1986) 'The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations,' *Journal of personality and social psychology*, 51(6), pp. 1173–1182. Available at: https://doi.org/10.1037//0022-3514.51.6.1173.

Bas, L. and Laužikas, C. (2010) *Determinants of the innovation culture and major impacts on the innovation strategy: Vilnius: Mykolo Romerio universiteto Leidybos centras*.

Basak, R., Guertin, M. and Gérard, B. (2018) 'Theories of Change as a Tool for Strategy Development and Performance. Improvement in Research for Development Organizations,' *Organizations & Markets': Policies & Processes eJournal* [Preprint].

Basak, R., Guertin, M. and Gérard, B. (2018) 'Theories of Change as a Tool for Strategy Development and Performance. Improvement in Research for Development Organizations,' *Organizations & Markets': Policies & Processes eJournal* [Preprint].

Bass, B. (1988) 'The inspirational processes of leadership,' *Journal of management development*, 7(5), pp. 21–31. Available at: https://doi.org/10.1108/eb051688.

Bass, B.M. (1995) 'Comment: Transformational leadership: Looking at other possible antecedents and consequences',' *Journal of Management Inquiry*, 4(3), pp. 293–297.

Bass, B.M. and Avolio, B.J. (2004) *Multifactor leadership questionnaire*. Menlo Park.

Bass, F.M., Jeuland, A. and Wright, G.P. (1976) 'Equilibrium stochastic choice and market penetration theories: derivations and comparisons',' *Management Science*, 22(10).

Bateman, T.S. and Zeithaml, C.P. (1993) *Management: Function and strategy. Annotated Instructor's Edition*.

Beck, U. and Camiller, P. (2004) 'The truth of others: A cosmopolitan approach,' *Common Knowledge*, 10(3), pp. 430–449.

Becker, K.L. (2007) *Unlearning in the workplace: a mixed methods study (Doctoral dissertation)*.

Behman, R., Bubis, L. and Karanicolas, P. (2019) 'Prospective and retrospective cohort studies. Evidence-Based Surgery: A Guide to Understanding and Interpreting the Surgical Literature,' pp. 159–170.

Beillouin, D. *et al.* (2021) 'Positive but variable effects of crop diversification on biodiversity and ecosystem services,' *Global change biology*, 27(19), pp. 4697–4710. Available at: https://doi.org/10.1111/gcb.15747.

Belassi, W., Kondra, A.Z. and Tukel, O.I. (2007) 'New product development projects: The effects of organizational culture,' *Project management journal*, 38(4), pp. 12–24. Available at: https://doi.org/10.1002/pmj.20017.

Bennis, W. (2007) 'The challenges of leadership in the modern world: Introduction to the special issue',' *American psychologist*, 62(1).

Bennis, W., Sample, S.B. and Asghar, R. (2015) *The art and adventure of leadership: Understanding failure, resilience and success*. John Wiley & Sons.

Bhatt, A.J., Gupta, C. and Mittal, S. (2018) 'Towards a hybrid framework for analyzing and classifying behaviour of iOS applications using static and dynamic analysis',' *Journal of Information Security and Applications*, 41, pp. 144–158.

Bhattacharyya, S.S. and Verma, S. (2020) 'The intellectual contours of corporate social responsibility literature: Co-citation analysis study',' *International Journal of Sociology and Social Policy*, 40(11), pp. 1551–1583.

Biemer, P.P. and Lyberg, L.E. (2003) *Introduction to survey quality*. John Wiley & Sons.

Blake, R.R. *et al.* (1968) 'A second breakthrough in organization development,' *California management review*, 11(2), pp. 73–78. Available at: https://doi.org/10.2307/41164162.

Blatstein, I.M. (2012) 'Strategic planning: Predicting or shaping the future?,' *Organization Development Journal*, 30(2).

Bloomfield, J. and Fisher, M. (2019) 'Quantitative research design,' *JARNA*, 22(2), pp. 27–30. Available at: https://doi.org/10.33235/jarna.22.2.27-30.

Blumberg, B., Cooper, D. and Schindler, P. (2014) *EBOOK: Business research methods*. McGraw Hill.

Blumenthal, D.M. *et al.* (2012) 'Addressing the leadership gap in medicine: residents' need for systematic leadership development training',' *Academic Medicine*, 87(4), pp. 513–522.

Bocquet, R. *et al.* (2017) 'CSR, innovation, and firm performance in sluggish growth contexts: A firm-level empirical analysis,' *Journal of business ethics*, 146(1), pp. 241–254. Available at: https://doi.org/10.1007/s10551-015-2959-8.

Boon, B., Wever, R. and Quist, J. (2015) 'Beyond behaviour change: technological artefacts and characterological development,' *International journal of sustainable engineering*, 8(3), pp. 231–247. Available at: https://doi.org/10.1080/19397038.2014.990999.

Bosco, D., Chierici, B. and Mazzucchelli, R. (2019) 'Fostering entrepreneurship: an innovative business model to link innovation and new venture creation',' *Review of Managerial Science*, 13(3), pp. 561–574.

Bossidy, L. and Charan, R. (2010) *Confronting reality: Master the new model for success*.

Bourne, L.T., Steyn, K. and Vyver, E. (1993) 'Nutrient intake in the urban African population of the Cape Peninsula, South Africa. The Brisk study',' *Central African Journal of Medicine*, 39(12), pp. 238–247.

Boyabatlı, O. and Toktay, L.B. (2011) 'Stochastic capacity investment and flexible vs. dedicated technology choice in imperfect capital markets',' *Management Science*, 57(12), pp. 2163–2179.

Boyd, B. *et al.* (2017) *Hybrid organizations: New business models for environmental leadership*.

Boyd, B.K., Gove, S. and Hitt, M.A. (2005) 'Construct measurement in strategic management research: illusion or reality?,' *Strategic management journal*, 26(3), pp. 239–257. Available at: https://doi.org/10.1002/smj.444.

Boyne, G. and Gould-Williams, J. (2003) 'Planning and performance in public organizations an empirical analysis',' *Public Management Review*, 5(1), pp. 115–132.

Brachos, D. *et al.* (2007) 'Knowledge effectiveness, social context and innovation,' *Journal of knowledge management*, 11(5), pp. 31–44. Available at: https://doi.org/10.1108/13673270710819780.

Bracker, J. (1980) 'The historical development of the strategic management concept',' *Academy of management review*, 5(2), pp. 219–224.

Brick, J.M. and Kalton, G. (1996) 'Handling missing data in survey research,' *Statistical methods in medical research*, 5(3), pp. 215–238. Available at: https://doi.org/10.1177/096228029600500302.

Brownell, J. and Goldsmith, M. (2006) 'Commentary on 'meeting the competency needs of global leaders: A partnership approach': An executive coach's perspective,' *Human resource management*, 45(3), pp. 309–336. Available at: https://doi.org/10.1002/hrm.20115.

Bryson, J.M., Edwards, L.H. and Van Slyke, D.M. (2018) 'Getting strategic about strategic planning research',' *Public management review*, 20(3), pp. 317–339.

Bujang, M.A., Omar, E.D. and Baharum, N.A. (2018) *A review on sample size determination for Cronbach's alpha test: a simple guide for researchers. The Malaysian journal of medical sciences*. MJMS.

Bulcha, F. *et al.* (2024) 'Assessment of infant and young child feeding practices and associated factors among less than two years' children in Leka Dullecha District, East Wollega, Ethiopia,' *Health science reports*, 7(5), p. e2119. Available at: https://doi.org/10.1002/hsr2.2119.

Burton, R.M., Lauridsen, J. and Obel, B. (2004) 'Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management,' 43, pp. 67–82.

Bushe, B. (2019) 'The causes and impact of business failure among small to micro and medium enterprises in South Africa,' *Africa's Public Service Delivery and Performance Review*, 7(1). Available at: https://doi.org/10.4102/apsdpr.v7i1.210.

Byrne, B.M. (2013) *Structural equation modeling with Mplus: Basic concepts, applications, and programming. routledge*.

Caesar, F.A. (1998) *The impact of followership as related to leadership on organization performance in a Canadian chartered bank*.

Calantone, R.J., di Benedetto, C.A. and Bhoovaraghavan, S. (1994) 'Examining the relationship between degree of innovation and new product success,' *Journal of business research*, 30(2), pp. 143–148. Available at: https://doi.org/10.1016/0148-2963(94)90033-7.

Caligiuri, P. and Tarique, I. (2012) 'Dynamic cross-cultural competencies and global leadership effectiveness,' *Journal of world business*, 47(4), pp. 612–622. Available at: https://doi.org/10.1016/j.jwb.2012.01.014.

Calvin, J.A., Bryk, A.S. and Raudenbush, S.W. (1994) 'Hierarchical linear models: Applications and data analysis methods,' *Technometrics: a journal of statistics for the physical, chemical, and engineering sciences*, 36(1), p. 116. Available at: https://doi.org/10.2307/1269211.

Cameron, K.S., Dutton, J.E. and Quinn, R.E. (2003) 'An introduction to positive organizational scholarship,' *Positive organizational scholarship*, 3(13), pp. 2–21.

Campbell, D.T. and Fiske, D.W. (1959) 'Convergent and discriminant validation by the multitrait-multimethod matrix,' *Psychological bulletin*, 56(2), pp. 81–105. Available at: https://doi.org/10.1037/h0046016.

Campbell, K.S., White, C.D. and Johnson, D.E. (1973) 'Leader-member relations as a function of rapport management',' *The Journal of Business Communication*, 40(3), pp. 170–194.

Cant, M.C. and Wiid, J.A. (2013) 'Establishing the challenges affecting south african SMEs. The International Business &,' *Economics Research Journal (Online)*, 12(6).

Carley, K. (1993) 'Coding choices for textual analysis: A comparison of content analysis and map analysis. Sociological methodology,' pp. 75–126.

Carmeli, A., Gelbard, R. and Gefen, D. (2010) 'The importance of innovation leadership in cultivating strategic fit and enhancing firm performance,' *The leadership quarterly*, 21(3), pp. 339–349. Available at: https://doi.org/10.1016/j.leaqua.2010.03.001.

Carpenter, B.W. and Diem, S. (2013) 'Talking race: Facilitating critical conversations in educational leadership preparation programs',' *Journal of School Leadership*, 23(6), pp. 902–931.

Carton, R.B. (2004) *Measuring organizational performance: An exploratory study*.

Casadesus-Masanell, R. and Ricart, J.E. (2010) 'From strategy to business models and onto tactics',' *Long range planning*, 43, pp. 195–215.

Chandler, A.D. (1962) *Strategy and Structure: Chapters in the History of American Enterprise*. Boston: MIT Press.

Chandler, G.N., Keller, C. and Lyon, D.W. (2000) 'Unraveling the determinants and consequences of an innovation-supportive organizational culture,' *Entrepreneurship theory and practice*, 25(1), pp. 59–76. Available at: https://doi.org/10.1177/104225870002500106.

Chang, H.-H., Qian, J. and Ying, Z. (2001) 'A-stratified multistage computerized adaptive testing with b blocking,' *Applied psychological measurement*, 25(4), pp. 333–341. Available at: https://doi.org/10.1177/01466210122032181.

Charumbira, L.T. (2014) 'Strategic Management in Zimbabwean Profit and Non-profit Organizations: Identifying the Missing Tools in the Strategy Implementation Kit Bag',' *Asian Business Review*, 4, pp. 85–91.

Chemers, M. (1997) *An integrative theory of leadership*. New York: Behavioural Sciences. Psychology Press.

Chen, T. *et al.* (2017) 'Does rivals' innovation matter? A competitive dynamics perspective on firms' product strategy',' *Journal of Business Research*, 76, pp. 1–7.

Chersulich Tomino, A., Perić, M. and Wise, N. (2020) 'Assessing and considering the wider impacts of sport-tourism events: A research agenda review of sustainability and strategic planning elements,' *Sustainability*, 12(11), p. 4473. Available at: https://doi.org/10.3390/su12114473.

Cheung, G.W. *et al.* (2024) 'Correction to: Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations,' *Asia Pacific journal of management*, 41(2), pp. 785–787. Available at: https://doi.org/10.1007/s10490-023-09880-x.

Chida, Y. and Steptoe, A. (2008) 'Positive psychological well-being and mortality: a quantitative review of prospective observational studies,' *Psychosomatic medicine*, 70(7), pp. 741–756. Available at: https://doi.org/10.1097/PSY.0b013e31818105ba.

Chin, R.J. (2015) 'Examining teamwork and leadership in the fields of public administration, leadership, and management,' *Team performance management*, 21(3/4), pp. 199–216. Available at: https://doi.org/10.1108/tpm-07-2014-0037.

Cho, C. *et al.* (2016) 'Comparative analysis of R&D-based innovation capabilities in SMEs to design innovation policy,' *Science & public policy*, p. scw073. Available at: https://doi.org/10.1093/scipol/scw073.

Chughtai, M.S. and Khan, H.S. ud D. (2024) 'Knowledge oriented leadership and employees' innovative performance: a moderated mediation model,' *Current psychology (New Brunswick, N.J.)*, 43(4), pp. 3426–3439. Available at: https://doi.org/10.1007/s12144-023-04502-7.

Clark, H.H. (1969) 'Linguistic processes in deductive reasoning,' *Psychological review*, 76(4), pp. 387–404. Available at: https://doi.org/10.1037/h0027578.

Clarke, N. (2011) 'An integrated conceptual model of respect in leadership,' *The leadership quarterly*, 22(2), pp. 316–327. Available at: https://doi.org/10.1016/j.leaqua.2011.02.007.

Classen, S. *et al.* (2013) 'Concurrent criterion validity of the safe driving behaviour measure: A predictor of on-road driving outcomes,' *The American Journal of Occupational Therapy*, 67(1), pp. 108–116.

Clements, A. *et al.* (2015) 'The effect of a nurse team leader on communication and leadership in major trauma resuscitations,' *International emergency nursing*, 23(1), pp. 3–7. Available at: https://doi.org/10.1016/j.ienj.2014.04.004.

Cleophas, T.J. *et al.* (2018) 'Bayesian Pearson correlation analysis. Modern Bayesian statistics in clinical research,' pp. 111–118.

Coetzee, J. (2018) 'Strategic implications of Fintech on South African retail banks,' *South African journal of economic and management sciences*, 21(1). Available at: https://doi.org/10.4102/sajems.v21i1.2455.

Collier, J. (2020) *Applied structural equation modeling using AMOS: Basic to advanced techniques*.

Colombelli, A., Krafft, J. and Vivarelli, M. (2016) 'To be born is not enough: the key role of innovative start-ups,' *Small business economics*, 47(2), pp. 277–291. Available at: https://doi.org/10.1007/s11187-016-9716-y.

Colovic, A. (2022) 'Leadership and business model innovation in late internationalizing SMEs',' *Long Range Planning*, 55(1).

Conner, M. (2020) 'Theory of planned behaviour. Handbook of sport psychology,' pp. 1–18.

Connor, T. (2002) 'The resource-based view of strategy and its value to practicing managers'. Strategic change,' 11, pp. 307–316.

Cook, D.A. and Artino, A.R., Jr (2016) 'Motivation to learn: an overview of contemporary theories,' *Medical education*, 50(10), pp. 997–1014. Available at: https://doi.org/10.1111/medu.13074.

Costa Cavalcante, P.L. (2024) 'Innovation performance and its determinants: what does it take to succeed?,' *Innovation & management review*, 21(1), pp. 60–76. Available at: https://doi.org/10.1108/inmr-11-2021-0206.

Cote, O.R. (1996) *The politics of innovative military doctrine: The United States Navy and fleet ballistic missiles. Unpublished doctoral dissertation*. Boston, MA.

Couper, M.P. (2017) 'New developments in survey data collection,' *Annual review of sociology*, 43(1), pp. 121–145. Available at: https://doi.org/10.1146/annurev-soc-060116-053613.

Cover, T.M. (1969) 'Hypothesis testing with finite statistics,' *The annals of mathematical statistics*, 40(3), pp. 828–835. Available at: https://doi.org/10.1214/aoms/1177697590.

Cranton, P.A. *et al.* (1984) 'The reliability and validity of in-training evaluation reports in obstetrics and gynecology,' *Research in medical education: proceedings of the ... annual Conference. Conference on Research in Medical Education*, 23, pp. 59–64.

Cristina, M.O.R.A. and Ticlau, T. (2012a) 'Transformational leadership in the public sector. A pilot study using MLQ to evaluate leadership style in Cluj county local authorities,' *Revista de cercetare si interventie sociala*, 36.

Cristina, M.O.R.A. and Ticlau, T. (2012b) 'Transformational leadership in the public sector. A pilot study using MLQ to evaluate leadership style in Cluj county local authorities,' *Revista de cercetare si interventie sociala*, 36.

Cronbach, L.J. and Meehl, P.E. (1955) 'Construct validity in psychological tests,' *Psychological bulletin*, 52(4), pp. 281–302. Available at: https://doi.org/10.1037/h0040957.

Cummings, A. (1997) *The radicalness of employee ideas: An interactive model of co-worker networks and problem-solving styles*.

Cummings, C.L. (2018) *Cross-sectional design. The SAGE Encyclopedia of Communication Research Methods*. Thousand Oaks: SAGE Publications Inc. Retrieved.

Cummings, C.L. *et al.* (1975) 'A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process'. Organizational behaviour and human performance,' in J.C. Winter, S.D. Gosling, and J. Potter (eds.) *The Leadership Gap: What Gets Between You and Your Greatness. Penguin. New York, NY. 177. Dauber*. SAGE Publications Inc, pp. 1095–1120.

Dale, A.M. and Buckner, R.L. (1997) 'Selective averaging of rapidly presented individual trials using fMRI,' *Human brain mapping*, 5(5), pp. 329–340. Available at: https://doi.org/10.1002/(SICI)1097-0193(1997)5:5<329::AID-HBM1>3.0.CO;2-5.

Damanpour, F. and Evan, W.M. (1984) 'Organizational innovation and performance: The problem of 'organizational lag,' *Administrative science quarterly*, 29(3), p. 392. Available at: https://doi.org/10.2307/2393031.

Damanpour, F., Walker, R.M. and Avellaneda, C.N. (2009) 'Combinative effects of innovation types and organizational performance: A longitudinal study of service organizations',' *Journal of management studies*, 46(4), pp. 650–675.

Dansereau, F., Graen, G. and Haga, W.J. (1975) 'A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process',' *Organizational behaviour and human performance*, 13, pp. 46–78.

Danzig, M.E. *et al.* (1962) 'The planning of change: Readings in the applied behavioral sciences,' *American sociological review*, 27(4), p. 565. Available at: https://doi.org/10.2307/2090055.

Daskal, L. (2017) *The Leadership Gap: What Gets Between You and Your Greatness. Penguin*. New York, NY.

Davies, E. and Jenkins, A. (2013) 'The work-to-retirement transition of academic staff: attitudes and experiences,' *Employee relations*, 35(3), pp. 322–338. Available at: https://doi.org/10.1108/01425451311320503.

de Villiers Scheepers, M.J. *et al.* (2024) 'Business model redesign through effectual action in times of crisis,' *Journal of small business management*, pp. 1–37. Available at: https://doi.org/10.1080/00472778.2024.2370512.

Deardorff, A.V. and Stern, R.M. (2005) 'Empirical analysis of barriers to international services transactions and the consequences of liberalization,' in *Quantitative Methods for Assessing the Effects of Non-Tariff Measures and Trade Facilitation*. CO-PUBLISHED WITH APEC SECRETARIAT, pp. 549–609.

Dedrick, J., Gurbaxani, V. and Kraemer, K.L. (2003) 'Information technology and economic performance: A critical review of the empirical evidence,' *ACM Computing Surveys (CSUR)*, 35(1), pp. 1–28.

Deinert, A. *et al.* (2015) 'Transformational leadership sub-dimensions and their link to leaders' personality and performance,' *The leadership quarterly*, 26(6), pp. 1095–1120. Available at: https://doi.org/10.1016/j.leaqua.2015.08.001.

Diamantopoulos, A. and Winklhofer, H.M. (2001) 'Index construction with formative indicators: An alternative to scale development,' *JMR, Journal of marketing research*, 38(2), pp. 269–277. Available at: https://doi.org/10.1509/jmkr.38.2.269.18845.

Diamantopoulos, A., Riefler, P. and Roth, K.P. (2008) 'Advancing formative measurement models,' *Journal of business research*, 61(12), pp. 1203–1218. Available at: https://doi.org/10.1016/j.jbusres.2008.01.009.

Diamond, A.M., Jr (2003) 'Edwin Mansfield's contributions to the economics of technology,' *Research policy*, 32(9), pp. 1607–1617. Available at: https://doi.org/10.1016/s0048-7333(03)00056-8.

Dimitrov, D.Y. and Darova, S.S. (2016) *Factor structure of the Multifactor Leadership Questionnaire Mlq 5X. Strategic Impact*.

Ding, C.-S. *et al.* (1998) 'Stratified random sampling for power estimation,' *IEEE transactions on computer-aided design of integrated circuits and systems*, 17(6), pp. 465–471. Available at: https://doi.org/10.1109/43.703828.

Dinh, J.E. *et al.* (2014) 'Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives,' *The leadership quarterly*, 25(1), pp. 36–62. Available at: https://doi.org/10.1016/j.leaqua.2013.11.005.

Dion, L. (1968) 'The concept of political leadership: An analysis',' *Canadian Journal of Political Science/Revue canadienne de science politique*, 1(1), pp. 2–17.

Dobni, C.B. (2008) 'Measuring innovation culture in organizations: The development of a generalized innovation culture construct using exploratory factor analysis,' *European journal of innovation management*, 11(4), pp. 539–559.

Dobni, C.B. and Klassen, M. (2015) 'Is USA sleeping? Fortune 1000 executives' perspectives on the state of innovation in the USA,' *International journal of innovation and learning*, 18(4), p. 432. Available at: https://doi.org/10.1504/ijil.2015.072457.

Doney, P.M. and Cannon, J.P. (1997) 'An examination of the nature of trust in buyer-seller relationships,' *Journal of marketing*, 61(2), p. 35. Available at: https://doi.org/10.2307/1251829.

Douglas, P.C., Davidson, R.A. and Schwartz, B.N. (2001) 'The effect of organizational culture and ethical orientation on accountants' ethical judgments,' *Journal of business ethics*, 34, pp. 101–121.

Drath, W.H. and Palus, C.J. (1994) *Making common sense: Leadership as meaning-making in a community of practice*. Center for Creative Leadership.

Drucker, P.F. (1985) *Entrepreneurial strategies. California management review*.

Dulock, H.L. (1993) 'Research design: descriptive research,' *Journal of pediatric oncology nursing: official journal of the Association of Pediatric Oncology Nurses*, 10(4), pp. 154–157. Available at: https://doi.org/10.1177/104345429301000406.

Duygulu, E. *et al.* (2015) 'Gaining insight into innovation culture within the context of R&D centres in Turkey,' *International journal of entrepreneurship and innovation management*, 19(1/2), p. 117. Available at: https://doi.org/10.1504/ijeim.2015.068439.

Dyer, C.B., Ashton, C.M. and Teasdale, T.A. (1995) 'Postoperative delirium: a review of 80 primary data-collection studies,' *Archives of internal medicine*, 155(5), pp. 461–465.

Eddy, S.L. and Hogan, K.A. (2014) 'Getting under the hood: How and for whom does increasing course structure work?,' *CBE-Life Sciences Education*, 13, pp. 453–468.

Edwards, J.R. and Bagozzi, R.P. (2000) 'On the nature and direction of relationships between constructs and measures,' *Psychological methods*, 5(2).

Eichenber, T. *et al.* (2007) 'Führung und Führungskräfte,' *Zeitschrift für Personalforschung (ZfP)*, 21(4), pp. 454–465.

Eid, M. *et al.* (2008) 'Structural equation modeling of multitrait-multimethod data: different models for different types of methods,' *Psychological Methods*, 13(3).

Eiras, M. *et al.* (2014) 'The hospital survey on patient safety culture in Portuguese hospitals: instrument validity and reliability,' *International Journal of Health Care Quality Assurance*, 27(2), pp. 111–122.

El Kirat, K. *et al.* (2005) 'Sample preparation procedures for biological atomic force microscopy,' *Journal of microscopy*, 218(Pt 3), pp. 199–207. Available at: https://doi.org/10.1111/j.1365-2818.2005.01480.x.

Elkins, T. and Keller, R.T. (2003) 'Leadership in research and development organizations: A literature review and conceptual framework,' *The leadership quarterly*, 14(4–5), pp. 587–606. Available at: https://doi.org/10.1016/s1048-9843(03)00053-5.

Em Steenkamp, J.B., Batra, R. and Alden, D.L. (2003) 'How perceived brand globalness creates brand value,' *Journal of international business studies*, 34, pp. 53–65.

Emmerich, K. *et al.* (2016) 'Operationalization and measurement of evaluation constructs,' in *Entertainment Computing and Serious Games*. Cham: Springer International Publishing, pp. 306–331.

Engelen, A. *et al.* (2023) 'Building a resilient organization through a pre-shock strategic emphasis on innovation,' *The Journal of product innovation management* [Preprint]. Available at: https://doi.org/10.1111/jpim.12697.

Englund, R. and Graham, R.J. (2019) *Creating an environment for successful projects*. Berrett-Koehler Publishers.

Enterprise transformation: Understanding and enabling fundamental change (2006). John Wiley & Sons.

Ergashev, I. and Farxodjonova, N. (2020) 'Integration of national culture in the process of globalization,' *Journal of Critical Reviews*, 7(2).

Erwin, D. (2009) ‘Changing organizational performance: Examining the change process’,’ *Hospital topics*, 87(3).

Etikan, I. (2017) ‘Combination of probability random sampling method with non probability random sampling method (sampling versus sampling methods),’ *Biometrics & biostatistics international journal*, 5(6). Available at: https://doi.org/10.15406/bbij.2017.05.00148.

Euser, A.M. *et al.* (2009) ‘Cohort studies: prospective versus retrospective,’ *Nephron. Clinical practice*, 113(3), pp. c214-7. Available at: https://doi.org/10.1159/000235241.

Fahy, J. (2000) ‘The resource-based view of the firm: some stumbling-blocks on the road to understanding sustainable competitive advantage’,’ *Journal of European industrial training*, 24(2), pp. 94–104.

Fahy, J. and Smithee, A. (1999) ‘Strategic marketing and the resource based view of the firm’,’ *Academy of marketing science review*, 10, pp. 1–21.

Fairhurst, G.T. *et al.* (2020) ‘Studying collective leadership: The road ahead,’ *Human relations; studies towards the integration of the social sciences*, 73(4), pp. 598–614. Available at: https://doi.org/10.1177/0018726719898736.

Faizi, N. and Alvi, Y. (2023) *Biostatistics manual for Health Research: A practical guide to data analysis*. Elsevier.

Falshaw, J.R., Glaister, K.W. and Tatoglu, E. (2006) ‘Evidence on formal strategic planning and company performance’,’ *Management decision*, 44, pp. 9–30.

Fan, Y. *et al.* (2016) ‘Applications of structural equation modeling (SEM) in ecological studies: an updated review,’ *Ecological processes*, 5(1). Available at: https://doi.org/10.1186/s13717-016-0063-3.

Farjoun, M. (2002a) ‘Towards an organic perspective on strategy’,’ *Strategic management journal*, 23(7), pp. 561–594.

Farjoun, M. (2002b) ‘Towards an organic perspective on strategy’,’ *Strategic management journal*, 23(7), pp. 561–594.

Ferri, S. *et al.* (2019) ‘Patenting or not? The dilemma of academic spin-off founders,’ *Business process management journal*, 25(1), pp. 84–103. Available at: https://doi.org/10.1108/bpmj-06-2017-0163.

Finch, H. (2008) ‘Estimation of Item Response Theory parameters in the presence of missing data,’ *Journal of educational measurement*, 45(3), pp. 225–245. Available at: https://doi.org/10.1111/j.1745-3984.2008.00062.x.

Fischer, T.M. and Sawczyn, A.A. (2013) ‘The relationship between corporate social performance and corporate financial performance and the role of innovation: evidence from German listed firms,’ *Journal of management control*, 24(1), pp. 27–52. Available at: https://doi.org/10.1007/s00187-013-0171-5.

Fisher, M.J. and Marshall, A.P. (2009) ‘Understanding descriptive statistics,’ *Australian critical care: official journal of the Confederation of Australian Critical Care Nurses*, 22(2), pp. 93–97. Available at: https://doi.org/10.1016/j.aucc.2008.11.003.

Fontana, A. and Musa, S. (2017) 'The impact of entrepreneurial leadership on innovation management and its measurement validation,' *International journal of innovation science*, 9(1), pp. 2–19. Available at: https://doi.org/10.1108/ijis-05-2016-0004.

Fontana, A. *et al.* (2009) 'The fraction of quiescent massive galaxies in the early Universe,' *Astronomy and astrophysics*, 501(1), pp. 15–20. Available at: https://doi.org/10.1051/0004-6361/200911650.

Fornell, C. and Larcker, D.F. (1981) 'Evaluating structural equation models with unobservable variables and measurement error,' *JMR, Journal of marketing research*, 18(1), pp. 39–50. Available at: https://doi.org/10.1177/002224378101800104.

Forster, N. *et al.* (1999) 'The role of story-telling in organizational leadership,' *Leadership & organization development journal*, 20(1), pp. 11–17. Available at: https://doi.org/10.1108/01437739910251134.

Foss, N.J. (1991) 'The suppression of evolutionary approaches in economics: The case of Marshall and monopolistic competition',' *Methodus*, 3(2), pp. 65–72.

Foss, N.J. (1996) 'Research in strategy, economics, and Michael Porter',' *Journal of Management Studies*, 33(1), pp. 1–24.

Franke, N. *et al.* (2008) 'Venture capitalists' evaluations of start–up teams: Trade–offs, knock–out criteria, and the impact of VC experience,' *Entrepreneurship theory and practice*, 32(3), pp. 459–483. Available at: https://doi.org/10.1111/j.1540-6520.2008.00236.x.

Franzese, M. and Iuliano, A. (2019) 'Correlation Analysis,' in *Encyclopedia of Bioinformatics and Computational Biology*. Elsevier, pp. 706–721.

Franzese, M. and Iuliano, A. (2024) 'Correlation analysis,' in *Reference Module in Life Sciences*. Elsevier.

Frazier, G.L. *et al.* (2009) 'Distributor sharing of strategic information with suppliers,' *Journal of marketing*, 73(4), pp. 31–43. Available at: https://doi.org/10.1509/jmkg.73.4.031.

Freire, C. (2010) 'Trust in the team leader: operationalization of the construct in an R&D context,' *Management Research The Journal of the Iberoamerican Academy of Management*, 8(1), pp. 25–38. Available at: https://doi.org/10.1108/1536-541011047895.

Fricout, G. *et al.* (2011) 'A quantitative method for analysing 3-d branching in embryonic kidneys: Development of a technique and preliminary data,' *Image analysis & stereology*, 21(1), p. 37. Available at: https://doi.org/10.5566/ias.v21.p37-41.

Friston, K. *et al.* (2016) 'The dysconnection hypothesis (2016),' *Schizophrenia research*, 176(2–3), pp. 83–94. Available at: https://doi.org/10.1016/j.schres.2016.07.014.

Fugate, M., Prussia, G.E. and Kinicki, A.J. (2012) 'Managing employee withdrawal during organizational change: The role of threat appraisal,' *Journal of Management*, 38(3), pp. 890–914.

Fullan, M. (2002) 'Principals as leaders in a culture of change',' *Educational leadership*, 59(8), pp. 16–21.

Gable, G.G. (1994) 'Integrating case study and survey research methods: an example in information systems,' *European journal of information systems: an official journal of the Operational Research Society*, 3(2), pp. 112–126. Available at: https://doi.org/10.1057/ejis.1994.12.

Gable, G.G. and Gable, G.G. (2016) 'Integrating case study and survey research methods: An example in information systems,' in *Case Studies*. 1 Oliver's Yard, 55 City Road, London EC1Y 1SP United Kingdom: SAGE Publications Ltd, pp. 211–211.

Galasiński, D. and Kozłowska, O. (2013) 'Interacting with a questionnaire: respondents' constructions of questionnaire completion,' *Quality & quantity*, 47(6), pp. 3509–3520. Available at: https://doi.org/10.1007/s11135-012-9733-0.

Gambrel, P.A. and Cianci, R. (2003) 'Maslow's hierarchy of needs: Does it apply in a collectivist culture,' *Journal of Applied Management and Entrepreneurship*, 8(2).

Gao, Y.J. and Ma, H.H. (2006) 'Effectiveness of interventions influencing academic behaviours: A quantitative synthesis of single-subject researches using the PEM approach,' *The Behaviour Analyst Today*, 7(4).

García-Morales, V.J., Lloréns-Montes, F.J. and Verdú-Jover, A.J. (2008) 'The effects of transformational leadership on organizational performance through knowledge and innovation*,' *British journal of management*, 19(4), pp. 299–319. Available at: https://doi.org/10.1111/j.1467-8551.2007.00547.x.

Gardner, W.L. *et al.* (2011) 'Authentic leadership: A review of the literature and research agenda',' *The leadership quarterly*, 22, pp. 1120–1145.

Garengo, P. (2009) 'A performance measurement system for SMEs taking part in Quality Award Programmes,' *Total quality management & business excellence*, 20(1), pp. 91–105. Available at: https://doi.org/10.1080/14783360802614307.

Garengo, P. and Sardi, A. (2021) 'Performance measurement and management in the public sector: state of the art and research opportunities,' *International journal of productivity and performance management*, 70(7), pp. 1629–1654. Available at: https://doi.org/10.1108/ijppm-03-2020-0102.

Garri, M., Konstantopoulos, N. and Bekiaris, M. (2013) 'Corporate strategy, corporate culture & customer information',' *Procedia-Social and Behavioural Sciences*, 73, pp. 669–677.

Garriga, E. and Melé, D. (2004) 'Corporate social responsibility theories: Mapping the territory',' *Journal of business ethics*, 53, pp. 51–71.

Gates, L.P. (2010) 'Strategic planning with critical success factors and future scenarios: An integrated strategic planning framework',' *Software Engineering Institute*, 11.

Gatignon, H., Gotteland, D. and Haon, C. (2016) 'Assessing innovations from the technology perspective,' in *Making Innovation Last: Volume 1*. London: Palgrave Macmillan UK, pp. 19–51.

Geissdoerfer, M., Vladimirova, D. and Evans, S. (2018) 'Sustainable business model innovation: A review',' *Journal of cleaner production*, 198, pp. 401–416.

George, B., Walker, R.M. and Monster, J. (2019) 'Does strategic planning improve organizational performance? A meta-analysis',' *Public Administration Review*, 79(6), pp. 810–819.

George, D. and Mallery, P. (2019) 'Descriptive Statistics,' in *IBM SPSS Statistics 26 Step by Step*. Routledge, pp. 112–120.

Gerhart, B. and Fang, M. (2005) 'National culture and human resource management: assumptions and evidence,' *The international journal of human resource management*, 16(6), pp. 971–986. Available at: https://doi.org/10.1080/09585190500120772.

Gibbons, P., Scott, S. and Fhionnlaoich, C.M. (2015) 'Strategic management: A perspective on the development of the field of strategic management and the contribution of the Irish Journal of Management,' *The Irish Journal of Management*, 34(1), pp. 22–41. Available at: https://doi.org/10.1515/ijm-2015-0004.

Gibson, C.B. and Zellmer-Bruhn, M.E. (2001) 'Metaphors and meaning: An intercultural analysis of the concept of teamwork,' *Administrative science quarterly*, 46(2), pp. 274–303. Available at: https://doi.org/10.2307/2667088.

Giunchiglia, E., Maratea, M. and Tacchella, A. (2002) 'Dependent and independent variables in propositional satisfiability,' in *Logics in Artificial Intelligence*. Berlin, Heidelberg: Springer Berlin Heidelberg, pp. 296–307.

Glushchenko, M., Hodasevich, N. and Kaufman, N. (2019) 'Innovative financial technologies as a factor of competitiveness in the banking,' *SHS web of conferences*, 69, p. 00043. Available at: https://doi.org/10.1051/shsconf/20196900043.

Gmel, G. (2001) 'Imputation of missing values in the case of a multiple item instrument measuring alcohol consumption,' *Statistics in medicine*, 20(15), pp. 2369–2381. Available at: https://doi.org/10.1002/sim.837.

Goel, V. (2007) 'Anatomy of deductive reasoning,' *Trends in cognitive sciences*, 11(10), pp. 435–441. Available at: https://doi.org/10.1016/j.tics.2007.09.003.

Gogtay, N.J. and Thatte, U.M. (2017) 'Principles of correlation analysis,' *The Journal of the Association of Physicians of India*, 65(3), pp. 78–81.

Gök, O. and Peker, S. (2017) 'Understanding the links among innovation performance, market performance and financial performance,' *Review of managerial science*, 11(3), pp. 605–631. Available at: https://doi.org/10.1007/s11846-016-0198-8.

Goldstone, J.A., Kaufmann, E.P. and Toft, M.D. (2012) *Political demography: How population changes are reshaping international security and national politics*. USA: Oxford University Press.

Goodman, L.E. and Dion, P.A. (2001) 'The determinants of commitment in the distributor-manufacturer relationship. Industrial Marketing Management,' 30, pp. 287–300.

Gougas, V. and Malinova, L. (2021) 'School leadership. Models and tools: A review,' *Open journal of social sciences*, 09(01), pp. 120–139. Available at: https://doi.org/10.4236/jss.2021.91009.

Grace, J.B. (2006) *Structural equation modeling and natural systems*. Cambridge University Press.

Grace, J.B. and Bollen, K.A. (2008) 'Representing general theoretical concepts in structural equation models: the role of composite variables,' *Environmental and ecological statistics*, 15(2), pp. 191–213. Available at: https://doi.org/10.1007/s10651-007-0047-7.

Graetz, F. (2000) 'Strategic change leadership,' *Management decision*, 38(8), pp. 550–564. Available at: https://doi.org/10.1108/00251740010378282.

Graves, L.M., Sarkis, J. and Zhu, Q. (2013) 'How transformational leadership and employee motivation combine to predict employee proenvironmental behaviours in China,' *Journal of environmental psychology*, 35, pp. 81–91.

Gravetter, F.J. and Forzano, L.B. (2006) 'Research methods for the behavioural sciences,' *South African Journal of Psychology*, 36(2).

Grimes, D.A. and Schulz, K.F. (2002) 'Bias and causal associations in observational research,' *Lancet*, 359(9302), pp. 248–252. Available at: https://doi.org/10.1016/S0140-6736(02)07451-2.

Grint, K. (2005) *Leadership: Limits and Possibilities (Management, Work and Organizations)*. Basingstoke: Palgrave Macmillan.

Guimaraes, T. and Armstrong, C. (1998) 'Empirically testing the impact of change management effectiveness on company performance,' *European journal of innovation management*, 1(2), pp. 74–84. Available at: https://doi.org/10.1108/14601069810217257.

Guion, R.M. (2004) 'Validity and reliability. Handbook of research methods in industrial and organizational psychology,' pp. 57–76.

Gumus, S. *et al.* (2018a) 'A systematic review of studies on leadership models in educational research from 1980 to 2014,' *Educational management administration & leadership*, 46(1), pp. 25–48. Available at: https://doi.org/10.1177/1741143216659296.

Gumus, S. *et al.* (2018b) 'A systematic review of studies on leadership models in educational research from 1980 to 2014,' *Educational management administration & leadership*, 46(1), pp. 25–48. Available at: https://doi.org/10.1177/1741143216659296.

Gunday, G. *et al.* (2011) 'Effects of innovation types on firm performance,' *International journal of production economics*, 133(2), pp. 662–676. Available at: https://doi.org/10.1016/j.ijpe.2011.05.014.

Guo, Q. *et al.* (2021) 'Constitutive models for the structural analysis of composite materials for the finite element analysis: A review of recent practices,' *Composite structures*, 260(113267), p. 113267. Available at: https://doi.org/10.1016/j.compstruct.2020.113267.

Hair, F. *et al.* (2014) 'Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research,' *European business review*, 26(2), pp. 106–121.

Hair, J. *et al.* (2017) 'An updated and expanded assessment of PLS-SEM in information systems research,' *Industrial management + data systems*, 117(3), pp. 442–458. Available at: https://doi.org/10.1108/imds-04-2016-0130.

Hair, J.F. *et al.* (2012) 'An assessment of the use of partial least squares structural equation modeling in marketing research,' *Journal of the Academy of Marketing Science*, 40(3), pp. 414–433. Available at: https://doi.org/10.1007/s11747-011-0261-6.

Hair, J.F. *et al.* (2021) 'An introduction to structural equation modeling. Partial least squares structural equation modeling (PLS-SEM) using R: a workbook,' pp. 1–29.

Hall, B.H. *et al.* (1998) *Does cash flow cause investment and R&D: An exploration using panel data for French, Japanese, and United States scientific firms*.

Hall, P.A. and Fong, G.T. (2007) 'Temporal self-regulation theory: A model for individual health behaviour,' *Health Psychology Review*, 1(1), pp. 6–52.

Hall, R. and Andriani, P. (2003) 'Managing knowledge associated with innovation,' *Journal of business research*, 56(2), pp. 145–152. Available at: https://doi.org/10.1016/s0148-2963(01)00287-9.

Hallikainen, H., Savimäki, E. and Laukkanen, T. (2020) 'Fostering B2B sales with customer big data analytics',' *Industrial Marketing Management*, 86, pp. 90–98.

Hamel, G. and Prahalad, C.K. (1989) 'To revitalize corporate performance, we need a whole new model of strategy. Strategic intent,' *Harvard business review*, 67(3), pp. 63–76.

Han, J.K., Kim, N. and Srivastava, R.K. (1998) 'Market orientation and organizational performance: Is innovation a missing link?,' *Journal of marketing*, 62(4), p. 30. Available at: https://doi.org/10.2307/1252285.

Harpe, S.E. (2015) 'How to analyze Likert and other rating scale data,' *Currents in pharmacy teaching & learning*, 7(6), pp. 836–850. Available at: https://doi.org/10.1016/j.cptl.2015.08.001.

Harshman, R.A., Cureton, E.E. and D'Agostino, R.B. (1986) 'Factor analysis: An applied approach,' *Journal of the American Statistical Association*, 81(395), p. 864. Available at: https://doi.org/10.2307/2289034.

Hartley, J. (2005) 'Innovation in governance and public services: Past and present,' *Public money and management*, 25, pp. 27–34.

Hartog, D. *et al.* (1999) 'Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed?,' *The leadership quarterly*, 10, pp. 219–256.

Hashi, I. and Stojčić, N. (2013) 'The impact of innovation activities on firm performance using a multi-stage model: Evidence from the Community Innovation Survey 4,' *Research policy*, 42(2), pp. 353–366. Available at: https://doi.org/10.1016/j.respol.2012.09.011.

Hassan, C. *et al.* (2024) 'What factors affecting investment decision? The moderating role of fintech self-efficacy,' *Plos one*, 19(4).

Hassan, L.M., Shiu, E. and Parry, S. (2016) 'Addressing the cross-country applicability of the theory of planned behaviour (TPB): A structured review of multi-country TPB

studies: Cross-country review of TPB,' *Journal of consumer behaviour*, 15(1), pp. 72–86. Available at: https://doi.org/10.1002/cb.1536.

Hassan, S.S. *et al.* (2023) 'Is digitalization a source of innovation? Exploring the role of digital diffusion in SME innovation performance,' *Small business economics* [Preprint]. Available at: https://doi.org/10.1007/s11187-023-00826-7.

Hater, J.J. and Bass, B.M. (1988) 'Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership,' *The Journal of applied psychology*, 73(4), pp. 695–702. Available at: https://doi.org/10.1037/0021-9010.73.4.695.

Hayes, A.F. and Scharkow, M. (2013) 'The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: does method really matter?: Does method really matter?,' *Psychological science*, 24(10), pp. 1918–1927. Available at: https://doi.org/10.1177/0956797613480187.

He, X. and Liu, Y. (2024) 'Knowledge evolutionary process of Artificial intelligence in E-commerce: Main path analysis and science mapping analysis,' *Expert systems with applications*, 238(121801), p. 121801. Available at: https://doi.org/10.1016/j.eswa.2023.121801.

Heit, E. and Rotello, C.M. (2010) 'Relations between inductive reasoning and deductive reasoning,' *Journal of experimental psychology. Learning, memory, and cognition*, 36(3), pp. 805–812. Available at: https://doi.org/10.1037/a0018784.

Henry, P.B. (2003) 'Capital-account liberalization, the cost of capital, and economic growth,' *American Economic Review*, 93(2), pp. 91–96. Available at: https://doi.org/10.1257/000282803321946868.

Heracleous, L. (2004) 'Boundaries in the study of organization,' *Human relations; studies towards the integration of the social sciences*, 57(1), pp. 95–103. Available at: https://doi.org/10.1177/0018726704042716.

Hernandez-Hamed, E. (2024) *Tempered Actions in the Face of Tempered Resistance: Practitioners' Role in Change in Support of Undocumented Students in California Community Colleges*.

Herold, D.M. *et al.* (2008) 'The effects of transformational and change leadership on employees' commitment to a change: a multilevel study,' *The Journal of applied psychology*, 93(2), pp. 346–357. Available at: https://doi.org/10.1037/0021-9010.93.2.346.

Hersey, P. and Blancard, K. (1990) *Leadership situazionale. Sperling & Kupfer Editori*.

Higgins, J.M. and McALLASTER, C. (2002) 'Want innovation? Then use cultural artifacts that support it,' *Organizational dynamics*, 31(1), pp. 74–84. Available at: https://doi.org/10.1016/s0090-2616(02)00073-6.

Higgs, M. and Rowland, D. (2005) 'All changes great and small: Exploring approaches to change and its leadership,' *Journal of change management*, 5(2), pp. 121–151. Available at: https://doi.org/10.1080/14697010500082902.

Hirzel, A. and Guisan, A. (2002) 'Which is the optimal sampling strategy for habitat suitability modelling,' *Ecological modelling*, 157(2–3), pp. 331–341. Available at: https://doi.org/10.1016/s0304-3800(02)00203-x.

Hofstede, G. (1994) 'The business of international business is culture,' *International business review (Oxford, England)*, 3(1), pp. 1–14. Available at: https://doi.org/10.1016/0969-5931(94)90011-6.

Hofstede, G. (2006) 'What did GLOBE really measure? Researchers' minds versus respondents' minds,' *Journal of international business studies*, 37(6), pp. 882–896. Available at: https://doi.org/10.1057/palgrave.jibs.8400233.

Hogan, S.J. and Coote, L.V. (2014) 'Organizational culture, innovation, and performance: A test of Schein's model,' *Journal of business research*, 67(8), pp. 1609–1621. Available at: https://doi.org/10.1016/j.jbusres.2013.09.007.

Holton, E.F. and Burnett, M.F. (2005) 'Research in organizations: Foundations and methods of inquiry,' pp. 29–44.

Hon, A.H. (2012) 'Shaping environments conductive to creativity: The role of intrinsic motivation,' *Cornell Hospitality Quarterly*, 53(1), pp. 53–64.

Hoover, N.R. (1991) *Transformational and Transactional Leadership: An Empirical Test of a Theory*.

House, R.J. and Mitchell, T.R. (1975) *Path goal theory of leadership*. Toronto, ON, Canada.

Howard, I.P. and Rogers, B.J. (1995) *Binocular vision and stereopsis*. USA: Oxford University Press.

Hu, L.-T. and Bentler, P.M. (1999) 'Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives,' *Structural equation modeling: a multidisciplinary journal*, 6(1), pp. 1–55. Available at: https://doi.org/10.1080/10705519909540118.

Hu, P.J.-H., Clark, T.H.K. and Ma, W.W. (2003) 'Examining technology acceptance by school teachers: a longitudinal study,' *Information & management*, 41(2), pp. 227–241. Available at: https://doi.org/10.1016/s0378-7206(03)00050-8.

Huang, T.T. (2012) 'Stratified Proportional Sampling Approach to Fuzzy-Based Aggregation Assessment,' *International Journal of Fuzzy Systems*, 14(1).

Human, G. and Naude, P. (2010) 'Relationship and innovation orientation in a business-to-business context,' *South African Journal of business management*, 41(4), pp. 59–70.

Hyde, K.F. (2000) 'Recognizing deductive processes in qualitative research,' *Qualitative market research*, 3, pp. 82–90.

Ibidunni, A.S. *et al.* (2020) 'Knowledge transfer and innovation performance of small and medium enterprises (SMEs): An informal economy analysis,' *Heliyon*, 6(8), p. e04740. Available at: https://doi.org/10.1016/j.heliyon.2020.e04740.

Iddris, F. and Ibrahim, M. (2015) 'Examining the relationships between e-Marketing adoption and Marketing Performance of Small and Medium Enterprises in Ghana,' *Journal of Marketing and Consumer Research*, 10, pp. 160–169.

Inganga, M. and Kibe, L. (2023) 'Nexus Between Public Relations and Sales Performance: Evidence of Marketing Strategies Used by Insurance Brokers in Kenya',' *East African Journal of Business and Economics*, 6(1), pp. 91–99.

Ipinazar, A. *et al.* (2021) 'Organizational culture transformation model: Towards a high performance organization,' *Journal of industrial engineering and management*, 14(1), p. 25. Available at: https://doi.org/10.3926/jiem.3288.

Isaksen, S.G., Tidd, J. and Tidd, J. (2006) *Meeting the innovation challenge: Leadership for transformation and growth*. Chichester, England: John Wiley.

Ishikawa, M. and Takahashi, H. (2010) 'Overconfident managers and external financing choice',' *Review of Behavioural Finance*, 2(1), pp. 37–58.

Islami, X., Mulolli, E. and Mustafa, N. (2018) 'Using Management by Objectives as a performance appraisal tool for employee satisfaction,' *Future Business Journal*, 4(1), pp. 94–108. Available at: https://doi.org/10.1016/j.fbj.2018.01.001.

Ivanov, C.-I. and Avasilcăi, S. (2014) 'Performance measurement models: An analysis for measuring innovation processes performance,' *Procedia, social and behavioral sciences*, 124, pp. 397–404. Available at: https://doi.org/10.1016/j.sbspro.2014.02.501.

Iyengar, S.S. and Lepper, M.R. (1999) 'Rethinking the value of choice: A cultural perspective on intrinsic motivation,' *Journal of personality and social psychology*, 76(3), pp. 349–366. Available at: https://doi.org/10.1037/0022-3514.76.3.349.

Izah, S.C., Sylva, L. and Hait, M. (2023) 'Cronbach's Alpha: A Cornerstone in Ensuring Reliability and Validity in Environmental Health Assessment,' *ES Energy & Environment*, 23.

Jabbouri, I. and Farooq, O. (2020) 'Inadequately educated workforce and financing obstacles: international evidence from SMEs in developing countries,' *International journal of managerial finance*, 17(1), pp. 118–137. Available at: https://doi.org/10.1108/ijmf-01-2020-0002.

Jack, S., Dodd, S.D. and Anderson, A.R. (2008) 'Change and the development of entrepreneurial networks over time: a processual perspective,' *Entrepreneurship and regional development*, 20(2), pp. 125–159. Available at: https://doi.org/10.1080/08985620701645027.

Jardioui, M., Garengo, P. and El Alami, S. (2019) 'How organizational culture influences performance measurement systems in SMEs,' *International journal of productivity and performance management*, 69(2), pp. 217–235. Available at: https://doi.org/10.1108/ijppm-10-2018-0363.

Johnson, J.W. and Lebreton, J.M. (2004) 'History and use of relative importance indices in organizational research,' *Organizational research methods*, 7(3), pp. 238–257. Available at: https://doi.org/10.1177/1094428104266510.

Johnson, S.K. *et al.* (2008) 'The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders,' *Organizational behavior and human decision processes*, 106(1), pp. 39–60. Available at: https://doi.org/10.1016/j.obhdp.2007.12.002.

Johnson-Laird, P. (2010) 'Deductive reasoning,' *Wiley Interdisciplinary Reviews: Cognitive Science*, 1(1), pp. 8–17.

Johnson-Laird, P.N. (2008) 'Mental models and deductive reasoning,' in J.E. Adler and L.J. Rips (eds.) *Reasoning*. Cambridge: Cambridge University Press, pp. 206–222.

Jong, D. and Hartog, J.P. (2007) 'How leaders influence employees' innovative behaviour,' *European Journal of innovation management*, 10(1), pp. 41–64.

Joshi, A. *et al.* (2015) 'Likert scale: Explored and explained,' *British journal of applied science & technology*, 7(4), pp. 396–403. Available at: https://doi.org/10.9734/bjast/2015/14975.

Judge, T.A., Colbert, A.E. and Ilies, R. (2004) 'Intelligence and leadership: a quantitative review and test of theoretical propositions,' *The Journal of applied psychology*, 89(3), pp. 542–552. Available at: https://doi.org/10.1037/0021-9010.89.3.542.

Jung, D.I. and Avolio, B.J. (2000) 'Opening the black box: an experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership,' *Journal of organizational behavior*, 21(8), pp. 949–964. Available at: https://doi.org/10.1002/1099-1379(200012)21:8<949::aid-job64>3.0.co;2-f.

Kahn, A. *et al.* (2019) 'Innovation in South African businesses, 2019-2021: activities, practices and capabilities.'

Kaiser, H.F. (1964) 'A method for determining eigenvalues,' *Journal of the Society for Industrial and Applied Mathematics*, 12(1), pp. 238–248. Available at: https://doi.org/10.1137/0112023.

Karanth, R., Karanth, Y. and Chopra, A. (2023) *Innovation-A Strategic Imperative*. Apple Academic Press.

Kaur, P., Stoltzfus, J. and Yellapu, V. (2018) 'Descriptive statistics,' *International journal of academic medicine*, 4(1), p. 60. Available at: https://doi.org/10.4103/ijam.ijam_7_18.

Kelley, K. and Bolin, J.H.H. (2013) 'Multiple Regression,' in *Handbook of Quantitative Methods for Educational Research*. Rotterdam: SensePublishers, pp. 71–101.

Kemp, S.E. *et al.* (2018) 'Introduction to descriptive analysis. Descriptive analysis in sensory evaluation,' pp. 1–39.

Kenny, D.A. and McCoach, D.B. (2003) 'Effect of the number of variables on measures of fit in structural equation modeling,' *Structural equation modeling: a multidisciplinary journal*, 10(3), pp. 333–351. Available at: https://doi.org/10.1207/s15328007sem1003_1.

Kenny, D.A., Kaniskan, B. and McCoach, D.B. (2015) 'The performance of RMSEA in models with small degrees of freedom,' *Sociological methods & research*, 44(3), pp. 486–507. Available at: https://doi.org/10.1177/0049124114543236.

Kenny, J. (2003) 'Effective project management for strategic innovation and change in an organizational context,' *Project management journal*, 34(1), pp. 43–53. Available at: https://doi.org/10.1177/875697280303400106.

Kerr, S. and Jermier, J.M. (1978) 'Substitutes for leadership: Their meaning and measurement. Organizational behaviour and human performance,' *Acta obstetricia et gynecologica Scandinavica*. Edited by U.S. 376. Kesmodel, 22(3), pp. 388–393.

Khan, N.R., Awang, M. and Ghouri, A.M. (2014) 'Organizational commitment construct: Validity measure using SEM,' *Science international*, 26(2), pp. 897–902.

Kholmatova, K.K. *et al.* (2016) 'Cross-sectional studies: planning, sample size, data analysis. Ekologiya cheloveka,' *Human Ecology)*, 23(2), pp. 49–56.

Kim, D.-Y., Kumar, V. and Kumar, U. (2012) 'Relationship between quality management practices and innovation,' *Journal of operations management*, 30(4), pp. 295–315. Available at: https://doi.org/10.1016/j.jom.2012.02.003.

Kim, H.-Y. (2014) 'Analysis of variance (ANOVA) comparing means of more than two groups,' *Restorative dentistry & endodontics*, 39(1), pp. 74–77. Available at: https://doi.org/10.5395/rde.2014.39.1.74.

Kimberlin, C.L. and Winterstein, A.G. (2008) 'Validity and reliability of measurement instruments used in research,' *American journal of health-system pharmacy: AJHP: official journal of the American Society of Health-System Pharmacists*, 65(23), pp. 2276–2284. Available at: https://doi.org/10.2146/ajhp070364.

King, E.W. (2020) 'Multicultural education: issues and perspectives, 10th edition: By James A. Banks and Cherry A. McGee Banks, editors, Indianapolis, Ind., Wiley and Sons, 2020, 384 pp., $120.95 (paperback), ISBN 978-1-119-51021-5,' *Intercultural education*, 31(4), pp. 490–492. Available at: https://doi.org/10.1080/14675986.2020.1766194.

King, S., Hopkins, M. and Cornish, N. (2018) 'Can models of organizational change help to understand 'success' and 'failure'in community sentences? Applying Kotter's model of organizational change to an Integrated Offender Management case study,' *Criminology & Criminal Justice*, 18(3), pp. 273–290.

Kiss, A.N., Cortes, A.F. and Herrmann, P. (2022) 'CEO proactiveness, innovation, and firm performance,' *The leadership quarterly*, 33(3), p. 101545. Available at: https://doi.org/10.1016/j.leaqua.2021.101545.

Klimas, P., Sachpazidu, K. and Stańczyk, S. (2023) 'The attributes of coopetitive relationships: What do we know and not know about them?,' *European management journal* [Preprint]. Available at: https://doi.org/10.1016/j.emj.2023.02.005.

Kline, R.B. (2018) 'Response to Leslie hayduk's review of principles and practice of structural equation modeling, 4th edition,' *Canadian studies in population*, 45(3–4), p. 188. Available at: https://doi.org/10.25336/csp29418.

Knowles, S. (2020) *Transforming organizational culture through coaching*. Xlibris Corporation.

Knox, K. (2003) 'A Researcher's Dilemma Philosophical and Methodological Pluralism,' *Electronic journal of business research methods*, 2(2), pp. 145–154.

Kostis, P.C., Kafka, K.I. and Petrakis, P.E. (2018) 'Cultural change and innovation performance,' *Journal of business research*, 88, pp. 306–313. Available at: https://doi.org/10.1016/j.jbusres.2017.12.010.

Kotiloglu, S., Blettner, D. and Lechler, T.G. (2024) 'Integrating national culture into the organizational performance feedback theory,' *European management journal*, 42(3), pp. 327–347. Available at: https://doi.org/10.1016/j.emj.2023.01.003.

Kotsemir, M., Abroskin, A. and Meissner, D. (2013) *Higher School of Economics Research Paper No. WP BRP, 5. 395*. Edited by J.P. Kotter and J.L. Heskett. New York: Free Press.

Kotter, J.P. (2017) 'What Leaders Really Do,' in *Leadership Perspectives*. Routledge, pp. 7–15.

Kotter, J.P. and Heskett, J.L. (1992) *Corporate Culture and Performance*. New York: Free Press.

Kotterman, J. (2006) 'Leadership versus management: what's the difference?,' *The Journal for Quality and Participation*, 29.

Krause, R., Semadeni, M. and Cannella, A.A. (2014) 'CEO duality: A review and research agenda,' *Journal of management*, 40(1), pp. 256–286.

Krishnan, V.R. (2004) 'Impact of transformational leadership on followers' influence strategies,' *Leadership & organization development journal*, 25(1), pp. 58–72. Available at: https://doi.org/10.1108/01437730410512778.

Kuratko, D.F., Hornsby, J.S. and Hayton, J. (2015) 'Corporate entrepreneurship: the innovative challenge for a new global economic reality,' *Small business economics*, 45(2), pp. 245–253. Available at: https://doi.org/10.1007/s11187-015-9630-8.

Kyriakopoulos, G. (2012) 'Half a century of management by objectives (MBO): A review,' *African Journal of Business Management*, 5(6), pp. 1772–1786.

Landy, F.J. and Vasey, J. (1991) 'Job analysis: The composition of sme samples,' *Personnel psychology*, 44(1), pp. 27–50. Available at: https://doi.org/10.1111/j.1744-6570.1991.tb00689.x.

Larsson, G. and Eid, J. (2012) 'An idea paper on leadership theory integration,' *Management research review*, 35(3/4), pp. 177–191. Available at: https://doi.org/10.1108/01409171211210109.

Laughlin, M.A. (1990) 'Review: Multicultural education: Issues and perspectives edited by James A. banks and cherry A. mcgee banks,' *Explorations in Ethnic Studies*, ESS-10(1), pp. 2–4. Available at: https://doi.org/10.1525/ess.1990.10.1.2.

Lawler, I. and Worley, E.E. (2011) *Management reset: Organizing for sustainable effectiveness*. John Wiley & Sons.

Lawless, H.T. *et al.* (2010) 'Descriptive analysis. Sensory evaluation of food: Principles and practices,' pp. 227–257.

Lee, K.S. (2024) *Furthering the multi-route model of alexithymia: a constructionist perspective (Doctoral dissertation)*.

Lee, S. and Lee, D.K. (2018) 'What is the proper way to apply the multiple comparison test?,' *Korean journal of anesthesiology*, 71(5), pp. 353–360. Available at: https://doi.org/10.4097/kja.d.18.00242.

Li, W. *et al.* (2018) 'Organizational innovation: the role of leadership and organizational culture,' *International journal of public leadership*, 14(1), pp. 33–47. Available at: https://doi.org/10.1108/ijpl-06-2017-0026.

Liao, C. *et al.* (2025) 'It's unexpected but good: Leader traditionality fuels greater follower reciprocation to servant leadership,' *Journal of management*, 51(5), pp. 1897–1937. Available at: https://doi.org/10.1177/01492063231221979.

Lin, C.P. *et al.* (2019) 'Modeling leadership and team performance: The mediation of collective efficacy and the moderation of team justice',' *Personnel Review*, 48(2), pp. 471–491.

Livingston, E.H. (2004) 'Who was student and why do we care so much about his t-test? 1,' *Journal of Surgical Research*, 118(1), pp. 58–65.

López, D.M.M. *et al.* (2004) 'Disfunción familiar y control del paciente diabético tipo 2,' *Revista Médica del Instituto mexicano del seguro social*, 42, pp. 281–284.

López-Duarte, C., Vidal-Suárez, M.M. and González-Díaz, B. (2016) 'International business and national culture: A literature review and research agenda: International business and national culture,' *International journal of management reviews*, 18(4), pp. 397–416. Available at: https://doi.org/10.1111/ijmr.12070.

López-Nicolás, C. and Meroño-Cerdán, Á.L. (2011) 'Strategic knowledge management, innovation and performance,' *International journal of information management*, 31(6), pp. 502–509. Available at: https://doi.org/10.1016/j.ijinfomgt.2011.02.003.

Lowder, B.T. (2009) 'Choosing a methodology for entrepreneurial research: A case for qualitative research in the study of entrepreneurial success factors,' *SSRN Electronic Journal* [Preprint]. Available at: https://doi.org/10.2139/ssrn.1413015.

Lu, L. and Pope, S.B. (2009) 'An improved algorithm for in situ adaptive tabulation,' *Journal of computational physics*, 228(2), pp. 361–386. Available at: https://doi.org/10.1016/j.jcp.2008.09.015.

Luthar, S.S., Cicchetti, D. and Becker, B. (2000) 'The construct of resilience: a critical evaluation and guidelines for future work,' *Child development*, 71(3), pp. 543–562. Available at: https://doi.org/10.1111/1467-8624.00164.

Mackenzie, S.B., Podsakoff, P.M. and Podsakoff, N.P. (2011) 'Construct measurement and validation procedures in MIS and behavioural research: Integrating new and existing techniques. MIS quarterly,' pp. 293–334.

Mahmood, S. and Iqbal, S.M.J. (2021) 'How Leadership styles facilitate Innovative Behaviour and Firm Performance: Examining the role of Change Management & Trust,' *Journal of the Research Society of Pakistan*, 58(3).

Maladzhi, R.W., Yan, B. and Makinde, O.D. (2012) *The impact of innovative leadership on organisational culture within South African small and medium enterprises in the Western Cape*. South Africa.

Mansaray, H.E. and Jnr, H.E.M. (2020) 'The connection between national culture and organizational culture: A literature review,' *Britain International of Humanities and Social Sciences (BIoHS) Journal*, 2(1), pp. 179–189. Available at: https://doi.org/10.33258/biohs.v2i1.168.

Manz, C.C. and Sims, H.P. (2001) *The new superleadership: Leading others to lead themselves. berrett-koehler publishers*.

Marr-Lyon, L.R., Gupchup, G.V. and Anderson, J.R. (2012) 'An evaluation of the psychometric properties of the Purdue Pharmacist Directive Guidance Scale using SPSS and R software packages,' *Research in social & administrative pharmacy: RSAP*, 8(2), pp. 166–171. Available at: https://doi.org/10.1016/j.sapharm.2011.01.001.

Marsh, H.W., Balla, J.R. and McDonald, R.P. (1988) 'Goodness-of-fit indexes in confirmatory factor analysis: The effect of sample size,' *Psychological bulletin*, 103(3), pp. 391–410. Available at: https://doi.org/10.1037/0033-2909.103.3.391.

Martins, E.C. and Terblanche, F. (1987) 'Building organizational culture that stimulates creativity and innovation,' *European journal of innovation management*. Edited by A. 434. Maslow and K.J. Lewis, 6(1), pp. 987–990.

Matzler, K. *et al.* (2008) 'The relationship between transformational leadership, product innovation and performancein SMEs,' *Journal of Small Business & Entrepreneurship*, 21(2), pp. 139–151. Available at: https://doi.org/10.1080/08276331.2008.10593418.

McCambridge, J., Witton, J. and Elbourne, D.R. (2014) 'Systematic review of the Hawthorne effect: new concepts are needed to study research participation effects,' *Journal of clinical epidemiology*, 67(3), pp. 267–277. Available at: https://doi.org/10.1016/j.jclinepi.2013.08.015.

Mccort, D.J. and Malhotra, N.K. (1993) 'Culture and consumer behaviour: toward an understanding of cross-cultural consumer behaviour in international marketing,' *Journal of international consumer marketing*, 6(2), pp. 91–127.

McDermott, C.M. and Prajogo, D.I. (2012) 'Service innovation and performance in SMEs,' *International journal of operations & production management*, 32(2), pp. 216–237. Available at: https://doi.org/10.1108/01443571211208632.

McKee, M.C. *et al.* (2011) 'Exploring linkages among transformational leadership, workplace spirituality and well-being in health care workers,' *Journal of Management Spirituality & Religion*, 8(3), pp. 233–255. Available at: https://doi.org/10.1080/14766086.2011.599147.

Mcknight, P.E. and Najab, J. (2010) 'Mann-Whitney U Test. The Corsini encyclopedia of psychology,' pp. 1–1.

McNally, R.C., Durmuşoğlu, S.S. and Calantone, R.J. (2013) 'New product portfolio management decisions: Antecedents and consequences: New product portfolio management decisions,' *The Journal of product innovation management*, 30(2), pp. 245–261. Available at: https://doi.org/10.1111/j.1540-5885.2012.00997.x.

Meade, A.W. and Craig, S.B. (2012) 'Identifying careless responses in survey data,' *Psychological methods*, 17(3), pp. 437–455. Available at: https://doi.org/10.1037/a0028085.

Meister, J.C. (1998) 'The quest for lifetime employability,' *The journal of business strategy*, 19(3), pp. 25–28. Available at: https://doi.org/10.1108/eb039933.

Mejia-Trejo, J., Sanchez-Gutierrez, J. and Vazquez-Avila, G. (2013) 'Modeling MLQ5X for Innovation and Value Creation,' *SSRN Electronic Journal* [Preprint]. Available at: https://doi.org/10.2139/ssrn.2402339.

Memedovich, A. *et al.* (2025) 'Applying a diffusion of innovations framework to characterise diffusion groups and more effectively reach late adopters: a cross-sectional study on COVID-19 vaccinations in Canada in late 2021,' *BMJ public health*, 3(1), p. e000926. Available at: https://doi.org/10.1136/bmjph-2024-000926.

Memon, M.A. *et al.* (2021) 'Pls-Sem statistical programs: A review,' *Journal of Applied Structural Equation Modeling*, 5(1), pp. i–xiv. Available at: https://doi.org/10.47263/jasem.5(1)06.

Meyer, D. and Garg, A. (2006) 'What is different about innovation in Asia?,' in *Economic and Management Perspectives on Intellectual Property Rights*. London; Macmillan UK: Palgrave, pp. 151–170.

Miles, M.B. and Huberman, A.M. (1994) *Qualitative data analysis: An expanded sourcebook. sage*.

Miller, K. *et al.* (2000) 'Occupational stress and gender: a cross-cultural study,' *Stress medicine*, 16(5), pp. 271–278. Available at: https://doi.org/10.1002/1099-1700(200010)16:5<271::aid-smi862>3.0.co;2-g.

Mohanani, R., Turhan, B. and Ralph, P. (2019) 'Requirements framing affects design creativity,' *arXiv [cs.SE]*. Available at: http://arxiv.org/abs/1902.11278.

Molodchik, M., Krutova, A. and Molodchik, A. (2016) 'Leadership, learning and organizational culture as antecedents for innovative behaviour: the case of Russia,' *International Journal of Learning and Intellectual Capital*, 13(2–3), pp. 202–215.

Montano, D.E. and Kasprzyk, D. (2015) 'Theory of reasoned action, theory of planned behaviour, and the integrated behavioural model,' *Health behaviour: Theory, research and practice*, 70.

Moorman, R.H., Darnold, T.C. and Priesemuth, M. (2013) 'Perceived leader integrity: Supporting the construct validity and utility of a multi-dimensional measure in two samples,' *The leadership quarterly*, 24(3), pp. 427–444. Available at: https://doi.org/10.1016/j.leaqua.2013.02.003.

Moreno-Casado, H., Miguel, Á. and Sánchez-Oliva, D. (2021) 'Adaptation and validation of the MLQ-5X Leadership Scale to the Spanish educational context,' *Anales de psicología*, 37(2).

Morrison, A.J. (2000) 'Developing a global leadership model,' *Human resource management*, 39(2–3), pp. 117–131. Available at: https://doi.org/10.1002/1099-050x(200022/23)39:2/3<117::aid-hrm3>3.0.co;2-1.

Morrison, J.M., Brown, C.J. and Smit, E.V.D.M. (2008) 'The impact of organizational culture on project management in matrix organizations,' *South African journal of business management*, 39(4), pp. 27–36. Available at: https://doi.org/10.4102/sajbm.v39i4.569.

Morse, J.M. and Mitcham, C. (2002) 'Exploring qualitatively-derived concepts: Inductive—deductive pitfalls,' *International journal of qualitative methods*, 1(4), pp. 28–35. Available at: https://doi.org/10.1177/160940690200100404.

Moser, A. and Korstjens, I. (2018) 'Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis,' *The European journal of general practice*, 24(1), pp. 9–18. Available at: https://doi.org/10.1080/13814788.2017.1375091.

Mudholkar, G.S., Srivastava, D.K. and Thomas Lin, C. (1995) 'Some p-variate adaptations of the shapiro-wilk test of normality,' *Communications in statistics: theory and methods*, 24(4), pp. 953–985. Available at: https://doi.org/10.1080/03610929508831533.

Mueller, R.O. and Hancock, G.R. (2018) 'Structural Equation Modeling,' in *The Reviewer's Guide to Quantitative Methods in the Social Sciences*. Second Edition. | New York : Routledge, 2019. | Revised edition of The reviewer's guide to quantitative methods in the social sciences, 2010.: Routledge, pp. 445–456.

Muenjohn, N. *et al.* (2021) 'Comparing perceptions of leadership, innovation and performance in Asian SMEs,' *Asia Pacific business review*, 27(4), pp. 513–527. Available at: https://doi.org/10.1080/13602381.2020.1810399.

Mullen, J.E. and Kelloway, E.K. (2009) 'Safety leadership: A longitudinal study of the effects of transformational leadership on safety outcomes,' *Journal of occupational and organizational psychology*, 82(2), pp. 253–272. Available at: https://doi.org/10.1348/096317908x325313.

Murphey, T. (2013) 'Alternative approaches to second language acquisition, by Atkinson, D. (Ed.): (2011). Abingdon, UK: Routledge. 190 pp. $35.45 (paperback),' *Journal of Language Identity & Education*, 12(2), pp. 152–155. Available at: https://doi.org/10.1080/15348458.2013.775885.

Naqshbandi, M.M., Kaur, S. and Ma, P. (2015) 'What organizational culture types enable and retard open innovation?,' *Quality & quantity*, 49(5), pp. 2123–2144. Available at: https://doi.org/10.1007/s11135-014-0097-5.

Naranjo-Valencia, J.C., Jiménez-Jiménez, D. and Sanz-Valle, R. (2016) 'Studying the links between organizational culture, innovation, and performance in Spanish companies,' *Revista latinoamericana de psicologia*, 48(1), pp. 30–41. Available at: https://doi.org/10.1016/j.rlp.2015.09.009.

Navarro, S. (2023) 'The Need to Reinforce the Teaching of Basic Descriptive Statistics Required in Reporting Quantitative Laboratory Results: Diagnose of Common Students' Misconceptions,' *Journal of Chemical Education*, 100(7), pp. 2713–2718.

Naz, F. *et al.* (2022) 'Fintech Growth during COVID-19 in MENA Region: Current Challenges and Future prospects,' *Electronic commerce research* [Preprint]. Available at: https://doi.org/10.1007/s10660-022-09583-3.

Neelankavil, J.P. (2015) 'Primary Data Collection: An Introduction to Conclusive Research,' in *International Business Research*, pp. 146–163.

Njagi, A.W., Ngugi Kamau, J. and Muraguri, C.W. (2020) 'Adhocracy culture and strategy implementation: An application within Professional Bodies in Kenya,' *International journal of business and management*, 15(9), p. 47. Available at: https://doi.org/10.5539/ijbm.v15n9p47.

Nkwabi, J. and Mboya, L. (2019) 'A review of factors affecting the growth of small and medium enterprises (SMEs) in Tanzania,' *European Journal of business and management*, 11(33), pp. 1–8.

Nor-Aishah, H., Ahmad, N.H. and Thurasamy, R. (2020) 'Entrepreneurial leadership and sustainable performance of manufacturing SMEs in Malaysia: The contingent role of entrepreneurial bricolage,' *Sustainability*, 12(8), p. 3100. Available at: https://doi.org/10.3390/su12083100.

Norman, G.R., Sloan, J.A. and Wyrwich, K.W. (2003) 'Interpretation of changes in health-related quality of life: the remarkable universality of half a standard deviation,' *Medical care*, 41(5), pp. 582–592. Available at: https://doi.org/10.1097/01.MLR.0000062554.74615.4C.

Obilor, E.I. and Amadi, E.C. (2018) 'Test for significance of Pearson's correlation coefficient,' *International Journal of Innovative Mathematics*, 6(1), pp. 11–23.

Odoh, D.M., Department Of Computer Science Michael Opara University Of Agriculture, Umudike, Abia State and Chinedum E, D.I. (2014) 'Research designs, survey and case study,' *IOSR Journal of VLSI and Signal processing*, 4(6), pp. 16–22. Available at: https://doi.org/10.9790/4200-04611622.

Offermann, L.R. and Gowing, M.K. (1990) 'Organizations of the future: Changes and challenges,' *The American psychologist*, 45(2), pp. 95–108. Available at: https://doi.org/10.1037/0003-066x.45.2.95.

Ogunyomi, P. and Bruning, N.S. (2016) 'Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria,' *The international journal of human resource management*, 27(6), pp. 612–634. Available at: https://doi.org/10.1080/09585192.2015.1033640.

Olken, F. and Rotem, D. (1995) 'Random sampling from databases: a survey,' *Statistics and computing*, 5(1), pp. 25–42. Available at: https://doi.org/10.1007/bf00140664.

Olsen, C. and St George, D.M.M. (2004) 'Cross-sectional study design and data analysis,' *College entrance examination board*, 26.

Oreg, S., Vakola, M. and Armenakis, A. (2011) 'Change recipients' reactions to organizational change: A 60-year review of quantitative studies,' *The Journal of applied behavioural science*, 47(4), pp. 461–524.

Osarenkhoe, A., Fjellström, D. and Komunda, M.B. (2024) 'Unveiling exogenous gaps enabling a cluster organization's internationalization process,' *Central European Management Journal* [Preprint].

Owolabi, H.O., Ayandele, J.K. and Olaoye, D.D. (2020) 'A systematic review of structural Equation Model (Sem),' *Open Journal of Educational Development (ISSN: 2734-2050)*, 1(2), pp. 27–39. Available at: https://doi.org/10.52417/ojed.v1i2.163.

Paais, M. and Pattiruhu, J.R. (2020) 'Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. The journal of asian finance,' *economics and business*, 7(8), pp. 577–588.

Paladino, A. (2007) 'Investigating the drivers of innovation and new product success: A comparison of strategic orientations,' *The Journal of product innovation management*, 24(6), pp. 534–553. Available at: https://doi.org/10.1111/j.1540-5885.2007.00270.x.

Palumbo, R., Fakhar Manesh, M. and Petrolo, D. (2024) 'What makes work smart in the public sector? Insights from a bibliometric analysis and interpretive literature review,' *Public management review*, 26(6), pp. 1449–1474. Available at: https://doi.org/10.1080/14719037.2022.2152479.

Pandis, N. (2014) 'Cross-sectional studies,' *American journal of orthodontics and dentofacial orthopedics: official publication of the American Association of Orthodontists, its constituent societies, and the American Board of Orthodontics*, 146(1), pp. 127–129. Available at: https://doi.org/10.1016/j.ajodo.2014.05.005.

Park, Y.S., Konge, L. and Artino, A.R., Jr (2020) 'The positivism paradigm of research,' *Academic medicine: journal of the Association of American Medical Colleges*, 95(5), pp. 690–694. Available at: https://doi.org/10.1097/ACM.0000000000003093.

Pătraşcu, M. and Thorup, M. (2012) 'The power of simple tabulation hashing,' *Journal of the ACM*, 59(3), pp. 1–50. Available at: https://doi.org/10.1145/2220357.2220361.

Pattnaik, P.N. and Pandey, S.C. (2014) 'University spinoffs: what, why, and how?,' *Technology Innovation Management Review* [Preprint], (12).

Paulsen, D. (2004) 'Leadership essentials: facilitation skills for improving group effectiveness,' in *Proceedings of the 32nd annual ACM SIGUCCS conference on User services*, pp. 153–160.

Pettigrew, A.M., Woodman, R.W. and Cameron, K.S. (2001) 'Studying organizational change and development: Challenges for future research,' *Academy of Management journal*, 44(4), pp. 697–713. Available at: https://doi.org/10.2307/3069411.

Porter, M.E. (1976) *Inter-Brand Choice, Strategy, and Bilateral Market Power*. Cambridge, MA: Harvard University Press.

Porter, M.E. (1998) *The Competitive Advantage: Creating and Sustaining Superior Performance*. NY: Free Press.

Preacher, K.J. and Kelley, K. (2011) 'Effect size measures for mediation models: quantitative strategies for communicating indirect effects,' *Psychological methods*, 16(2), pp. 93–115. Available at: https://doi.org/10.1037/a0022658.

Prem, V. *et al.* (2012) 'Study of nurses' knowledge about palliative care: A quantitative cross-sectional survey,' *Indian journal of palliative care*, 18(2), pp. 122–127. Available at: https://doi.org/10.4103/0973-1075.100832.

Probert, J. and Turnbull James, K. (2011) 'Leadership development: Crisis, opportunities and the leadership concept,' *Leadership (London)*, 7(2), pp. 137–150. Available at: https://doi.org/10.1177/1742715010394810.

Pronovost, P.J. *et al.* (2010) 'Sustaining reductions in catheter related bloodstream infections in Michigan intensive care units: observational study,' *BMJ (Clinical research ed.)*, 340(feb04 1), p. c309. Available at: https://doi.org/10.1136/bmj.c309.

Psychogios, A.G. and Garev, S. (2012) 'Understanding Complexity Leadership Behaviour In SMEs: Lessons From A Turbulent Business Environment,' *Emergence: Complexity & Organization*, 14(3).

Pucheta-Martínez, M.C. and Gallego-Álvarez, I. (2024) 'Firm innovation as a business strategy of CEO power: Does national culture matter?,' *Business strategy and the environment*, 33(3), pp. 1865–1886. Available at: https://doi.org/10.1002/bse.3574.

Putri, F.D., Noer, S.H. and Gunowibowo, P. (2017) 'Pengaruh Model Guided Discovery Learning terhadap Kemampuan Representasi Matematis dan Self Confidence,' *Jurnal Pendidikan Matematika Universitas Lampung*, 5(2).

Qammr, H. *et al.* (2020) 'Reflective journals: An assessment of A vertically integrated design team project,' in *2003 Annual Conference Proceedings*. ASEE Conferences.

Raggi, A. *et al.* (2014) 'Validation of the COURAGE Built Environment Self-Reported Questionnaire: CBE-SR validation,' *Clinical psychology & psychotherapy*, 21(3), pp. 215–226. Available at: https://doi.org/10.1002/cpp.1859.

Ramspek, C.L. *et al.* (2021) 'External validation of prognostic models: what, why, how, when and where?,' *Clinical kidney journal*, 14(1), pp. 49–58. Available at: https://doi.org/10.1093/ckj/sfaa188.

Ratten, V. (2021) 'Coronavirus (Covid-19) and entrepreneurship: cultural, lifestyle and societal changes,' *Journal of entrepreneurship in emerging economies*, 13(4), pp. 747–761. Available at: https://doi.org/10.1108/jeee-06-2020-0163.

Rauch, A. *et al.* (2009) *Entrepreneurial orientation and business performance: Cumulative empirical evidence*.

Reference List

Reinhold, S., Gegenfurtner, A. and Lewalter, D. (2018) 'Social support and motivation to transfer as predictors of training transfer: testing full and partial mediation using meta-analytic structural equation modelling: Social support, motivation and transfer,' *International journal of training and development*, 22(1), pp. 1–14. Available at: https://doi.org/10.1111/ijtd.12115.

Reisinger, H. (1997) 'The impact of research designs on R2 in linear regression models: an exploratory meta-analysis,' *Journal of Empirical Generalisations in Marketing Science*, 2(1).

Ren, L. and Shen, H. (2024) 'The relationship between servant leadership and team innovation performance: Mediating effect of self-efficacy,' *Heliyon*, 10(6), p. e27723. Available at: https://doi.org/10.1016/j.heliyon.2024.e27723.

Ridley, C.R. *et al.* (2021) 'Multicultural counseling competence: A construct in search of operationalization,' *The counseling psychologist*, 49(4), pp. 504–533. Available at: https://doi.org/10.1177/0011000020988110.

Rigdon, E.E. *et al.* (2015) 'Response-based segmentation in PLS path modeling: Application of fimix-pls to American customer satisfaction index data,' in *Proceedings of the 2010 Academy of Marketing Science (AMS) Annual Conference*. Cham: Springer International Publishing, pp. 145–145.

Rissing, S.W. and Cogan, J.G. (2009) 'Can an inquiry approach improve college student learning in a teaching laboratory?,' *CBE life sciences education*, 8(1), pp. 55–61. Available at: https://doi.org/10.1187/cbe.08-05-0023.

Rodriguez, M.G.R. (2021) *Biculturalism: Puerto Rican Women's Lived Experience Moving to the United States Mainland in the Wake of Hurricane María: A Qualitative Study. Doctoral dissertation*.

Roebianto, A.D.I.Y.O. *et al.* (2023) 'Content validity: Definition and procedure of content validation in psychological research,' *TPM*, 30(1), pp. 5–18.

Rogers, E.M. (1995) 'Lessons for guidelines from the diffusion of innovations,' *The Joint Commission journal on quality improvement*, 21(7), pp. 324–328. Available at: https://doi.org/10.1016/s1070-3241(16)30155-9.

Rogers, E.M., Singhal, A. and Quinlan, M.M. (2019) 'Diffusion of Innovations 1,' in *An Integrated Approach to Communication Theory and Research*. Routledge, pp. 415–434.

Roopa, S. and Rani, M.S. (2012) 'Questionnaire designing for a survey,' *The Journal of Indian Orthodontic Society*, 46(4_suppl1), pp. 273–277. Available at: https://doi.org/10.1177/0974909820120509s.

Roos, L.L., Jr, Nicol, J.P. and Cageorge, S.M. (1987) 'Using administrative data for longitudinal research: comparisons with primary data collection,' *Journal of chronic diseases*, 40(1), pp. 41–49. Available at: https://doi.org/10.1016/0021-9681(87)90095-6.

Rosyanti, D.M., Khoirotunnisa, F. and Dewanti, M.C. (2023) 'THE EFFECTS OF GREEN CULTURE AND EMPLOYEE MOTIVATION ON GREEN WORKPLACE PRACTICE IN THE FOOD AND BEVERAGE INDUSTRY IN INDONESIA,' *Jurnal Aplikasi Manajemen*, 21(1), pp. 57–67.

Roth, P.L., Bobko, P. and McFARLAND, L.A. (2005) 'A meta-analysis of work sample test validity: Updating and integrating some classic literature,' *Personnel psychology*, 58(4), pp. 1009–1037. Available at: https://doi.org/10.1111/j.1744-6570.2005.00714.x.

Rothman, K.J. *et al.* (2013) 'Volitional determinants and age-related decline in fecundability: a general population prospective cohort study in Denmark,' *Fertility and sterility*, 99(7), pp. 1958–1964. Available at: https://doi.org/10.1016/j.fertnstert.2013.02.040.

Rottman, B.M. and Hastie, R. (2014) 'Reasoning about causal relationships: Inferences on causal networks,' *Psychological bulletin*, 140(1), pp. 109–139. Available at: https://doi.org/10.1037/a0031903.

Rowden, R.W. (2001) 'The learning organization and strategic change,' *SAM Advanced Management Journal*, 66(3).

Rowold, J. (2005) *Multifactor leadership questionnaire. Psychometric properties of the German translation by Jens Rowold*. Redwood City: Mind Garden.

Rubera, G. and Kirca, A.H. (2012) 'Firm innovativeness and its performance outcomes: A meta-analytic review and theoretical integration,' *Journal of marketing*, 76(3), pp. 130–147. Available at: https://doi.org/10.1509/jm.10.0494.

Rudolph, C. and Zacher, H. (2022) 'How, why, and when is the average age of employees related to climate for innovation? The role of age diversity, focus on opportunities, and work engagement,' *PsyArXiv*. Available at: https://doi.org/10.31234/osf.io/z7kud.

Rusuli, C. *et al.* (2013) *Factor retention decisions in exploratory factor analysis results: A study type of knowledge management process at Malaysian university libraries*.

Samadi, S.Y. and Billard, L. (2025) 'On a matrix-valued autoregressive model,' *Journal of time series analysis*, 46(1), pp. 3–32. Available at: https://doi.org/10.1111/jtsa.12748.

Sarantakos, S. (1998) 'Sampling procedures,' in *Social Research*. London: Macmillan Education UK, pp. 139–164.

Sarros, J.C. and Santora, J.C. (2001) 'The transformational-transactional leadership model in practice,' *Leadership & organization development journal*, 22(8), pp. 383–394. Available at: https://doi.org/10.1108/01437730110410107.

Sartori, G. (2001) *Concepts: General Criteria. Social Science Methodology: A Criterial Framework*.

Scheele, M. (2006) 'Social norms in artefact use: proper functions and action theory,' *Techné: Research in Philosophy and Technology*, 10(1), pp. 53–65.

Schein, E.H. (1983) 'The role o f the founder in creating organizational culture,' *Organizational dynamics*, 12(1), pp. 13–28. Available at: https://doi.org/10.1016/0090-2616(83)90023-2.

Schein, E.H. (1995) 'The role of the founder in creating organizational culture,' *Family business review*, 8(3), pp. 221–238. Available at: https://doi.org/10.1111/j.1741-6248.1995.00221.x.

Schein, E.H. (2009) *The corporate culture survival guide*. John Wiley & Sons.

Schervish, M.J. (1996) 'P values: What they are and what they are not,' *The American statistician*, 50(3), p. 203. Available at: https://doi.org/10.2307/2684655.

Schilling, J., Schyns, B. and May, D. (2023) 'When your leader just does not make any sense: Conceptualizing inconsistent leadership,' *Journal of business ethics*, 185(1), pp. 209–221. Available at: https://doi.org/10.1007/s10551-022-05119-9.

Schneider, C.Q. and Wagemann, C. (2010) 'Qualitative Comparative Analysis (QCA) and fuzzy-sets: Agenda for a research approach and a data analysis technique,' *Comparative sociology*, 9(3), pp. 376–396. Available at: https://doi.org/10.1163/156913210x12493538729838.

Senge, P. (1990) 'Peter Senge and the learning organization,' *Dimension* [Preprint].

Serhan, A., Julian, Y.N. and Ahmed, C.C. (2015) 'Using time to gain competitive advantage: a framework and analysis of propositions',' *International Journal of Commerce and Management*, 25(4), pp. 456–465.

Shahzad, F. *et al.* (2012) 'Impact of organizational culture on organizational performance: An overview,' *Interdisciplinary journal of contemporary research in business* [Preprint].

Shelby, L.B. (2011) 'Beyond cronbach's alpha: Considering confirmatory factor analysis and segmentation,' *Human dimensions of wildlife*, 16(2), pp. 142–148. Available at: https://doi.org/10.1080/10871209.2011.537302.

Shrestha, N. (2021) 'Factor analysis as a tool for survey analysis,' *American journal of applied mathematics and statistics*, 9(1), pp. 4–11. Available at: https://doi.org/10.12691/ajams-9-1-2.

Shrikhande, S.V. *et al.* (2012) 'Gastrointestinal stromal tumors: case series of 29 patients defining the role of imatinib prior to surgery,' *World journal of surgery*, 36(4), pp. 864–871. Available at: https://doi.org/10.1007/s00268-012-1440-4.

Siegel, A.F. and Wagner, M.R. (2021) 'Profit estimation error in the newsvendor model under a parametric demand distribution,' *Management science*, 67(8), pp. 4863–4879. Available at: https://doi.org/10.1287/mnsc.2020.3766.

Simpson, S.H. (2015) 'Creating a data analysis plan: What to consider when choosing statistics for a study,' *The Canadian journal of hospital pharmacy*, 68(4), pp. 311–317. Available at: https://doi.org/10.4212/cjhp.v68i4.1471.

Sireci, S.G. (1998) 'The construct of content validity,' *Social indicators research*, 45, pp. 83–117.

Sitnikov, C.S. and Bocean, C.G. (2012) 'Corporate social responsibility through the lens of ISO standards,' *Business Excellence and Management*, 2(4), pp. 56–66.

Skarmeas, D., Katsikeas, C.S. and Schlegelmilch, B.B. (2002) 'Drivers of commitment and its impact on performance in cross-cultural buyer-seller relationships: The importer's perspective,' *Journal of international business studies*, 33(4), pp. 757–783. Available at: https://doi.org/10.1057/palgrave.jibs.8491043.

Škerlavaj, M., Song, J.H. and Lee, Y. (2010) 'Organizational learning culture, innovative culture and innovations in South Korean firms,' *Expert systems with applications*, 37(9), pp. 6390–6403. Available at: https://doi.org/10.1016/j.eswa.2010.02.080.

Skinner, C., Lehtonen, R. and Pahkinen, E.J. (1996) 'Practical methods for design and analysis of complex surveys,' *Journal of the American Statistical Association*, 91(434), p. 911. Available at: https://doi.org/10.2307/2291692.

Skogstad, A. *et al.* (2007) 'The destructiveness of laissez-faire leadership behaviour,' *Journal of occupational health psychology*, 12(1).

Skorodziyevskiy, V. *et al.* (2024) 'Strategic change in family firms: A review from an institutional environment and firm size perspective,' *Family business review*, 37(1), pp. 130–160. Available at: https://doi.org/10.1177/08944865231221841.

Sloane, P. (2017) *The Leader's guide to lateral thinking skills: Unlock the creativity and innovation in you and your team*. Kogan Page Publishers.

Smith, J. and Firth, J. (2011) 'Qualitative data analysis: the framework approach,' *Nurse researcher*, 18(2), pp. 52–62. Available at: https://doi.org/10.7748/nr2011.01.18.2.52.c8284.

Smith, L. (1998) 'On the development of mental representation,' *Developmental review: DR*, 18(2), pp. 202–227. Available at: https://doi.org/10.1006/drev.1997.0454.

Smith, W.K. and Lewis, M.W. (2011) 'Toward a theory of paradox: A dynamic equilibrium model of organizing,' *Academy of management review*, 36(2), pp. 381–403. Available at: https://doi.org/10.5465/amr.2011.59330958.

Solem, R.C. (2015) 'Limitation of a cross-sectional study,' *American journal of orthodontics and dentofacial orthopedics: official publication of the American Association of Orthodontists, its constituent societies, and the American Board of Orthodontics*, 148(2), p. 205. Available at: https://doi.org/10.1016/j.ajodo.2015.05.006.

Southwick, F.S. *et al.* (2017) 'Leadership and resilience. Leadership today: Practices for personal and professional performance,' pp. 315–333.

Spector, P.E. (2019) 'Do not cross me: Optimizing the use of cross-sectional designs,' *Journal of business and psychology*, 34(2), pp. 125–137. Available at: https://doi.org/10.1007/s10869-018-09613-8.

Speece, D.L. (2008) *Operationalizing a Construct. Disability classification in education: Issues and perspectives*.

Stark, E.A. *et al.* (2015) 'Post-traumatic stress influences the brain even in the absence of symptoms: A systematic, quantitative meta-analysis of neuroimaging studies,' *Neuroscience and biobehavioral reviews*, 56, pp. 207–221. Available at: https://doi.org/10.1016/j.neubiorev.2015.07.007.

Steenkamp, J.-B.E.M. (2001) 'The role of national culture in international marketing research,' *International marketing review*, 18(1), pp. 30–44. Available at: https://doi.org/10.1108/02651330110381970.

Steenkamp, J.-B.E.M. (2020) 'Global brand building and management in the digital age,' *Journal of international marketing*, 28(1), pp. 13–27. Available at: https://doi.org/10.1177/1069031x19894946.

Steiner, J. (1981) 'Research strategies beyond consociational theory',' *The Journal of Politics*, 43(4), pp. 1241–1250.

Stoltzfus, J.C. (2011) 'Logistic regression: a brief primer: Logistic regression: A brief primer,' *Academic emergency medicine: official journal of the Society for Academic Emergency Medicine*, 18(10), pp. 1099–1104. Available at: https://doi.org/10.1111/j.1553-2712.2011.01185.x.

Stratton, R.J. *et al.* (2005) 'Multinutrient oral supplements and tube feeding in maintenance dialysis: a systematic review and meta-analysis,' *American journal of kidney diseases: the official journal of the National Kidney Foundation*, 46(3), pp. 387–405. Available at: https://doi.org/10.1053/j.ajkd.2005.04.036.

Strauss, M.E. and Smith, G.T. (2009) 'Construct validity: advances in theory and methodology,' *Annual review of clinical psychology*, 5(1), pp. 1–25. Available at: https://doi.org/10.1146/annurev.clinpsy.032408.153639.

Strawderman, R.L., Cameron, A.C. and Trivedi, P.K. (1999) 'Regression analysis of count data,' *Journal of the American Statistical Association*, 94(447), p. 984. Available at: https://doi.org/10.2307/2670019.

Streiner, D.L. (2006) 'Building a better model: an introduction to structural equation modelling,' *Canadian journal of psychiatry. Revue canadienne de psychiatrie*, 51(5), pp. 317–324. Available at: https://doi.org/10.1177/070674370605100507.

Sullivan, G.M. and Artino, A.R., Jr (2013) 'Analyzing and interpreting data from likert-type scales,' *Journal of graduate medical education*, 5(4), pp. 541–542. Available at: https://doi.org/10.4300/JGME-5-4-18.

Sundberg, R. and Harbom, L. (2011) 'Systematic data collection: experiences from the Uppsala Conflict Data Program,' in *Understanding Peace Research*, pp. 91–113.

Taasoobshirazi, G. and Wang, S. (2016) 'The performance of the SRMR, RMSEA, CFI, and TLI: An examination of sample size, path size, and degrees of freedom,' *Journal of Applied Quantitative Methods*, 11(3), pp. 31–39.

Taber, K.S. (2018) 'The use of cronbach's alpha when developing and reporting research instruments in science education,' *Research in science education*, 48(6), pp. 1273–1296. Available at: https://doi.org/10.1007/s11165-016-9602-2.

Taherdoost, H. (2021) 'Data collection methods and tools for research; a step-by-step guide to choose data collection technique for academic and business research projects,' *International Journal of Academic Research in Management (IJARM)*, 10(1), pp. 10–38.

Takiar, R. (2023) 'The Validity of t-test, Mann-Whitney test and Z test for Testing Significant differences between two Sample Means When Sample size is 10 or below,' *Bulletin of Mathematics and Statistics Research*, 11(2), pp. 1–15.

Tang, G. *et al.* (2018) 'Green human resource management practices: scale development and validity,' *Asia Pacific journal of human resources*, 56(1), pp. 31–55. Available at: https://doi.org/10.1111/1744-7941.12147.

Taques, F.H. *et al.* (2020) 'Indicators used to measure service innovation and manufacturing innovation,' *Journal of innovation & knowledge* [Preprint]. Available at: https://doi.org/10.1016/j.jik.2019.12.001.

Tavakol, M. and Dennick, R. (2011) 'Making sense of Cronbach's alpha,' *International journal of medical education*, 2, pp. 53–55. Available at: https://doi.org/10.5116/ijme.4dfb.8dfd.

Taylor, M.Z. and Wilson, S. (2012) 'Does culture still matter?: The effects of individualism on national innovation rates,' *Journal of business venturing*, 27(2), pp. 234–247. Available at: https://doi.org/10.1016/j.jbusvent.2010.10.001.

Teece, D.J. (2010) 'Business models, business strategy and innovation,' *Long range planning*, 43(2–3), pp. 172–194. Available at: https://doi.org/10.1016/j.lrp.2009.07.003.

Tekic, A. and Tekic, Z. (2021) 'Culture as antecedent of national innovation performance: Evidence from neo-configurational perspective,' *Journal of business research*, 125, pp. 385–396. Available at: https://doi.org/10.1016/j.jbusres.2020.12.014.

Terziovski, M. (2010) 'Innovation practice and its performance implications in small and medium enterprises (SMEs) in the manufacturing sector: a resource-based view,' *Strategic management journal* [Preprint]. Available at: https://doi.org/10.1002/smj.841.

Thakkar, J.J. (2020) *Structural equation modelling. Application for Research and Practice*.

Thao, N.T.P., Van Tan, N. and Tuyet, M.T.A. (2022) 'KMO and Bartlett's Test for Components of Workers' Working Motivation and Loyalty at Enterprises in Dong Nai Province of Vietnam,' *International Transaction Journal of Engineering*, 13(10), pp. 1–13.

Thomasson, A.L. (2014) 'Public artifacts, intentions, and norms. Artefact kinds: Ontology and the human-made world,' pp. 45–62.

Thorpe, C. *et al.* (2009) 'How to obtain excellent response rates when surveying physicians,' *Family practice*, 26(1), pp. 65–68. Available at: https://doi.org/10.1093/fampra/cmn097.

Tidd, J. (2001) 'Innovation management in context: environment, organization and performance,' *International journal of management reviews*, 3(3), pp. 169–183. Available at: https://doi.org/10.1111/1468-2370.00062.

Tidd, J. (2017) 'Innovation management in context: Environment, organization and performance,' *IEEE engineering management review*, 45(2), pp. 43–55. Available at: https://doi.org/10.1109/emr.2017.7968101.

Timmis, J. (2000) *Artificial immune systems: A novel data analysis technique inspired by the immune network theory (Doctoral dissertation)*.

Tokunaga, M. *et al.* (2015) 'The external validity of multiple regression analyses predicting discharge FIM score in patients with stroke hospitalized in *Kaifukuki* rehabilitation wards—An analysis of the Japan Rehabilitation Database—,' *Japanese Journal of Comprehensive Rehabilitation Science*, 6(0), pp. 14–20. Available at: https://doi.org/10.11336/jjcrs.6.14.

Tolman, D.L. and Diamond, L.M. (2001) 'Desegregating sexuality research: cultural and biological perspectives on gender and desire,' *Annual review of sex research*, 12, pp. 33–74.

Toor, S.-U.-R. and Ofori, G. (2008) 'Leadership versus management: How they are different, and why,' *Leadership and management in engineering*, 8(2), pp. 61–71. Available at: https://doi.org/10.1061/(asce)1532-6748(2008)8:2(61).

Trizano-Hermosilla, I. and Alvarado, J.M. (2016) 'Best alternatives to Cronbach's alpha reliability in realistic conditions: Congeneric and asymmetrical measurements,' *Frontiers in psychology*, 7, p. 769. Available at: https://doi.org/10.3389/fpsyg.2016.00769.

Tummeltshammer, K.S. *et al.* (2014) 'Infants track the reliability of potential informants,' *Psychological science*, 25(9), pp. 1730–1738. Available at: https://doi.org/10.1177/0956797614540178.

Turtle, K., McElearney, A. and Scott, J. (2010) 'Involving children in the design and development of research instruments and data collection procedures: A case study in primary schools in northern Ireland,' *Child care in practice : Northern Ireland journal of multi-disciplinary child care practice*, 16(1), pp. 57–82. Available at: https://doi.org/10.1080/13575270903378443.

Ullman, J.B. and Bentler, P.M. (2012) *Structural equation modeling. Handbook of Psychology*.

Unger, B. and Zagler, M. (2003) 'Institutional and organizational determinants of product innovations,' *Innovation (Abingdon, England)*, 16(3), pp. 293–310. Available at: https://doi.org/10.1080/1351161032000126035.

Unzueta, C.H. and Barbetta, P.M. (2012) 'The effects of computer graphic organizers on the persuasive writing of Hispanic middle school students with specific learning disabilities,' *Journal of special education technology: a publication of Utah State University, the Association for Special Education Technology, and the Technology and Media Division of the Council for Exceptional Children*, 27(3), pp. 15–30. Available at: https://doi.org/10.1177/016264341202700302.

Urban, K. *et al.* (2017) 'Canal cleanliness using different irrigation activation systems: a SEM evaluation,' *Clinical oral investigations*, 21(9), pp. 2681–2687. Available at: https://doi.org/10.1007/s00784-017-2070-x.

Urhuogo, I. and Williams, V. (2011) 'Leading innovation and change: assisting employees in lifting where they stand,' *Journal of Business Studies Quarterly*, 2(2).

Ürü, F.O. and Yozgat, U. (2009) 'Creativity for gaining and sustaining competitive advantage: The role of leadership styles,' *Journal of Global Strategic Management*, 2(3), pp. 136–136. Available at: https://doi.org/10.20460/jgsm.2009318466.

Valtakoski, A. and Witell, L. (2018) 'Service capabilities and servitized SME performance: contingency on firm age,' *International journal of operations & production management*, 38(4), pp. 1144–1164. Available at: https://doi.org/10.1108/ijopm-06-2016-0328.

Van de Ven, A.H. (1986a) 'Central problems in the management of innovation,' *Management science*, 32(5), pp. 590–607. Available at: https://doi.org/10.1287/mnsc.32.5.590.

Van de Ven, A.H. (1986b) 'Central problems in the management of innovation,' *Management science*, 32(5), pp. 590–607. Available at: https://doi.org/10.1287/mnsc.32.5.590.

Van den Bossche, P., Segers, M. and Jansen, N. (2010) 'Transfer of training: the role of feedback in supportive social networks: Feedback and transfer of training,' *International journal of training and development*, 14(2), pp. 81–94. Available at: https://doi.org/10.1111/j.1468-2419.2010.00343.x.

Van Selm, M. and Jankowski, N.W. (2006) 'Conducting online surveys,' *Quality & quantity*, 40(3), pp. 435–456. Available at: https://doi.org/10.1007/s11135-005-8081-8.

Van Wart, M. *et al.* (2019) 'Operationalizing the definition of e-leadership: identifying the elements of e-leadership,' *International review of administrative sciences*, 85(1), pp. 80–97. Available at: https://doi.org/10.1177/0020852316681446.

Vandenberg, H.E.R. (2010) 'Culture theorizing past and present: trends and challenges: Culture Theorizing Past and Present,' *Nursing philosophy: an international journal for healthcare professionals*, 11(4), pp. 238–249. Available at: https://doi.org/10.1111/j.1466-769X.2010.00453.x.

Vannieuwenhuyze, J.T.A. (2015) 'Mode effects on variances, covariances, standard deviations, and correlations,' *Journal of survey statistics and methodology*, 3(3), pp. 296–316. Available at: https://doi.org/10.1093/jssam/smv009.

Varis, M., & Littunen, H. (2010). Types of innovation, sources of information and performance in entrepreneurial SMEs. *European Journal of Innovation Management*, *13*(2), 128–154. https://doi.org/10.1108/14601061011040221

Visser, M. R. M., Oort, F. J., & Sprangers, M. A. G. (2005). Methods to detect response shift in quality of life data: a convergent validity study. *Quality of Life Research: An International Journal of Quality of Life Aspects of Treatment, Care and Rehabilitation*, *14*(3), 629–639. https://doi.org/10.1007/s11136-004-2577-x

Von Eye, A., & Bogat, G. A. (2004). Testing the assumption of multivariate normality. *Psychology Science*, *46*, 243–258.

Vuillemin, A., Oppert, J. M., Guillemin, F., Essermeant, L., Fontvieille, A. M., Galan, P., Kriska, A. M., & Hercberg, S. (2000). Self-administered questionnaire compared with interview to assess past-year physical activity. *Medicine and Science in Sports and Exercise*, *32*(6), 1119–1124. https://doi.org/10.1097/00005768-200006000-00013

Vullinghs, J. T., De Hoogh, A. H. B., Den Hartog, D. N., & Boon, C. (2020). Ethical and passive leadership and their joint relationships with burnout via role clarity and role overload. *Journal of Business Ethics*, *165*(4), 719–733. https://doi.org/10.1007/s10551-018-4084-y

Wagner, A. (2008). Robustness and evolvability: a paradox resolved. *Proceedings. Biological Sciences*, *275*(1630), 91–100. https://doi.org/10.1098/rspb.2007.1137

Walker, P. G., Whittaker, C., Watson, O. J., Baguelin, M., Winskill, P., Hamlet, A., Djafaara, B. A., Cucunubá, Z., Olivera Mesa, D., Green, W., & Thompson, H. (2020). The impact of COVID-19 and strategies for mitigation and suppression in low-and middle-income countries. *Science*, *369*(6502), 413–422.

Walliman, N. (2021). Research theory. In *Research Methods* (pp. 18–34). Routledge.

Warne, R. T., & Larsen, R. (2014). Evaluating a proposed modification of the Guttman rule for determining the number of factors in an exploratory factor analysis. *Psychological Test and Assessment Modeling*, *56*.

Wen, Z., & Fan, X. (2015). Monotonicity of effect sizes: Questioning kappa-squared as mediation effect size measure. *Psychological Methods*, *20*(2), 193–203. https://doi.org/10.1037/met0000029

West, S. G., Taylor, A. B., & Wu, W. (2012). Model fit and model selection in structural equation modeling. *Handbook of Structural Equation Modeling*, *1*, 209–231.

Westen, D., & Rosenthal, R. (2003). Quantifying construct validity: Two simple measures. *Journal of Personality and Social Psychology*, *84*(3), 608–618. https://doi.org/10.1037/0022-3514.84.3.608

Weston, R., & Gore, P. A., Jr. (2006). A brief guide to structural equation modeling. *The Counseling Psychologist*, *34*(5), 719–751. https://doi.org/10.1177/0011000006286345

Widaman, K.F. and McDonald, R.P. (1987) 'Factor analysis and related methods,' *Journal of educational statistics*, 12(3), p. 308. Available at: https://doi.org/10.2307/1164692.

Wilber, G.L. and Bennis, W.G. (1970) 'The Planning of Change,' *American sociological review*, 35(1), p. 142. Available at: https://doi.org/10.2307/2093882.

Willson, S., & Miller, K. (2014). *Data collection. Cognitive interviewing methodology*. 15–33.

Winter, D., Gosling, J.C. and Potter, S.D. (2016) 'Comparing the Pearson and Spearman correlation coefficients across distributions and sample sizes: A tutorial using simulations and empirical data,' *Psychological methods*, 21(3).

Woods, A. D., Gerasimova, D., Van Dusen, B., Nissen, J., Bainter, S., Uzdavines, A., Davis-Kean, P. E., Halvorson, M., King, K. M., Logan, J. A. R., Xu, M., Vasilev, M. R., Clay, J. M., Moreau, D., Joyal-Desmarais, K., Cruz, R. A., Brown, D. M. Y., Schmidt, K., & Elsherif, M. M. (2024). Best practices for addressing missing data through multiple imputation. *Infant and Child Development*, *33*(1). https://doi.org/10.1002/icd.2407

Worley, C. (2005). 'It's not about race. It's about the community': New Labour and 'community cohesion.' *Critical Social Policy*, *25*(4), 483–496. https://doi.org/10.1177/0261018305057026

Wright, B. E., & Pandey, S. K. (2010). Transformational leadership in the public sector: Does structure matter? *Journal of Public Administration Research and Theory: J-PART*, *20*(1), 75–89. https://doi.org/10.1093/jopart/mup003

Yan, B., Maladzhi, W. R., & Makinde, O. D. (2012). Creating innovation culture through visionary leadership in small medium enterprises. *2012 IEEE International Conference on Industrial Engineering and Engineering Management*.

Yan, L., & Yan, J. (2013). Leadership, organizational citizenship behaviour, and innovation in small business: an empirical study. *Journal of Small Business & Entrepreneurship*, *26*(2), 183–199.

Yaprak, A. (2008). Culture study in international marketing: a critical review and suggestions for future research. *International Marketing Review*, *25*(2), 215–229. https://doi.org/10.1108/02651330810866290

Yaşlioğlu, M., & Toplu Yaşlioğlu, D. (2020). How and when to use which fit indices? A practical and critical review of the methodology. *Istanbul Management Journal*, 1–20. https://doi.org/10.26650/imj.2020.88.0001

Ye, P., Liu, L., & Tan, J. (2022). Creative leadership, innovation climate and innovation behaviour: the moderating role of knowledge sharing in management. *European Journal of Innovation Management*, *25*(4), 1092–1114. https://doi.org/10.1108/ejim-05-2020-0199

Yigit, S., & Aksay, K. (2015). A comparison between generation X and generation Y in terms of individual innovativeness behaviour: the case of Turkish health professionals. *International Journal of Business Administration*, *6*(2).

Yuan, I., Topjian, A. A., Kurth, C. D., Kirschen, M. P., Ward, C. G., Zhang, B., & Mensinger, J. L. (2019). Guide to the statistical analysis plan. *Paediatric Anaesthesia*, *29*(3), 237–242. https://doi.org/10.1111/pan.13576

Yukl, G., Kim, H., & Chavez, C. (1999). Task importance, feasibility, and agent influence behaviour as determinants of target commitment. *Journal of Applied Psychology*, *84*(1).

Yukl, Gary, & Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal*, *62*(2), 81–93. https://doi.org/10.1037/a0019835

Yukl, Gary. (2008). How leaders influence organizational effectiveness. *The Leadership Quarterly*, *19*(6), 708–722. https://doi.org/10.1016/j.leaqua.2008.09.008

Zahra, S. A. (1996). Goverance, ownership, and corporate entrepreneurship: The moderating impact of industry technological opportunities. *Academy of Management Journal*, *39*(6), 1713–1735. https://doi.org/10.5465/257076

Zarzycka, B., Razmus, W., & Krok, D. (2024). Social anxiety, social comparison, self-consciousness, and deconversion in adolescents: a path analysis approach. *Journal of Beliefs and Values*, *45*(1), 101–115. https://doi.org/10.1080/13617672.2022.2160616

Zaza, S., Wright-De Agüero, L. K., Briss, P. A., Truman, B. I., Hopkins, D. P., Hennessy, M. H., Sosin, D. M., Anderson, L., Carande-Kulis, V. G., Teutsch, S. M., & Pappaioanou, M. (2000). Data collection instrument and procedure for systematic reviews in the Guide to Community Preventive Services. Task Force on Community Preventive Services. *American Journal of Preventive Medicine*, *18*(1 Suppl), 44–74. https://doi.org/10.1016/s0749-3797(99)00122-1

Zhang, S. X., Chen, J., He, L., & Choudhury, A. (2023). Responsible Innovation: The development and validation of a scale. *Technovation*, *124*(102754), 102754. https://doi.org/10.1016/j.technovation.2023.102754

Zhou, J., & Shalley, C. E. (2003). *Research on employee creativity: A critical review and directions for future research. Research in personnel and human resources management*. 165–217.

Zikmund, W. G., D'alessandro, S., Winzar, H., Lowe, B., & Babin, B. (2014). *Marketing research. Sydney: Cengage Learning*.

Zou, X., Tam, K.-P., Morris, M. W., Lee, S.-L., Lau, I. Y.-M., & Chiu, C.-Y. (2009). Culture as common sense: Perceived consensus versus personal beliefs as mechanisms of cultural influence. *Journal of Personality and Social Psychology*, *97*(4), 579–597. https://doi.org/10.1037/a0016399

Zulfa, I., & Abadiyah, R. (2024). Leadership Styles Transform Productivity through Organizational Culture in Indonesia. *Indonesian Journal of Law and Economics Review, 19*(2), 10–21070.