



ORGANISATIONAL ROLES IN EMPLOYEE INNOVATION, CREATIVITY, AND PUBLIC SECTOR PERFORMANCE

Japhet Meshack MKAPA

National Institute of Transport, Dar es Salaam, Tanzania

Lusako A. MWAKILUMA

National Institute of Transport, Dar es Salaam, Tanzania

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Abstract:

The study investigated organizations' roles on employees' innovative work behaviour and creativity in public sector performance. Therefore, the study incorporated the following objectives; to examine employees' working experience and creativity in public sector performance, to assess employees' innovative mindset and creativity in public sector performance and to evaluate employees' leadership support and creativity in public sector performance. The study adopted case study design as well as qualitative approach. Respondents used here, were obtained from employees working at TBc Dar es Salaam region. These respondents were selected randomly based on the nature of the information that the respondent sought for. Data was thematically analysed, whereby similar ideas were treated as major themes based on the research objectives. The study findings revealed that employees working experience greatly influenced their innovative work behaviour and creativity leading to public sector performance. The study also revealed that employees innovative mindset and creativity highly influenced their innovative work behaviour and creativity through a series of introducing programs that aimed at attracting more viewers as well as corporate sponsors as marketing strategy. Based on the findings, the study therefore recommends that policy makers should strive to create an environment where employees feel safe to express unconventional ideas without fear of criticism. Regular brainstorming sessions, innovation challenges, and cross-departmental collaborations should be organized to stimulate creative thinking and foster a culture of innovation throughout the organization.

Keywords:

Organisations' roles, Work behaviour, creativity, Public Sector Performance

1. Introduction

Leadership style refers to how leaders engage with employees, make decisions, and influence organizational dynamics (Avolio et al., 2018). Organization structure pertains to the formal arrangement of roles, responsibilities, and hierarchies within an organization (Mintzberg, 2019). Meanwhile, organizational values represent the fundamental principles and ethical standards guiding decision-making and employee conduct (Denison & Mishra, 2017).

In the European era of civilization in the 18th century, employees were rewarded for being creative (Mintzberg, 2019). Employees' innovative work behavior incorporated their proactive engagement in activities that promoted creativity, idea generation, collaboration, and risk-taking within an organization (Janssen & Van Yperen, 2017). It encompasses idea generation, collaboration, risk taking and implementation of novel ideas, processes, or solutions aimed at addressing challenges, seizing opportunities, and driving positive change (Mbebe, 2018).

More recent, India introduced specialized program that saw creative and innovative employees paid for in trainings so that on their way back from these training institutions, they would showcase their experience in adding value to organizations (Robertson et al., 2018). Also, Afsar et al. (2019) explored the organizational culture and its effect on employee innovation behaviours in other countries in the Middle East such as Lebanon, whereby employees with requisite skills and considered more genius got promoted to higher ranks. Robertson et al. (2018) highlight the role of transformational leadership in fostering creativity and innovation in European corporations, while Afsar et al. (2019) emphasize the importance of ethical leadership in nurturing innovation in Middle Eastern organizations.

Moreover, within the African context, studies by Olaniyan and Ojo (2018) and Gathege & Kinyanjui (2019) shed light on the influence of organizational culture on innovative work behaviours. They underscore how cultures promoting openness and collaboration contribute to higher levels of innovation in Nigerian and Kenyan companies, respectively. In the foregoing studies, it was established that employees' creativity in organizations is a driving force to product output. More so, innovation and creativity in organizations is evidenced in terms of performance of product output, for instance, in Kenya, Gathenge & Kinyanjui (2019) write that Kenya Broadcasting Corporation (KBC) face serious competition against the privately owned media houses. He adds that, such experience is attributed to innovation and creativity in these competing medias, in the course, such media gain coverage and attract more audience, therefore, translating into preference for marketing by corporates.

Conflicting perspectives arise regarding the effects of organizational culture on innovative work behaviour within the public sector. For instance, Smith & Smith (2019) contend that a supportive and conducive organizational culture fosters a sense of empowerment and encourages employees to take risks and experiment with new ideas, ultimately leading to higher levels of innovation. Conversely, there are opposing views suggesting that organizational culture may negatively affect innovative work behaviour. For instance, Jones and Jones (2020) argue that rigid organizational cultures characterized by hierarchical structures and resistance to change can stifle creativity and innovation among employees. These conflicting viewpoints underscore the complexity of the issue and the need for further research to reconcile these perspectives and provide clearer insights into the dynamics at play.

The Tanzania Broadcasting Corporation (TBC) is a national broadcaster established by an Act of Parliament (Chapter 54, 1992 and its Amendments) (Ngowi et al. 2020). TBC is a politically non-partisan, and editorially independent, medium which plays a high-profile role in the provision of news, information, and entertainment (Ngowi et al., 2020). It operates three radio stations in the Kiswahili language, one English Radio station, one television channel, one satellite radio station, and research and training facilities. The TBC broadcasts major radio frequencies of 87.5 and 88.8 MHz and 630 KHz, and television broadcasts on 66UHF. TBC is a state corporation under the Ministry of Information, Youth, Culture, and Sports (Ngowi et al., 2020). The Corporation was established by a Parliamentary Act after the much-ballyhooed privatization process of a government institution between 1990 and 2005 (ibid). The TBC works under the rules set in the ministry vide Act No. 7 of 2005 (Mbele, 2018),

Milanga (2014) provides that within TBC, the role of organizations on the creative work behaviour is depicted in the contribution of audience through their responses. Here, the response is pronounced through phone calls, as a response program aired in TBC. On the same, a study conducted by Christoph & Filip (2017) offered that economic viability of organizations has greatly influenced creative work behavior of TBC employees. The provision furthers that survival of TBC as well as their relevance in the market is attributed to support from international donors (Christoph & Filip, 2017). However, for ensued creative work behaviour of employees, lack of consistency in financial provision remains a challenge within the management for facilitating employees' creative work behaviour (Agatha, 2013). In his revelation, Agatha (2013) adds that mushrooming of local rival television channels has really influenced the market competition and demand, for instance, creative work behavior evidenced from local broadcasting corporations have seen real competition in terms of output through the number of viewers as well as listeners, pushing TBC to the edge.

1.1. Problem Statement

Currently, the situation at TBC is a subject to research study, this is because, the provision herein entails that its performance is in dismay. Tanzania Broadcasting Corporation's poor performance can be largely attributed to its failure to foster innovative work behavior among its employees. This lack of innovation has led to stagnation in content, technology adoption, and operational efficiency. Firstly, TBC's content has become outdated and unengaging. Without encouraging creative thinking and new ideas from its staff, the corporation continues to produce programming that fails to resonate with modern audiences. This results in declining viewership and reduced relevance in Tanzania's media landscape.

Furthermore, there is a dearth of recent empirical studies specifically focusing on the the role of creative work behaviour of employees within Tanzania Broadcasting Corporation, there is a lack of specific research addressing this topic with regard to TBC which creates a grey area that this study intends to address. In light of such provision, the current study examines the role of media communications organizations creative work behaviour of employees taking Tanzania Broadcasting Corporation as a case study. Specifically the paper examined employees' working

experience and creativity in public sector performance, assessed employees' innovative mindset and creativity in public sector performance and evaluated employees' leadership support and creativity in public sector performance.

2. Theoretical Literature

2.1. Transformational Leadership Theory

This study was based on Transformational Leadership Theory. This theory, proposed by Bass and Riggio (2006), posits that transformational leaders inspire and motivate their followers to achieve extraordinary outcomes by fostering a sense of purpose, vision, and commitment. Transformational leaders are characterized by their ability to empower and develop their followers, stimulate innovation, and promote a culture of creativity within the organization (Avolio & Yammarino, 2018).

In the context of the study at TBC, examining the relationship between leadership style and innovative work behaviour, transformational leadership theory suggests that leaders who exhibit transformational qualities such as charisma, inspirational motivation, intellectual stimulation, and individualized consideration are likely to positively influence the innovative behaviour of employees. By articulating a compelling vision, providing support and encouragement, and promoting intellectual challenge, transformational leaders can inspire employees to think creatively, take risks, and generate innovative ideas. Therefore, the study can explore how transformational leadership within TBC influences employees' willingness and ability to engage in innovative work behaviours.

Furthermore, when assessing the impact of organizational structure on innovative work behaviour, transformational leadership theory emphasizes the role of leaders in shaping the organizational context. Leaders have the power to structure the work environment, allocate resources, and establish norms and expectations that either facilitate or inhibit innovation. Therefore, by investigating how leadership style interacts with organizational structure to influence innovative work behavior within TBC, the study can provide valuable insights into the mechanisms through which transformational leadership fosters a culture of innovation.

2.2. Empirical Literature Review

In a study by Li & Sun (2019) conducted in China, the researchers employed a quantitative survey methodology to investigate the relationship between leadership style and innovative work behaviour among employees in technology firms. The findings revealed that transformational leadership was positively associated with employee innovative work behaviour, emphasizing the importance of visionary and supportive leadership in fostering creativity and innovation.

Another empirical study from Japan by Yamamoto et al. (2018) utilized a mixed-methods approach, combining surveys and qualitative interviews, to explore the impact of leadership style on innovative work behaviour in manufacturing companies. The results indicated that participative leadership positively influenced employee engagement in innovative activities, highlighting the significance of involving employees in decision-making processes to stimulate innovation.

In a study conducted in Germany by Schmelter et al. (2018), researchers utilized a qualitative case study approach to investigate the influence of leadership style on innovative work behaviour in software development firms. Through in-depth interviews and observations, the study revealed that transactional leadership, characterized by clear expectations and rewards, was associated with higher levels of innovative work behaviour among employees, suggesting that a structured approach to leadership can drive innovation in dynamic industries.

A study by Abubakar & Abubakar (2020) in Nigeria employed a quantitative survey methodology to explore the relationship between leadership style and innovative work behaviour in banking organizations. The findings indicated that servant leadership positively influenced employee engagement in innovative behaviours, emphasizing the importance of leaders who prioritize serving the needs of their employees in driving innovation.

In South Africa, a study by Nkomo & Nkomo (2019) utilized a mixed-methods approach to investigate the impact of leadership style on innovative work behaviour in manufacturing companies. Combining surveys with qualitative interviews, the study revealed that transformational leadership was positively associated with employee engagement in innovative activities, highlighting the role of visionary and inspirational leaders in fostering creativity and innovation.

A study by Mushi et al. (2018) conducted in Tanzania employed a quantitative survey methodology to examine the relationship between leadership style and innovative work behaviour in telecommunications firms. The results

showed that participative leadership positively influenced employee engagement in innovative behaviours, indicating the importance of involving employees in decision-making processes to stimulate innovation. Another empirical study from Tanzania by Mgaya & Mbwambo (2017) utilized a qualitative case study approach to explore the impact of leadership style on innovative work behaviour in government institutions. Through interviews and document analysis, the study revealed that transformational leadership positively influenced employee creativity and innovation, underscoring the significance of visionary and supportive leaders in driving organizational change.

2.3. Conceptual Framework

The conceptual framework applied for this study incorporated two main variables independent variables (employees’ working experience, employees’ innovative mindset and employees’ leadership support) and the dependent variable.

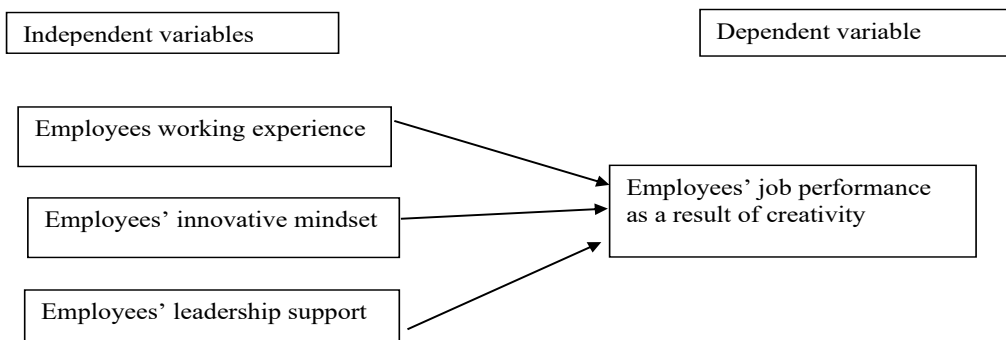


Chart 2.1 showing conceptual framework of the study

Source: The researcher (2024)

3. Methodology

The study was conducted in Dar es Salaam region due to its significance as the headquarters of TBC and its dense concentration of TBC employees, who serve as crucial participants in this study. Qualitative research approach was employed in this study. whereas case study research design was used. The choice for such research design was made, based on the study’s qualitative nature. The researcher sought to obtain at least a representative from either of the departments in order to have a clear insight of the practices related to innovation and creativity in the organization for growth and prosperity. According the TBC profile (www.tbc.ac.tz), it has a total of 211 employees countrywide , whereas, in Dar es Salaam, there are a sample of 49 employees. Out of which, 31 are in key managerial positions for which the study seeks information from.

The sample size is considered as a more significant element of any study in which the purpose is to make inferences about a population from a sample. A sample is a selected portion of individuals or items that represent collection of the population for the study (Asiedu, 2016). Kebede & Tegegne (2018) maintains that sample refers to a smaller group of respondents or items selected from the target population. The sample for this study was based on the picking representatives from various departments.

Table 1 showing sample size of respondents

Departments	Total population	Targeted sample
Sports	7	5
Entertainment	8	4
Advertisement	5	4
News	11	6
Total	31	19

Source: TBC website (www.tbc.ac.tz), 2024

The target sample from the population put forth represents the management or rather, those in leadership position within each selected department

Sampling entails the selection of a subset from a larger population to estimate its characteristics. Two advantages of sampling include reduced costs and quicker data collection compared to examining the entire population (Halkias, et al 2022). In this study, the researcher utilized purposive sampling, a non-probability technique also referred to as judgmental or selective sampling. Herein, the researcher picked respondents based on their departments in order to obtain their knowledge on innovative and creativity in the organization under investigation. Respondents were picked based on their respective positions especially in the management, for which most appropriate information were obtained.

Primary data was collected through interviews whereas, secondary data was obtained through the review of documentary sources. On the same, data analysis involved the use of themes. Herein, similar and corresponding ideas were put together as codes, before these ideas were incorporated into themes for interpretation.

The researcher maintained privacy and confidentiality by restricting access to the information to co-examiners only, ensuring that no other individuals could access it. Confidentiality was preserved by refraining from disclosing the official documents of the banks. The study's purpose was clearly communicated to the respondents to ensure transparency. Additionally, the researcher acknowledged and cited the work of others by properly referencing the authors.

4. Findings

The study findings, in this sub section reflects the study objectives as provided in the sections that follow.

4.1. Employees' Working Experience and Creativity in Public Sector Performance

Here, the respondents were asked to provide their opinion on how employees' working experience and creativity in public sector, TBC for this case leads to increase in work performance rate. Some of the responses are;

Here at TBC, there is great correlation between employees with more working experience than those with less working experience, this is evident in the way they handle their programs and the number of viewers they attract. Respondent A, interviewed on 20th September 2024

The present information above depicts that, traffic caused by online viewers and listeners to programs offered by experienced persons at TBC is characterized with experience of employees in the field of broadcasting. The foregoing presentation denotes that employees working experience in an organization is subjected to their articulation of knowledge into work by being able to understand tastes and preferences of their clients

Another respondent volunteered that;

Working experience is more evident on how employees previous knowledge aligns with how these employees address the current issues. A case in study, current issues like sports attract mileage compared to the rest. For that reason, employees find it more accurate to give audience their best in the program arrangements. Respondent B, interviewed on 20th September, 2024.

The above provision denotes that, working experience of employees is also linked with the kind of program offered within the broadcasting channel. This may explain why such experiences dictate what time they would prefer a particular program to be aired.

Also, another respondent said;

Comparatively, employees who have been into the media industry have close experience with their working strategy. For this case, they seem to advocate for programs that reflect the taste for audience. This is evidenced in their market value and the salary they attract. Respondent C, interviewed on 21st September, 2024.

The foregoing presentation explains why it is necessary for working experience to be incorporated as one of the necessities for employment. The provision explain reasons for the ensued public sector performance.

4.2. Employees' Innovative Mindset and creativity in Public Sector Performance

The respondents interviewed aired their opinions regarding innovative mindset and creativity as work behaviour component for public sector performance. Their responses are therefore reported as follows;

In our organization, leadership gives room for individual's innovative skills. This happens during our meetings, for which case, employees are at liberty to explain why they believe their innovation can help TBC get viewers and attracts more clients as well as corporates. Respondent C. interviewed on 21st September, 2024.

Here, the respondent volunteers that innovative mindset improves employees performance in the public sector. It also denotes that;

Inasmuch as innovative mindset is guaranteed in our institutions, it is susceptible to lengthy procedures for ensuring that it is effective. In the course of attempting this, majority feels that their new ideas are not fully approved, because of procedural issues that delay the actual practice. Respondent D. Interviewed on 22nd September 2024

The above provision depicts that, inasmuch as it is true that innovative mindset is instrumental in public institutions, still, the existing level of bureaucracy waters down, gain that would have been made for improved performance. This is characterized with the way in which employees needs procedures to implement their ideas in practice.

Also, it was revealed that;

The ingredient of innovative mindset is training program, from my experience, employees with such mindset and willing to attend trainings and seminars for more knowledge on how to incorporate such innovations and experience within our institution. I can attest that, such experience attract positive performance within our institution. Respondent E. Interviewed on 22nd September, 2024.

Based on the above provision, it is evident that employees innovative work behavior results into viable work output, which is increased viewers of the media, increased number of corporates that want to sponsor some of these programs as well as increase in revenue based on the adverts and sponsors of some of the programs.

4.3. Employees' Leadership Support and Creativity in Public Sector Performance

From the interview held with respondents, it was revealed that there was a great link between employees' leadership skills and public sector performance. This was evidenced given the respondents provision as presented below'

For sure, I can say that leadership plays a crucial role for ensuring that the performance of our organization remains light. A good example is the case of two years, where our institution had an interim leadership following changes made for work reasons, he performance was never promising then, because the number of viewers reduced. Respondent B, interviewed on 21st September, 2024.

The foregoing presentation can explain the urge to have qualified leadership for the success of organisation in terms of public performance. Based on this provision, it is apparent that institutions need to encourage leadership that is competent and able to streamline working relations with employees for positive work outcome.

Employees with kind support from their respective authorities greatly benefit from opportunities that come with innovative package. for instance, here at our workplace, whenever opportunities arise, and either of employees be it in leadership or not is given the monopoly to lead, it is obvious that positive results will be realized. The only challenge is built on the fear of limited resource/s. Respondent A interviewed on 20th September 2024.

The views offered in the above presentation justifies the fact that employees leadership support is a viable ingredient for organisation's positive performance. On the same, the provision acknowledges financial constraint for motivating employees through subjecting them to trainings and maintain their work morale and ethics.

5. Discussions

From the findings, it was established that employees working experience and creativity leads to public performance, respect to TBC. the provided information from resonates with provision put forth by Yamamoto et al. (2018), supporting the necessity of capitalizing on employees with working experiences. such notion explains that these employees tend to present their past knowledge into present therefore making necessary adjustments that potentially leads to positive performance. similar sentiment is echoed with Schemetter & Ritter (2018) with support of the notion that work experience matters when it comes to employees having considering making adjustments to institutions. The foregoing support links to the current study, by pointing out the need for TBC to put more effort into ensuring that they contain the experienced employees at a cost. This concern should be shared with every public institution that focuses on improving its performance.

Again, in regard to employees innovative mindset and creativity in public sector performance, it is clear that innovative mindset amounts to improved performance in organization. This revelation is backed by Sasaki (2019), whose argument hinges on the importance of a clear vision in change management processes. Adding that, leaders in

the public sector must articulate a compelling vision that aligns with the organization's goals and emphasizes the role of innovation in improving service delivery. whereby transparency and open communication is ensued in helping to mitigate resistance and build trust among employees (Sasaki, 2019). Moreover, Ribeiro & Oliveira (2019), argue for the urge of innovative mindset in public institution that there is importance in pacing change initiatives and providing adequate support and resources. Public sector organizations must cultivate an environment where employees feel safe to take risks and explore innovative solutions without fear of failure (Ribeiro, & Oliveira, 2019). When change initiatives encourage a learning mindset, employees are more likely to propose creative ideas and participate actively in the change process.

Lastly, from the findings, it was revealed that employees leadership support and creativity is a positive behaviour towards public performance. Such encounter encompasses several other revelations that researchers posit. Nkomo & Nkomo (2019) write that recognition, both intrinsic and extrinsic, significantly influences employees' leadership ability. Extrinsic rewards, such as bonuses or promotions, can encourage innovative behavior by providing tangible benefits for successful outcomes. When employees see that their innovative efforts are valued, they are more likely to engage in creative thinking and take risks (Dube, & Mabaso, 2019). Public sector organizations that implement recognition programs focused on innovative leadership practices encourage a collaborative environment where employees feel safe to experiment and propose new ideas without fear of failure. therefore, public sector organizations must provide training to leaders and managers on how to effectively recognize and reward creativity (Mbele, 2020).

6. Conclusion

The research reveals that media communications organizations, exemplified by TBC, play a crucial role in nurturing and promoting creative work behavior among their employees. The study highlights the significance of organizational culture, leadership styles, and work environment in fostering creativity and innovation within the broadcasting sector. TBC's approach to encouraging creative thinking and novel problem-solving techniques has shown to have a substantial impact on the creative output and job satisfaction of its workforce. A key finding of the study is the importance of open communication channels and collaborative work structures in stimulating creative work behavior. TBC's efforts to create an environment where employees feel comfortable sharing ideas, taking calculated risks, and experimenting with new approaches have resulted in increased creative contributions from staff across various departments. The research also underscores the value of providing resources, training, and development opportunities tailored to enhance creative skills, which has proven effective in boosting employees' confidence in their creative abilities.

7. Recommendations

The study recommends that TBC should prioritize the development of a culture that actively promotes and values creativity. This can be achieved by implementing policies that encourage risk-taking, experimentation, and innovative thinking. The organization should strive to create an environment where employees feel safe to express unconventional ideas without fear of criticism. Regular brainstorming sessions, innovation challenges, and cross-departmental collaborations should be organized to stimulate creative thinking and foster a culture of innovation throughout the organization.

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