CREATIVITY IN LEADERSHIP FOR START-UPS. A CASE STUDY OF FRESH IN A BOX VEGETABLE COMPANY.

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION 2020.

GRADUATE SCHOOL OF MANAGEMENT

UNIVERSITY OF ZIMBABWE

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DISSERTATION TITTLE

GSM MBA DISSERTATION

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DEDICATION

To my sister Trophimus.

ACKNOWLEDGEMENT

ABSTRACT

This dissertation is an analysis of creativity in leadership for start-ups. Most importantly is that it is undertaken in the context of start-ups. The main objective of the research was to ascertain if creativity in leadership for start-ups led to start-up success.

Creativity requires special expertise and skills and thus the goal of leaders is to determine if they can promote creativity among followers so that there is sustainability within the organisation. The main theories behind this dissertation include theories of creativity namely componential theory of creativity, Wallas theory of creativity and the culture mixing theory of creativity, among others. The leadership theories also supported this thesis but was transformational leadership theory. This is due to that it is a relational theory that fosters change and innovation.

The thesis had five main research questions and a qualitative study was undertaken as it investigated the lived experiences of the start-up. This study demonstrates that leadership behaviour has a direct impact on organisational performance, with transformational leadership having the stronger impact of the leadership behaviour investigated. Some of the results from the study are that there is a link between creativity in leadership and start-up success in that leadership promotes and stimulates creativity by providing expertise and immense support to their followers. The start-up also faced some challenges within their operations and there were also some success like being the first Zimbabwean start-up to create an e-commerce platform for ease of doing business. The importance of motivation was also highlighted and even if the research based on transformational leadership was emphasised more, there were other leadership styles like democratic leadership that were evident in the findings.

Key words*: Leadership, Creativity, Intrinsic Motivation, Transformational Leadership, Start-up*

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FIAB   Fresh in a Box

CHAPTER 1
INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Creativity in leadership has always been at the centre of business since time immemorial, its role in the success of start-ups cannot be overstated. Looking at organisations like Facebook, Twitter, WhatsApp and Amazon which have gained phenomenal success and growth in the last decade, the role of creative leaders such as Jeff Bezos, Mark Zuckerberg and Biz Stone is clearly emphasised. Apple topped the Boston Consulting Group's list of "The most Innovative Companies" for 11 years in a row, thanks to the creative genius of its leader Steve Jobs. While research in leadership has a long tradition (Day and Antonakis 2012), research in creativity particularly in start-ups is in a comparatively nascent state. According to Cogliser and Brigham (2004) creativity in leadership is fast becoming an important part of the purview of founders and or CEOs of start-ups. The development of start-ups is inevitably connected to creativity in leadership.

The world is rapidly changing and increasingly becoming complex and leadership faces multiple challenges to its known traditional roles. Creativity has become a critical concern for most organisations to survive this uneasiness and uncertainty (Mumford, Hunter, Eubanks, Bedell, & Murphy, 2007). This is even truer in volatile economies such as Zimbabwe. Several researchers have studied the subject of both creativity and leadership (George, 2008; Mumford, Zaccaro, Harding, Jacobs, and Fleishman, 2000; Mumford, Scott, Gaddis and Strange, 2002; Mumford, Connelly and Gaddis, 2003; Mumford and Connelly, 1991; Rickards and Moger, 2006; Shalley and Gilson, 2004; Sternberg, Kaufman, and Pretz, 2004; Williams and Foti, 2011).

The role of creativity in leadership is even more important in today's business world where technology is ever changing, and economic fortunes can overturn almost overnight as evidenced by the global financial crisis of 2008. Creativity can be credited with coming up with novel ideas, getting new businesses started and sustained. This study is therefore concerned with studying the role creativity in leadership plays in the founding and development of start-ups particularly Fresh-In-A-Box.

1.2 BACKGROUND TO THE STUDY

Since the turn of the century, there has been a spurt of growth in organisations whose founding and growth can be directly attributed to a creative leader. One can contrast between conglomerates of the past such as American Steel led by Dale Carnegie with Apple led by Steve Jobs, while the former relied upon utilisation of abundant resources and cheap labour, the latter's business success can be clearly attributed to creativity in leadership. The rise in the Silicon Valley start-ups is clearly attributable to creativity in leadership, the ability of these start-ups to grow and quickly generate revenue in the billions or trillions in the case of Apple is phenomenal and as such poses need to understand how creativity in leadership really influences the growth of start-ups.

Creativity in business leadership may be defined as an imaginative and thought through response to opportunities and to challenging issues that inhibit business at all levels. It is about seeing, thinking, and doing things differently in order to improve the performance of an organisation. Creative leaders also provide the conditions, environment, and opportunities for others to be creative (Stoll and Temperley, 2009). According to Reeves-Ellington (1998), leaders are the engines for envisioning and creating innovative products and services in organizations. The ability of leaders to be able to plan, measure, and implement innovative products and services might mean the difference between their organisations' survival and failure.

Nowadays creativity and innovation are becoming extremely important to the success of all business organizations because of the major and rapid changes in the environment. To cope effectively with the change, organizations must become more innovative, developing the ability to quickly plan and implement adoptions to change their environments. There is a direct link between creativity and important organizational outcomes such as productivity and quality; because creative thinking increases the quality of solutions to organizational problems, helps to stimulate profitable innovations, revitalizes motivation, upgrades personal skills and catalyses effective team performance (Kirton, n.d.). It is altruism however that the importance of creativity in leadership for business organisations has not received much study until recently in the works of (Amabile, Schatzel, Moneta and Kramer, 2004; Mumford, Scott, Gaddis and Strange, 2002). Sternberg (2007) makes a notable observation that creativity in the past was perceived as an optional feature of leadership, but

today it is now mandatory since leaders who lack creativity are most unlikely to propel their organisations into the future.

The importance of creativity in leadership is even clearer in the case of start-ups than it is in large corporates whose bureaucratic nature and established system and standards often make it difficult for innovation. Start-ups face a myriad of challenges from the get-go ranging from finances, attracting, and retaining high quality personnel to marketing and breaking other barriers to entry. While this is a global phenomenon, it is even truer in the case of Zimbabwe where the economy is on a nose dive to say the least, with corruption and a weak intellectual property law framework being main features of the business environment.

1.3 STATEMENT OF THE PROBLEM

The Zimbabwean economy has been on the downturn for a long time, with many organizations reducing operational capacity such as Surface Wilmar, as reported by the Business Times a local newspaper, which announced that operations are now below 20%. Other organizations particularly start-ups are shutting down due to the difficult economic environment characterized by fluctuating exchange rates, liquidity crisis, shortages of fuel, electricity blackouts, rampant inflation, high taxes and government policy inconsistency but among these reasons for failure, lack of creativity and creative leadership respectively is being left out. Even though start-ups are recognised as an important agent of growth in many countries (Panitchpakdi 2006; Leutkenhorst 2004; Hilmi *et al*. 2010), their contribution to the economy especially in Zimbabwe is still comparatively low compared with the contributions of small and medium enterprises in industrialised countries as well as other developing countries. This indicates a significant opportunity to develop and refine start ups' performance to become channels of growth for the country's economy (NSDC 2010). Growth is important for job creation and productivity (Haltiwanger *et al*. 2013) as well as encouraging business expansion and internationalisation (Lu & Beamish 2001). Thus, finding the right balance between the leadership behavior of entrepreneurs could contribute to improving start-ups performance.

Start-ups are always being pressured by fierce competition from within their industries and globally. To compete and continue productively in the global economy, start-ups will have to undergo radical changes such as becoming more entrepreneurial and having effective leadership (Hashim *et al*.

2012). If start-ups are to grow and to increase their contribution to the country's economy as expected, their leaders will have to be able to identify the need for rejuvenation, to improve their sense of direction, to be prepared to create necessary changes within their organisation and, most importantly, to improve Organisational performance. Hashim *et al.* (2012) added that for organisations to sustain growth and profitability, effective leaders are needed to create the context that encourages employees to take on new challenges and achieve outstanding business results.

In spite of these realities, one start-up has taken the country by storm through its creativity which has helped it grow in leaps and bounds over a short period of time. Fresh-In-A-Box (FIAB) a vegetable retailing startup that does home deliveries of prepackaged vegetables has been characterized by a rapidly growing customer base with its founder and CEO announcing on microblogging site Twitter, that they are now doing deliveries in Gweru, a city more than 200 kilometres from their base of operations in Harare.

Fresh-In-A-Box continues to make great use of social media, particularly twitter and Facebook to engage existing and potential customers as well as coming up with new promotions. The main question therefore is how the organisation's creative leader, managed to build an organization that is thriving and expanding quickly in an environment that is stifling to many other organisations both established and start-ups. This study will therefore seek to understand the role Kuda Musasiwa's creativity in Leadership has played to ensure that Fresh-In –A-Box (FIAB) thrives in spite of the economic meltdown.

1.4 RESEARCH AIM AND OBJECTIVES

The aim of this research is to get an insight into how creativity in leadership is critical to the success of start-ups operating in difficult economic environments. By evaluating the operations of Fresh In A Box through in depth interviews with the CEO, staff and its customers, the hope is to get a better understanding of how creativity in leadership has helped the organisation to thrive at a time when other organisations are shutting down due to Zimbabwe's severe economic challenges and other myriad of reasons.

The following are the objectives of the study:

Main objective of the study is to ascertain if creativity in leadership for start-ups results in organisational success

Secondary objectives of the study were:

- To identify the key elements of creative leadership in a startup
- To establish the relationship between Leadership behavior and start up success
- To explore the possible challenges faced by Fresh-In-A-Box and how it is managing to overcome them
- To ascertain the creativity in leadership advantage for start-ups.

1.5 MAJOR RESEARCH QUESTIONS

The study will be guided by the following main research question:

Does creativity in leadership for start-ups contribute to start-ups success?

- What are the key elements of creative leadership in a start-up?
- How does Leadership behaviour influence the success of a start-up?
- What are the challenges faced by Fresh-In-A-Box and how is it overcoming them?
- What are the advantages of applying creativity in leadership for start-ups?

1.6 SIGNIFICANCE OF THE STUDY

The study seeks to investigate the impact of creativity in leadership which is a major contributory factor not only to the FIAB start-up but to the economy of Zimbabwe. Start-ups have contributed immensely to job creation and in some countries have been applauded for economic expansion and growth. The researcher is strongly convinced that the findings of this study if availed to the following stakeholders will not only assist them but will also provoke further research on the subject.

Entrepreneurs

The research will offer entrepreneurs insights on how they can employ creativity in leadership to ensure the growth of their own start-ups. They will also be able to take lessons of what works and what does not work for organizational success.

Government policy makers

The results of this study will offer different government policy makers nuggets on how they can come up with policies that support the growth of start-ups not only in Zimbabwe but other countries going through economic difficulties.

Universities and other training institutions.

Very little care has been taken to teaching leadership creativity in schools and universities, this study will therefore shed more light on the key elements of creativity in leadership and thus assist educators in coming up with training modules to teach creativity in leadership.

Youth empowerment organizations

Entrepreneurship has been touted as a panacea to youth unemployment and presented as the best form of youth empowerment even though the number of youth start-up failure is very high. The findings from this study will therefore highlight how youth entrepreneurship may be modelled so that it can succeed.

1.7 DELIMITATIONS OF STUDY

ONE ENTITY: FRESH-IN-A-BOX

The study is restricted to the impact of creativity in Leadership on the success of a specific start-up which is Fresh-In-A-Box. It is important to note therefore that the observations primarily relate to Fresh-In-A-Box and thus due care ought to be exercised when generalising the findings to other Start-ups in different industries.

LEADERSHIP CREATIVITY

The study is limited to studying the influence of creativity in leadership, which is an internal issue, hence issues of an external nature which cannot be directly attributable to leadership creativity will not be included in the study

SENSITIVITY

The area of study may involve trade secrets which the CEO may not be willing to share so as to maintain market dominance. Employees may also be unwilling to share any information they deem sensitive and private the sharing of which may compromise their job security. The researcher

therefore needs to establish a high level of trust with the respondents to make sure the findings are meaningful and fit for purpose

TIME CONSTRAINTS

The researcher is fully employed working five days per week, with a duty station outside Harare. The researcher is also new in the job. All this entails that the researcher will have very little time to devote towards the research and being in a new position the researcher has not accumulated leave days to be able to be allowed time off. This might potentially compromise the quality of the research considering the six-month period the research will be due for submission.

FINANCIAL CONSTRAINTS

The financial situation in Zimbabwe where prices of fuel and other commodities rise constantly may affect the researcher's ability to fund elements of the research which need money such a telephone interviews, documentary search, in-depth interviews as well as transport to and from the University from the duty station which is out of Harare. This has the potential to severely affect the researcher's ability to collect quality data for the research project.

1.8 DISSERTATION OUTLINE

The dissertation is arranged and divided into five (5) chapters.

Chapter 1 basically introduces the study. It contains the background of the study, the statement of the problem, research objectives, research questions, and the significance of the study.

Chapter 2 is the one focusing on the literature review. The theoretical and empirical background on creativity, leadership and start-ups is laid down. It is the basis for which research findings are discussed.

Chapter 3 covers the research methodology. The chapter outlines the data collection methods and it also justifies the methods used, how the data is processed and analysed.

Chapter 4 discusses the research findings and results.

Chapter 5 is about the conclusions, recommendations and suggestions about areas of further examination and study,

1.9 SUMMARY

Leadership is a complex phenomenon. Even though many studies have identified that leadership affects performance, its effects in the context of start-ups in developing countries still need to be validated. This is the issue that has become the focus of this study.

This chapter presents a clear picture of the need for this study. A brief background on studies and identified problems indicate the gap that needs to be filled. The research objectives and research questions provide guidance for the direction of this research. Justifications for this study deliberated on why this study was needed and the significance of the contributions that this study might make. An outline of the thesis structure provides guidance to readers on the direction of this thesis. In the next chapter, this study explores the literature on leadership, creativity, and startup organisational performance.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents an in-depth analysis and review of the theory and models relevant to this study. The literature review grounds this research in order to achieve its objectives and respond to the stated research questions. The literature review consists of key theory concepts, research models from previous studies and in addition it elaborates a background for the empirical part of this study. The analysis of academic literature, main theoretical findings and recent propositions supports a better structural model for the whole research.

2.2 DEFINITION OF TERMS

2.2.1 LEADERSHIP

Leadership has been defined by different scholars and this study is mainly concerned about leadership in the context of business start-ups. The definition by Gupta, MacMillan and Surie (2004), defines leadership as that which creates visionary scenarios that are then used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation. Leadership is a kind of power where an individual has the ability to influence or change the values, beliefs, behaviour and attitudes of other individuals (Ganta, and Manukonda, 2014). An individual with a strong leadership ability will be a good example or role model to their followers, because they will be able to effectively achieve some good results or achievement and also gain the trust and admiration of their followers, and inadvertently changing their values, beliefs, behaviour and attitude (Grint, 2007). Northhouse (2009), supports this notion by stating that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization.

2.2.2 CREATIVITY

Creativity comes from a deep-rooted passion and urge to act, think and do things differently, to try things out, to make mistakes and to see the potential and possibility of innovation at both the micro and the macro level. Creativity is not always about huge leaps forward or great changes and innovations that reshape and redefine thinking all the time. In classrooms, businesses, architects 'offices, music studios, theatres and art galleries around the globe, marginal and incremental creativity is the daily norm. Some creative ideas have a huge impact while others modify, refine and improve existing practices. This creative position is the mindset of the individual and the organisation at large. Regularly it contributes to the creative flow and energy of the individual, the team and the organisation at large (Rickards & Moger, 2000).

There are many varying definitions of creativity. According to Harris (2009, pp. 911), creativity is a way of being, relying on sensitivity and it is thus difficult to measure. John West Burnham (2008), asserted to the definition saying creativity is 'using the terms of imagination as the root of any creative output, the development of a different product, or the improvement of an existing one and the idea of the potential to make a difference. In light of the increasing complexity of global and digital working life, the World Economic Forum (2016) suggested the top ten skills required for a successful working life in 2020. The list has creativity as the third skill, after complex problem solving and critical thinking. The skills are followed by collaboration and leadership skills such as people management, emotional intelligence (EI), judgment and decision making, service orientation, negotiation, and cognitive flexibility. The developments identified by the forum challenge business leaders, educators, and governments to be proactive in up skilling and retraining people (World Economic Forum, 2016).

2.2.3 A START-UP

Start-ups often represent a stage along a company's life cycle: they are understood as young companies evolving in the early phases of their development. The idea that enterprise growth follows life cycles was laid by the groundwork of Steinmetz (1969) and Griener (1998): a company passes through several identifiable stages as it ages, facing different challenges each time. While there is variation in the number of phases

identified across authors, there seems to be a consensus around three main phases: start, growth and maturation. In particular, the starting phase is characterized by few years into business, few employees, and limited revenues.

The definition of Klotz, Hmieleski, Bradley, and Busenitz (2013), states that a start-up is "a firm that is in its early stages of development and growth. In general, such firms are in the process of bringing their initial products/services to market, forming a customer base, and putting into place organizational processes and procedures.

2.3 MODELLING CREATIVITY: HOW MIGHT IT HELP US UNDERSTAND WHAT WE DO?

The following discussion takes as its starting point several models of creativity. Various models have been put forward which view creativity as a system of motivational factors (Amabile and various collaborators 1983-1996), cultural or social 'investment theory' (Sternberg & Lubart, 1991), 'creative ecosystems' (Harrington, 1990; Grubar & Davis, 1988) and interactionist models (Woodman & Schonfeldt, 1990; Amabile, 1983), while others have concentrated on examining the creative processes of (mainly famous) people in terms of biography, heredity, and education (Marjoribanks, 1978; Roe, 1952). Some researchers have attempted to elucidate the process of what happens during the creative act (Root-Bernstein & Root-Bernstein, 1999; Koestler, 1964). Others have begun to examine the cultural significance and history of the term creative and what we have perceived that to mean (Bohm, 1998; Peat, 2000; Pope, 2005). Several have also collected and examined the narratives of a broad spectrum of exceptionally creative people in order to shed light on how the creative process interacts with creative expression (Ghiselin, 1952; Barron, Montouri & Barron, 1997).

 The models discussed below will examine various relationships that exist. The discussion will also draw on a number of cultural, social, and psychological theorists in order to yield insights into how the creative process performs its functions as a process which generates new knowledge within the discipline of start-ups. These theories

enabled the writer to explore how the new knowledge might be received and judged in relation to the theories that were discussed and touched on the epistemological roots of the discipline and the ontological status of the writer.

WALLAS MODEL OF CREATIVITY

Perhaps the earliest, and among the simplest of models is Wallas' (1926) separation of the creative process into preparation, incubation, illumination and verification phases. The baseline assumption in Wallas' writings is that "creative thinking can be delineated" and this led him to a "four-stage description of the creative process" (Runco, 2014: p.21). Wallas initially discerned three stages in the formation of a new thought: (1) Preparation: "the stage during which the problem was 'investigated in all directions'"; (2) Incubation: "the stage during which he was not consciously thinking about the problem"; (3) Illumination: "the appearance of the 'happy idea' together with the psychological events which immediately preceded and accompanied that appearance" (Wallas, 1926, p.80). It was from the more extensive writings of Poincaré on this subject that Wallas was able to embellish the process and discern the now familiar four stages. However, this model raises many questions: How do we prepare for creativity? What happens during the process of incubation? How does illumination occur? Who verifies creativity and how? Many later models attempt to address these fundamental questions. Boden (1990) suggests that there are two different types of creativity, which she labels psychologically creative or P-creativity and historically creative or H-creativity. These are different in kind, she suggests: P-creativity being creative in the sense that the person concerned has had an idea which is new to them, whereas H-creativity demonstrates a creativity which generates truly original ideas that no-one else has ever come up with. This depends on the fact that we must be able to prove its newness to mankind and the fact that the creative idea was important and useful.

STRUCTURE OF INTELLECT MODEL

The modern era in creativity research began in 1950 when Joy Paul Guilford gave his influential presidential address at the American Psychological Association. He argued that understanding creativity is of particular importance in the context of education. Since then, the field is developing rapidly. Some authors have even proclaimed the emergence of creatology — a new interdisciplinary science of creativity (Aleinikov, 2013) aimed at better understanding of the phenomenon and at improvements in related practices. The work of Guilford (1987) and Boden (1990, 1994) has been influential regarding considering a cognitive perspective on creative personality. By linking multiple aspects of the creative person under his Structure-of-Intellect Model, Guilford (1987) considers the impact of personality traits, intelligence, cognitive styles, problem solving abilities, and behaviour. While this represents a significant advancement on the theories of creative genius, it was nonetheless limited by its exclusive focus on the individual and on stable traits.

PERSONALITY TRAIT THEORY

This theory takes into consideration a great pile of human personality traits that are specifically found most in creative individuals. Hargreaves (1927) himself recognized conative factor in imagination. In fact, this theory came out of various empirical studies of personality of creative persons in various fields of study taken on artists, scientists, writers and architects. Most of these studies used various sources, like personality and temperament questionnaires, personal data, rating etc., and showed a good number of characteristics. Trait theory, though very important, is not by itself a complete picturesque of a sound model. From the literature it appears that specific creativity is more related to specific traits.

INVESTMENT THEORY OF CREATIVITY

This theory has been proposed by Sternberg and Lubart (1991,1995) which states that creative people are those who are willing and able to "buy low and sell high" in the realm of ideas. Buying low means pursuing ideas that are unknown or out of favour but that have growth potential. According to this theory, creativity requires a confluence of

six distinct but interrelated resources: intellectual abilities, knowledge, styles of thinking, personality, motivation, and environment. In fact, levels of these resources are causes of individual differences.

AMABILE'S COMPONENTIAL MODEL OF CREATIVITY.

Amabile (1983, 1996) developed this model within social context which explains the social influences on creative behaviour. According to this model, creativity is the creative production that emerges in a five-step process: problem or task identification, preparation, response generation, response validation and finally outcome evaluation. Further, the process interacts with task motivation, domain relevant skills and creativity relevant skills. The creativity of a person at any given point in time is a function of the creativity components operating at the time within and around that person (Hunter *et al*., 2007). The theory has also identified the factors that stifle creativity, such as subcultures where emerging ideas are viewed unfavourably, organizational politics and related issues, an emphasis on the status quo, a low-risk attitude among top management, and severe time pressure (Klijn & Tomic, 2010).

The work environment component in organizations contains features, such as team dynamics and top management behaviours that are unlikely to be as important, or even present, in non-organizational settings. And it is likely that the creative process differs across realms of activity.

BODEN'S MODEL OF CREATIVITY

According to Boden (2003) some people repeatedly produce ideas that are regarded as highly valuable and which, so far as is known, no-one else has ever had before. (They are "historically" creative, or H-creative.) Most people, by contrast, produce only moderately interesting ideas, many of which are already known by other people even though they are new for the individual concerned.(They are "psychologically", or "personally", creative: P-creative). Boden (2004) proposed that there are three types of creativity viz., combinational, exploratory, and transformational creativity. They are

distinguished by the types of psychological process that are involved in generating the new idea.

CSIKSZENTMIHALYI'S SYSTEMS MODEL OF CREATIVITY

According to this model, creativity can be best understood as a confluence of three subsystems (Csikszentmihalyi, 1999). These three subsystems are: Person (genetic makeup, talents, experience), Cultural system (domain- knowledge, tools, values, practices), and Social system (field-community of practice and gatekeepers). Csikszentmihalyi (1996) takes a very similar perspective to Boden dividing creativity into Big C-creativity and small c creativity where 'Big C' corresponds to H and 'small c' corresponds to P. This leads to questions as to who will judge which category an output falls under, and how that judgement takes place.

FOUR P-S MODEL

Another model of creativity is the 4P's Model of Creativity (Rhodes, 1961). According to this model, creativity can be viewed from four different perspectives: product, process, person and press of the environment. Thus, the main question tackled here is how creativity can be stimulated by attending to each of these components. Since Rhodes' (1961) publication, several attempts have been made to extend his model. Simonton (1995) added persuasion, arguing that creative people are essentially leaders who can influence others, therefore, creativity might be seen as a form of leadership. Runco (2007) subsequently suggested reorganizing the main framework into a hierarchical structure with a distinction between the creative potential as opposed to the creative performance. The creative potential is composed by the creative process, person and press influences, while the creative product and persuasion belong to the category of performance.

URBAN'S COMPONENTIAL MODEL OF CREATIVITY

In his componential model of creativity Klaus K. Urban (2007) presents six aspects or components of individual activity that are necessary for creativity to occur. In regard to the variety of theoretical approaches to creativity, Urban (2007) identifies two large classes that are slightly different from each other: a cognition-oriented view and a personality oriented view. Accordingly, his model is built taking into consideration these two main groups and remarking the interdependency that these two groups have when creativity takes place (Urban, 2007). Furthermore, Urban (2007) emphasizes the importance of identifying which components of personality are central and responsible for creative behaviour. As stated above Urban's model (2007) divides the components of creativity in two main groups: on the one hand the cognitive components (*Divergent thinking and doing. General knowledge and thinking base. Specific knowledge base and specific skills*) referring to what we need to know and on the other hand the personality components (*Focusing and task commitment. Motives and motivation. Openness and tolerance of ambiguity*) referring to the attitudes we need to have in order for creativity to occur (Urban, 2007).

THE CULTURE MIXING MODEL

In its pure form, it says that creativity is merely the work that comes from people who simultaneously live and work in half a dozen or more cultures (Segel, 1987; Rothschild, 2001; Paz, 1995; Greene, Journal, March, 2000; Detert *et al*, 2000; Munch and Smelser, 1992; Taylor, 1998). A Jewish scholar, trained in math but working in physics, born in Germany but working in Switzerland, married but an adulterer, graduated with a doctorate but working as a government office clerk, for example, embodies five conflicted cultures within him--religion, discipline, nationality, sexuality, and profession. Such was Einstein. In its pure form this model says that ordinary work, attempted by people embodying many culture differences simultaneously, nearly inevitably ends up being things creative. The more the cultures conflicted, the greater their clash and conflict, the greater the creativity that results. In its less pure form, this model suggests creativity occurs when incompatible value systems intersect, when

cultures clash.   The diversity of what clashes and the detail and thorough-goingness of their interaction both independently determine the creativity of the result of their clash.

On the basis of the above discussion and the information provided by the various models proposed by different researchers and their findings, it can be conceptualised that creativity is a multifaceted phenomenon and the prominent researchers (as has been discussed above) focused on the varied nature of creativity. The relevant and important correlates observed by various researchers are personality traits, opportunity identification, critical thinking, motivation, organisational culture and the environment among others.

2.4 MODELLING LEADERSHIP: FINDING LINKAGES TO CREATIVITY

Leadership models help one to understand why leaders act the way they do, and it also gives a framework or process in which one can apply. These models also highlight how one can adopt to changing situations, organisations, and staff. The table below will look in summary at 5 leadership models. The basic idea is to try and synthesis with the creative models stated above to come up with a conceptual framework.

MODEL	AUTHOR	DESCRIPTION
Behavioural	Black and Mouton (19	1. Team leader (sound) 2. Country club (accommodating) 3. Impoverished (indifferent) 4. Middle of the road (status quo) 5. Produce/ perish (dictatorial)
Functional	Kouzes and Posner	1. Model the way 2. Inspire a vision 3. Challenge the process 4. Enable others to act 5. .Encourage the heart (Leadership is a collection of behaviours and practices as opposed to a position. These practices allow the job to be do get extraordinary things done.)
Integrated	James Scouller	1. OUTER LEVEL Public- (collective unit) Private-(action, progress and results. Individual motivation & sele Shared purpose and vision) 2. INNER LEVEL Psychological mastery, developing own skill and knowhow, developing right attitude.
Situational	Hersey & Blachard Kurt Lewins (1939) Robert House (1979)	-Telling, selling, Participating & Delegation -Authoritarian, Participative and delegation - Clarifying to reach **goals** and clarifying the **path**(directive, supportive, participative and achievement)
Trait	Carlyle & Galton(1849) Kouzes & Pousner (Leadership challenge Model)	History was shaped by extraordinary leadership and these traits were unique to extraordinary individuals and could not be developed QUALITIES Honest, Forward looking, inspirational, competent, fair minded, supportive, broad minded, intelligent, straight fo dependable.

2.5 EXPLAINING THE LEADERSHIP MODELS

Collectively the leadership models appear to make an important contribution to our understanding of leadership processes. They provide an explanation for the exceptional influence some leaders have on subordinates, a level explained by earlier theories of instrumental leadership or situational leadership. Research and resultant theory on how organisations evolve and adapt to a changing environment suggest that the mix of skills required for effective leadership may change over time. The skill required by an entrepreneurial leader to form a new start up is not identical to the skills required by the chief executive officer of a large, established organisation. (Hunt 1991; Lord & Maher, 1991; Quinn, 1992). Thus in efforts to cope with changes in the environment, leaders still need the traditional competencies as well as additional new competencies. (Conger 1994). As the pace of globalisation, technological development and social change keeps on increasing, there appears to be a premium on competencies such as cognitive complexity, emotional and social intelligence, self-awareness, cultural sensitivity, behavioural flexibility and the ability to learn from experience and adapt to change. These competencies are typical transformational leadership competencies as described by Tichy and Devanna (1986). The models above also spelt out the varied leadership styles and they include transformational, transactional, autocratic, bureaucratic, charismatic, democratic, laissez faire and task-oriented styles. More importantly, as the various leadership styles consist of several elements (or dimensions), it is very well possible that some elements facilitate creativity while other elements do not or have a negative impact on creativity.

2.6 FACETS OF CREATIVENESS
PERSONALITY

Guilford (1950) thought that creative personality is the unique characteristics of a creative person, including the ability to tolerate the existence of an ambiguous concept, to think liberally, to be flexible, to be adventurous, and not to be content with the current situation, among other things.

CRITICAL THINKING:

Critical thinking enables leaders at every level to understand the impact of their decisions on the business as a whole and ensures both alignment with organisational goals and accountability for results. Critical thinking is a process of thought based upon personal preparation, education, training, experience, acquisition of the thinking tools and skills in their use. Critical thinking, therefore, is a matter of learning the underlying theories of the various processes of thought and practicing them in a variety of circumstances to attain skill in their uses. Skill in the use of these tools is developed in the same way one build skills in any other physical or mental effort. That is, learning the underlying theory and converting that knowledge into practical skills through trial and error, or experience (Bartlett, 1958). In today's fast changing and highly competitive business environment, the risks of poor decisions are greater than ever. Thus, leaders have to make decisions about their organisation's strategic direction, competitive positioning and proper allocation of resources. In most cases leaders do not have to rely on what has worked in the past, but they have to be adequately assess options, potential consequences and promptly adjust to new information in order to ensure that they make the right decisions.

DIVERGENT AND CONVERGENT THINKING

Next to the different styles or strategies of leadership, it is found that creativity is operationalized in various ways. The main difference is between divergent and convergent thinking. Indeed, a successful creative process consists of both these phases (Cropley, 2006). In the divergent-thinking phase, a person is challenged to come up with as many different ideas as possible. People can be classified as less or more creative than others depending on their scores on the following four dimensions (Torrance, 1972): number of ideas generated (fluency); the details added to each idea (elaboration); the diversity of the ideas presented (flexibility); and the uniqueness of the ideas generated (originality). In the convergent thinking phase, that person needs to be able to select one's best (most useful) idea. Furthermore, the models from both creativity and leadership provide us with a wide array of conceptual tools that help us understand the complex and fascinating phenomenon that is creativity in leadership from different

perspectives. The combination of these perspectives will allow us to move freely between them without the risk of losing ourselves.

PROBLEM SOLVING

Leaders in many organisations encounter novel and ill-defined problems, therefore finding creative solutions to these problems may be critical to allowing the organisation to keep a competitive edge. Solving problems using creativity calls for extensive and effortful cognitive processing. Leaders must define and state a problem, search and gather information that is problem relevant. This therefore generate a diverse set of alternative solutions and ideas. Using a creative problem-solving approach has multiple benefits like providing a structured approach to problem solving and the creation of innovative approaches to change.

OPPORTUNITY IDENTIFICATION

Entrepreneurs acknowledge the importance of the creative process for the generation of business ideas and the identification of business opportunities (Baron, 2006). Lumpkin and Litchtensen (2005) conceptualised opportunity identification as a creative process involving different steps of preparation, incubation and insight. According to Dimov (2007), opportunity identification is a multi- step process starting with the generation of a business idea which the entrepreneur subsequently develops into a feasible business opportunity.

ORGANISATIONAL CULTURE

 Creating and sustaining a culture that nourishes creativity in addressing problems and finding solutions is an important challenge for a leader (Andriopoulos, 2001). On the other hand, a culture in which new ideas are not encouraged, risk aversion is valued, status quo is maintained, and politics are imbued deeply tends to hinder creativity (Williams, 2001). Since the concern for creativity should initiate from top levels of an organization, (Amabile, 1996) so leaders should be able to foster a responsive culture before communicating their initiative downwards. Initiating creativity from top to

bottom is not the only way to cultivate it, this can go the other way too, that is, moving from an individual to whole organization. Utilizing creativity from an individual person and taking its benefit to upper levels should also be a focus of top managers. Mayfield (2009) while articulating bottom to top approach suggests that one person's creativity should be organized into an organizations culture and systems in order to obtain greater benefit from it for the whole department. But to change from unsupportive culture towards supportive one is not a short-term process, so leaders should not expect instant outcomes of creative efforts and creativity-training programs should be directed accordingly (Williams, 2001).

VALUES

Values are a shorthand method of describing what is important to us individually or collectively (as an organisation, community or nation) (Turkkahraman, 2014). They are "shorthand" because the concepts that values represent can usually be captured in one word or a short phrase. For example, honesty, openness, compassion, long-term perspective and human rights can all be considered as values. Behaviours, which are the outward manifestation of values, are context dependent (Cubukcu, 2014). Values can be positive or potentially limiting. Thus, the role of leadership is to add value to other people and the true measure of leadership is influence, therefore a great leader must have the ability to change the attitude or behaviour of others (Reese, 2017). In organizations where leaders lead, the leadership values must be communicated by actions, mostly in the ways in which activities / actions are conducted on a day-to-day basis, and not so much in words directly spoken or written. Actions speak louder, but written values that reinforce and support specific actions, and specific actions that reinforce and support written values, make a powerful combination (Healthfield, 2018). For employees to believe in the sincerity and depth of the organisation's values, the leadership team must lead by example and communicate the values on an ongoing basis to the entire workforce. The values' effectiveness lies in how well they are embodied by the organisation as a whole (Clayton, 2013).

STRUCTURES AND SYSTEMS

Almost all the organizations hold a definite structure for operations by employing division of labour, hierarchies and span of control for each defined positions but more emphasis on such a structured approach tends to restrict employees to employ divergent thinking, hence it hurts novel idea generation in an organization (Williams, 2004). On the other hand, leaders should identify the important trade-offs between structure and creativity. For creativity, structures need to be loosen and flatter, and spans of control should be larger, which can be achieved in a network structure where leadership position is not fixed in the structure, but in the psychology of followers (Amar, 2001). This psychological leadership also allows for wider spans of control to make organization flatter. Another outcome of these loose structures is an increased quality and strength of relationship between leader and his followers (Williams, 2004), which ultimately leads to more encouragement for innovative behaviour. But an absolute lack of structure also hurts the organization in many ways, this is why relationships should be developed within a structure, not by breaking it (Amar, 2001).

2.7 MOTIVATION
INTRINSIC MOTIVATION

Intrinsic motivation was first discovered as a result of experimental studies by White (1959) where he discovered that animals engage in exploratory, playful and curiosity-driven behaviours even in the absence of a reinforcement or a reward. Intrinsic motivation thus shows the inherent tendency to seek out for novelty and impediments to the extent of identifying an individual's capacities, to explore, and to learn (Ryan & Deci, 2000-b). This motivation comes, from within the person or from the activity itself and the motivation is not drive-based, reward based or a function of external control (Deci & Ryan, 1985). An individual will do a task mainly because they find it enjoyable and not because they will be rewarded or punished. The ideal incentive system is in the work content itself, which must be satisfactory and fulfilling for the employees (Osterloh & Frey, 2000). Previous empirical studies, reveal that intrinsic work motivation is primarily related to task characteristics such as job autonomy, skill variety, task significance, task identity, and feedback from the task done (Houkes, Janssen,

Jonge & Nijhuis, 2001). Osterhloh and Frey (2000) assert that under specific conditions, intrinsic motivation is superior to other forms of motivation in circumstances relevant for organizations. In summary, intrinsic motivation is internally driven. It stems from within an individual and or from the activity itself. Thus, certain task characteristics are fundamental to the effect that employees must perceive the work content as being satisfactory and fulfilling.

Theories of motivation emphasize why people behave in a particular way. Maslow's (1943) theory is one widely discussed theories of motivation and it states five basic needs, which are arranged in a hierarchy and are related to each other. The theoretical perspective of Maslow has been thought as the basis for separating intrinsic and extrinsic rewards, where the lower order needs which are physiological, safety and love/belonging needsare seen as extrinsic. The higher order needs including esteem needs and self-actualization are taken as intrinsic (Guzzo, 1979). Another theory by Herzberg, Mausner and Snyderman (1959) is also a well-known study on motivation. According to this Hygiene-Motivators research, people's motivation is influenced by motivators and hygiene-factors. Motivators provide positive satisfaction, while hygiene-factors do not motivate if present, thus resulting in de-motivation if not present (Herzberg et al., 1959).

Not all motivation is created equal. An inner passion to solve the problem at hand leads to solutions far more creative than do external rewards such as money. This component called intrinsic motivation is the one that can be most immediately influenced by the work environment. According to self-determination theory intrinsic motivation is one of the six dimensions of motivation that attracts and energize the employees by a task. When the activity is challenging, interesting, or enjoyable the positive feeling about activity makes them engage in the activity, bound up with the task and satisficed inherently (Amabile, 1983; Shin and Zhou, 2003; Conchie, 2013). Intrinsically motivated employees tend to be more flexible and determined to find many alternative solutions for problems and to use non-traditional approaches. Thus, we can say that it is a trigger for individual creativity (Tierney et al., 1999; Shin and Zhou, 2003). Recent studies have shown that transformational leadership behaviour affects the emotions of

employee such as happiness, enthusiasm, and optimism which are also enhanced by intrinsic motivation (Deci and Ryan, 1985; Conchie, 2013).

2.8 CREATIVITY CONDUCIVE LEADERSHIP APPROACHES

2.8.1TRANSFORMATIONAL LEADERSHIP

One of the key elements of transformational leadership is the ability to manage change and creativity (Walck 1996). Accordingly, there are some positively correlating between transformational leadership and organizational innovativeness (Jung et al. 2003; Khan, Sarwar, Malik, & Ahmad 2014; Shin & Zhou 2003) Transformational leaders comprise of the following skills: intellect, innovative, and entrepreneurship. Such individuals understand and respond to the needs of society or an organization and all its employees (Burns 1978; Tichy & Devanna 1986). Transformational leadership can move those influenced to display their own self-interest for the good of the group and or organization (Bass 1985: 15).

But then leadership is not only retained to the people with formal power on top echelons of the organisation alone. It can happen at all levels within the organisation (Bass & Riggio 2006) and can be learned by all (Sashkin, Rosenbach, Deal, & Peterson 1992; Tichy & Devanna 1986). Additionally, it has been argued that leaders themselves should be creative and innovative such that they are role models who will motivate and inspire (Mathisen, Einarsen, & Mykletun 2012). The leaders also have to apply unconventional solutions to problems and challenges (Proctor 1991), to promote new ideas and develop and mentor followers within the organisation (Mumford *et al*. 2002a).

CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP

The most optimal leadership style for creativity is transformational leadership which can thus be derived from the model of full range leadership by Storey (2004), who determined the 4 I's as the most effective as well as active profile. The four I's consist of the following components; idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation (Bass & Avolio, 1995; Bass et al., 2003; Colbert et al., 2008).

Idealised influence – leaders provide vision and sense of mission, instil pride, and get the respect and trust of employees (Bass 1990). The leaders inspire and excite the employees with the idea that they are able to accomplish great things by putting in extra effort. They create trust, confidence and act as role models for their employees (Bass & Riggio 2012).

Inspirational motivation – leaders communicate high expectations, use symbols to focus effort and convey important purposes to employees in simple ways and explain what needs to be done (Bass 1990, 1996; Muenjohn & Armstrong 2008). Inspirational motivation refers to the degree to which leaders articulate a vision that is appealing and inspiring to employees (Judge & Piccolo 2004) and establish commitment to common and shared visions (Bass & Riggio 2012).

Intellectual stimulation – leaders encourage intelligence, rationality and careful problem solving (Bass 1990). Leaders are willing and able to act as examples to their employees on finding new perspectives for looking at old problems. Leaders encourage employees to think outside the box and they inspire creativity (Bass & Riggio 2012).

Individualised consideration – leaders provide personal attention and treat each employee individually (Bass 1990). Leaders act as mentors and spend time coaching and giving advice by paying close attention to differences among the employees (Muenjohn & Armstrong 2008; Judge & Piccolo 2004). Leaders identify and acknowledge individual differences of needs

Obviously, traditional leadership will not survive in the Third Millennium. The world will need transformational leaders. Transformational leadership allow companies to compete in a turbulent and unpredictable environment and improve their performance. To transform the organization into a creative and innovative organization, proper local procedures, strategies and models are required to accelerate environmental changes;

organizations are required to adapt to these changes to survive in this competitive environment. Organizations require creativity and innovation for this reconstruction.

LEADERSHIP STYLES

Style of leadership is a special way of conducting leadership. Some interpretations state that leadership style encompasses a wider range of terms. "A leadership style is a combination of traits, skills and behaviours that leaders use while they interact with subordinates" (Lussier & Achua, 2010, p. 70). It can also be stated that the interpretation of leadership in the context of leadership styles implies that "this is leadership focused exclusively on what leaders do and how they behave" (Northouse, 2008, p. 47). According to Lewin (Lewin, Lippit & White, 1939), leadership style is the way in which leaders influence and stimulate the activities of the group members.

Creative organizations are characterized by the willingness to change and continuously improve, as well as the willingness to take risks and experiment with new ideas when encouraging diversity. Each leadership style is a combination of different types of behaviour and characteristics of leaders. If there is the need to make a decision quickly and take urgent action to a particular situation, a leader may adopt autocratic leadership style. However, if the group is undisciplined and exhibits disorganisation, the autocratic style would more efficient. Democratic leadership works with a well-organized and stable group. In the longer term, the democratic style of leadership, which includes giving employees a certain freedom and involving them in decision-making, is more productive and recommended for start-ups. Teams consisting of creative individuals who are expressive in exposing their ideas and independently making decisions, would have the liberal leadership style working effectively for them. In a dynamic and uncertain business environment characterised by changing trends, decisions must be made in an effective manner. Therefore a leader needs to be completely aware of all the styles of leadership, so that he can exercise flexibility and be able to apply styles specific to the situation in which he finds himself, the company and the followers at large. Flexibility in decision making, taking different views of the situation, and being willing

to take risks on new ideas, are all characteristics of a creative leader and this contributes to a well-positioned business organization.

2.9 EMPIRICAL REVIEW OF LEADERSHIP STYLE AND EMPLOYEE CREATIVITY

Leadership style and employee creativity have been examined by numerous scholars and researchers from diverse perspective. Politis (2005) examined the relationship between leadership and several work environments dimensions conducive for creativity and productivity in the service organizations operating in the United Arab Emirates (UAE). The findings suggested that a participatory style of leadership promotes the determinants for creativity in the work environment. The results showed specifically that, leadership style that recognizes and reinforces employees' performance encourages and facilitates the bases of the work environment for creativity, which are in turn vital for creativity and productivity. However, the study by Politis highly concentrated on participatory, transformational, and democratic ignoring authentic and transactional. The study also fails to account for what factors contributes to the leadership styles adopted.

In a study by Mathisen, Einarsen and Mykletun (2012), the role of leaders' creativity as a predictor of organizational creativity was examined among the Norwegian restaurants. The findings suggested that creative leaders could serve as motivation and inspiration for followers, who come up with learned creative behaviours and procedures by observing their creative leader. Again, leaders who are creative better understand and appreciate the concerns of their followers to act in a creative manner. Findings suggested that when organizations promote a creative and innovative climate, employees tend to be creative and this leads to creative outcomes. The question to ask was what style has the higher influence on innovation and creativity. The study failed to account for which of the leadership styles or abilities as used can propel employee innovation.

Zubair and Kamal (2015) determined the effect of authentic leadership on the creativity of employees with role of work-related flow and psychological capital mediating the relationship. This study was conducted in the I.T and Banking Firms in Pakistan. The concept of Authentic Leadership Questionnaire was measured using Avolio, Gardner and Walumbwa (2007) scale and Creativity scale (Zhou & George, 2001) was used to assess employee creativity. The study revealed that authentic leadership was significantly associated with employee creativity positively. Further, the results showed that authentic leadership is significantly and positively related with psychological capital, work related glow and employees' creativity. However, the study failed to make comparative analysis on which of the styles compared to authentic observed greater impact or influence on creativity. Furthermore, the review coupled with the results which showed that the relationship between authentic leadership and employee creativity was complemented by work related flow. The question to pose was then what the actual relationship between authentic leadership style and employee creativity without the moderation of any other variable is?

2.10 THE CREATIVITY ADVANTAGE

Creativity is a key input for success in product and service innovation. The absence of a healthy and continued supply of ideas, would render most organizations ceasing to exist. In this 21st century leaders are facing challenges on how to profit from individual potential as well as leveraging it so that it contributes to organizational innovation and excellence. Creativity cannot be "forced" through creativity "techniques". It requires setting an appropriate context for ideas to emerge and their subsequent mobilisation into innovative products and services. When the context is right and appropriate, techniques and ideas can manifest and raise the level and type of creativity within organizations.

2.11 DISCUSSION OF CONTRADICTIONS IN THE STUDY AREA

Despite the relative consensus in defining creativity, creativity is difficult to study. The problem is not the definition of creativity, but rather its operationalization. Creativity can be operationalized in many ways, depending on context. Operationalization of creativity is context-sensitive and domain-specific. Therefore, creativity requires
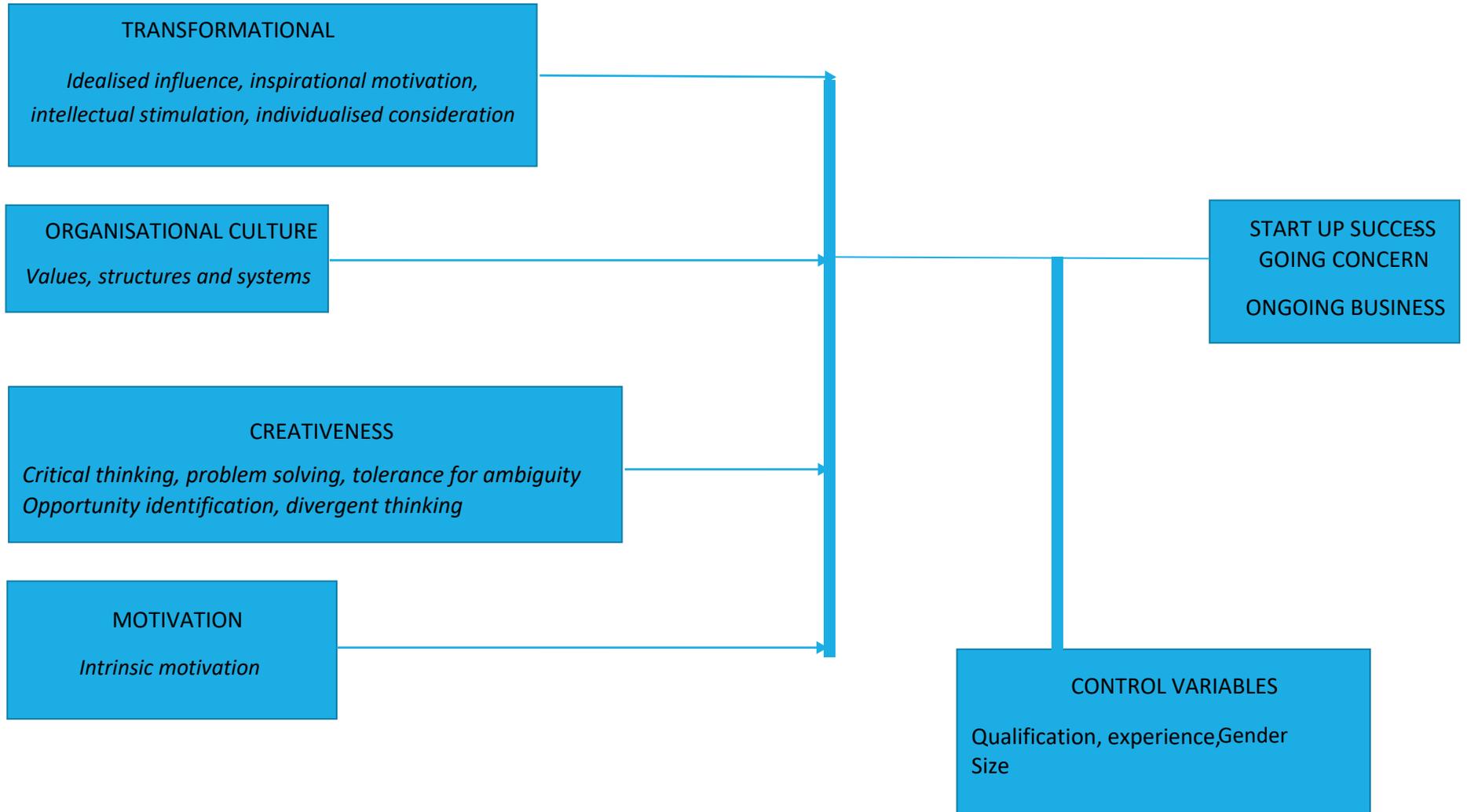
investigation within its specific domains (Amabile, 1996; Ludwig, 1995). What is considered creative in one domain, field, time, or place is not necessarily creative elsewhere. The individual's domain-relevant skills, creativity-relevant skills, and task motivation are basic components in creative performance (Amabile, 1996). In creative research, such skills are necessary both for invention and for evaluation. Because a creation is always creative in relation to and in contrast with something else, expertise and knowledge of one's creative field is crucial for creative achievement.

It is argued that previous experience, knowledge, and skills have both enabling and inhibiting influences on creativity (Ward et al., 1999). Prior knowledge can actualize a "functional fixedness" (Ward et al., 1999; Woodman et al., 1993). For professional creative performance in a knowledge intensive environment, however, expertise is undoubtedly needed (Mumford et al., 2002; Perkins, 1990; Woodman et al., 1993). Apart from expertise in one's own field it is also valuable to be knowledgeable in other fields. In a classic study, Kasperson (1978) found that creative scientists accessed information from a broader range of disciplinary areas than their non-productive and non-creative peers. Sometimes creativity is simply applying a well-known idea from one field in a new context. As Burt (2004, p. 389) explains: "The certain path to feeling creative is to find a constituency more ignorant than you and poised to benefit from your idea".

2.11 THE CONCEPTUAL FRAMEWORK

A conceptual framework is an analytical tool with several variations and context. It is a structure a researcher believes can best explain the natural progression of a phenomenon to be studied. (Camo, 2001). Based on the proposed research conceptual framework, the following factors define the scope of this framework: transformational leadership, creativeness, organisational culture, motivation and start up success. Thus, the dependent variable is start up success and the independent variables are transformational leadership and creativeness. The dependent variable is moderated by the moderating variable which is transformational leadership and creative leadership. There are controlling variables which include factors like the age, qualifications, gender, and the start-up size.

CONCEPTUAL FRAMEWORK

TRANSFORMATIONAL

Idealised influence, inspirational motivation, intellectual stimulation, individualised consideration

ORGANISATIONAL CULTURE

Values, structures and systems

CREATIVENESS

Critical thinking, problem solving, tolerance for ambiguity Opportunity identification, divergent thinking

MOTIVATION

Intrinsic motivation

START UP SUCCESS
GOING CONCERN

ONGOING BUSINESS

CONTROL VARIABLES

Qualification, experience,Gender Size

2.12 SUMMARY

The presented literature review discusses the issue of creativity for leadership in start-ups. The academic interest related to creativity in leadership in start-ups has been growing during the past decades because of the importance of start-ups in different societies. Several dimensions of the phenomenon have extensive literature review, but one may not find a lot of research related to creativity in leadership for start-ups. The performed literature review discussed different topics and their connections in the academic literature. This literature review reveals many theoretical gaps unbridged by previous academic research. Hence, further development is needed to answer open questions of the relations of leadership and creativity theory. Many presented methods support the development of a business by start-ups. However, they fall short in providing an efficient method to develop an initial idea for a thriven business especially for developing countries like Zimbabwe. The next chapter presents the structure of the research. The methodology also explains the case study developed by this research to validate the previous theoretical framework.

CHAPTER 3

RESEARCH METHODOLOGY.

3.1 INTRODUCTION

This chapter explains in detail the methodology used in gathering the information necessary in the study. It highlights the sources of data and the design, which includes the sampling plan and data analysis methods employed. The steps involved are elaborated in detail and have been carried out systematically to achieve a high degree of reliability and validity. The term methodology is a system of explicit rules and procedure in which research is based and against which claims of knowledge are evaluated (Ojo, 2003). The methodology used in a study is integral to the reliability of the findings and the validity of the study.

3.2 RESEARCH DESIGN

Research design means a structure to plan and execute a particular research. Research design is the crucial part of the research as it includes all important considerations: the strategy and the identification of whom and what to study on and the tools and procedures to be used for collecting and analysing data. The research design basically is divided into several types for example qualitative research and quantitative research. In this study, the researcher used qualitative research method. Qualitative research method was developed in the social sciences to enable researchers to study social and cultural phenomena: observe feelings, thoughts, behaviours, and the belief of the mass society. Examples of qualitative methods are action research, case study research and grounded theory. Qualitative data sources include observation and participation observation (fieldwork), interviews and questionnaires, documents and texts, and the researcher's impressions and reactions

A characteristic of qualitative research is that it is mostly appropriate for small samples and its outcomes and results are not measurable and quantifiable. In this case, the researcher is looking at Fresh in a Box vegetable company which is a small start-up. It has a staff complement of twenty employees. Qualitative research offers a complete description and analysis of a research subject, without limiting the scope of the research and the nature of participant's responses and this

differentiates it from quantitative research (Collis & Hussey, 2003). Thus, the effectiveness of qualitative research is reliant on the skills and abilities of the researcher, while its outcomes may not be perceived as reliable as they come from researcher's personal judgments and interpretations mostly. Since it is more appropriate for small samples, it is also poses a risk for the results of qualitative research to be viewed as reflecting the opinions of a wider population (Bell, 2005).

3.2.1 RESEARCH PHILOSOPHY

A belief about the way in which data about a phenomenon should be gathered, analysed and used is known as the research philosophy. The stages of the research process are purely based on assumptions about the sources and the nature of knowledge. The research philosophy reflects the author's important assumptions, and these serve as a basis for the research strategy. Research philosophy has many roots related to a wide range of disciplines.in comparing philosophies there are three important questions one may take into consideration:

1. What is real (ontology)?

2. How can we know anything (epistemology)?

3. What methods should we use to conduct research (methodology)?

3.2.1.2 ONTOLOGY

The question, 'What is real?' is concerned with the concept of ontology, and in relation to this there are two possible responses, depending on the specific paradigm. In one paradigm, the response to the question: 'Is there a single objective truth/a knowable reality affected by a consistent set of laws?' would be a 'Yes'. From the perspective of the other paradigm, the answer to the question is that everything is relative, there is no such thing as one objective truth or even universal truths, but merely a number of subjective truths.

3.3.2 EPISTEMOLOGY

Epistemology is 'a way of understanding and explaining how we know what we know',

(Crotty,2003:3). Epistemology is also 'concerned with providing a philosophical grounding for deciding what kinds of knowledge are possible and how we can ensure that they are both adequate and legitimate.' (Maynard, 1994:10) in Crotty, Ibid, 8).

3.4 RESEARCH PARADIGMS

The key term relating to the way of looking at the world is 'paradigm'. The researcher (Kuhn, 1970) introduced the concept of the existence of different paradigms. The major reason this concept is important is that the paradigm we use to view the world, on a day-to-day basis, is very likely to influence how we conduct research. Attempting to summarise Kuhn' ideas on paradigms, Long (2007: 196) stated: a paradigm is a pre-requisite of perception itself – what you see depends on what you look at, your previous visual/ conceptual experience (the way you have been taught to think) and how you look. Within the scope of business studies in particular there are four main research paradigms, and these are

1. Pragmatism

2. Positivism

3. Realism

4. Interpretivism (Interpretivist)

	Pragmatism	**Positivism**	**Realism**	**Interprevism**
Popular data Collection method	Mixed or Multiple methods And designs Quantitative & Qualitative	Highly Structured large Samples and Measurements Quantitative but Can be applied to	Method chosen Fit the Subject matter Quantitative or Qualitative	Small samples In depth Investigation or Qualitative

		Qualitative		

Table: Source (Saunders et al, 2016)

3.4.1 POSITIVISM

Positivists believe that reality is stable and can be observed as well as be described from an objective viewpoint (Levin, 1988), i.e. without interfering with the phenomena being currently under studied. Positivists assert that phenomena should be isolated and often observations should be repeatable. Therefore, there is manipulation of reality with variations in only a single independent variable so as to identify the regularities in, and to form relationships between, some of the constituent elements of the social world. Predictions can be made based on the previously observed and explained realities and their inter-relationships. Given the qualitative nature of this research, positivism was not adapted because positivism adheres to the view that only factual knowledge gained through observation is trustworthy. Positivism depends on quantifiable observations that lead to statistical analyses. Moreover, in positivism studies the researcher is independent from the study and there are no provisions for human interests within the study. Researchers warn that "if you adopt a positivist approach to the research study, then it means that one is independent of their research and that the research can be purely objective. By being independent, it means that one keeps minimal interaction with research participants during the research. In conclusion, studies with positivist paradigm are based purely on facts and are external and objective.

3.4.2 INTERPRETIVISM

Interpretivists assert that only through the subjective interpretation of and intervention can that reality be fully understood. The interpretivist believes that study of phenomena in their natural environment is key. They acknowledgement that scientists cannot avoid affecting those phenomena they study. They admit that there may be many interpretations of reality but maintain that these interpretations are in themselves a part of the scientific knowledge they are pursuing for their research studies.

Interpretivism has a tradition that is no less glorious than that of positivism, nor is it shorter. This research will then take an interpretivism approach owing to the fact that it is a small sample that is focusing on a recently established start-up (Fresh In A Box vegetable company).

3.5 RESEARCH APPROACH

The research approach adopted for this study was the inductive approach. The inductive approach accordingly has researchers begin with specific observations, which are then used to produce generalized theories and conclusions from the research. The inductive approach considers the context where research effort is active, while it is also most appropriate for small samples that seek to produce qualitative data. The main weakness of the inductive approach, however, is that it produces generalized theories and conclusions based only on a small number of observations. This means the reliability of research results under question can be compromised (Denzin & Lincoln, 2005).

3.6 METHODOLOGICAL CHOICE

Based on the study of Guba and Lincoln (1994), there are two approaches or methods of research i.e. Quantitative and Qualitative that are available to researchers. The most important difference between the two approaches is the use of numbers and statistics. The choice of research approach naturally depends on the defined research problems and the data needed for solving these problems.

3.6.1 QUALITATIVE APPROACH

The qualitative approach emphasizes on processes and meanings that are not measured in terms of quantity, amount, intensity or frequency. The qualitative approach provides a deeper understanding of the phenomenon within context (Guba and Lincoln, 1994). Moreover, qualitative researchers stress the socially constructed nature of reality that states the relationship between the researcher and the phenomenon under investigation. On the other hand, quantitative researchers emphasize the measurement and analysis of casual relationships between variables. According to Cochran and Dolan (1984) that relate the differences between qualitative and quantitative research to the distinction

between exploratory (qualitative) and confirmatory (quantitative) analysis. When there is little theoretical support for a phenomenon, it may be impossible to develop precise hypotheses, research questions, or operational definitions. In such cases qualitative research is appropriate because it can be more exploratory in nature (Sullivan, 2001; Cited by Darabi et al.2001)

The characteristics of qualitative research are (Kumar, 2005:12; Jones & Kottler, 2006:83)-

• It is usually conducted in natural settings. Natural settings (such as classrooms, schools, and sports fields) are the overwhelming preference for qualitative studies.

• The extensive use of descriptive data. Qualitative researchers are likely to describe a phenomenon with words, rather than with numbers.

• The emphasis is on process rather than on product.
• It is often based on inductive logic: going from the specific to the general.

• The search for meaning is often evident. The search for meaning focuses in qualitative research on how people try to make sense of their lives. How it is may be nearly as important in a qualitative study as how the participants think it is.

3.7 RESEARCH STRATEGY

As Saunders *et al*. (2000) pointed out that there are several research strategies that can be employed in the research such as: experiment, survey, case study, grounded theory, ethnography and action research. The most important step is that the appropriate strategy for the research question (s) and objectives be chosen. These strategies should not be thought of as being mutually exclusive. Some of these strategies are described in brief below:

3.7.1Experiment: Experiment is a classical form of research that owes much to the natural sciences, social sciences, especially psychology. It involves the definition of a theoretical hypothesis, selection of samples and allocation of them to different experimental conditions, introduction of planned changes, measurement on some variables and control of other variables.

3.7.2 Survey: Survey is a popular method and common strategy in business research. The Survey Method allows the collection of a large amount of data from a large population. A survey allows for standardization of data which allows easy comparisons. In addition, since this method is easily understood by the respondents, it is perceived as authoritative. Furthermore, the survey method gives more control over the research process. The principle instrument is a questionnaire, on which each person (respondent) is asked to respond to the same set of questions in a predetermined order. However, the survey strategy does have disadvantages such as the time needed to design and pilot the questionnaire, and to analyse the data. In addition, the data collected may not be as wide ranging as that collected by other methods as there is a limit to the number of questions that can be asked.

3.7.3 Case Study: A case study is defined by Robson (2002) as 'a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence'. Saunders et al. (2000) define case study as the progress in detailed, intensive knowledge about a single case, or a small number of related cases. A case study is a detailed study based on the observation of the intrinsic details of individuals or organizations that is not suitable as much of the required sources of evidence do not exist, for example documentary analysis and suitable events for observation.

The case study approach has considerable ability to generate answers to the questions „why" as well as 'what' and 'how'. This was used in the study.

3.8 RESEARCH INSTRUMENTS

3.8.1 SEMI STRUCTURED INTERVIEWS

A qualitative interview is an interaction between an interviewer and a respondent in which the interviewer has a general plan of inquiry, including the topics to be covered, but not a set of questions that must be asked with particular words and in a particular order" (Babbie, 2007, p. 318). This is exactly what the researcher is going to do. Before there is a schedule to follow, but other questions can appear when some information is unclear or whether some information is not sufficient from the interviewee? In that way it is possible to obtain deeper and more comprehensive answers from the

interviewee.   The Interviewer prepared an interview guide that described the topics that will be explored during the interview. As such, some questions were pre-decided for all participants, however, the actual questions were not. Thus, the interviewer had the freedom to word their questions spontaneously according to the situation and thus explore the topic in more details. The way questions were framed typically influences the people responses thus, the proper framing of the question is very important.

3.8.2 POPULATION AND SAMPLING TECHNIQUES.

Population

A population is a group of all the observations of a random variable under study and about which one is trying to draw conclusions in practice (Wegner, 1993). Kurtz and Boone (2001) define study population as the total group of people that the researcher wants to study. The population includes all individuals whom the researcher is interested in obtaining information from and making inferences on. The subjects in this research are FIAB workers who are involved in the day to day running of the FIAB start-up. The Chief executive officer known as the Vendor in Chief also plays a significant part in the study as he is the one who founded the start-up. Participants for the study were drawn from fulltime employees of FIAB vegetable company. These were viewed as key personnel as they have been available just after the inception of FIAB vegetable company.

3.8.4 SAMPLING AND SAMPLING PROCEDURE

Sampling is the act, process, or technique of selecting a suitable sample of a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Mugo, 2010).

3.8.4.1 PURPOSIVE SAMPLING

Purposive sampling is one of the most common sampling strategies. Purposive sampling is a non-random method of sampling where the researcher selects "information-rich" cases for study in depth (Patton, 2002). Purposeful sampling takes place when the researcher selects a sample from which the most can be learned (Merriam, 1998). Sample sizes, which may or may not be fixed prior to data collection, depend on the resources and time available, as well as the study's objectives. Purposive sample sizes are often determined based on theoretical saturation (the point in data collection when new data no longer bring additional insights to the research questions). Purposive sampling is therefore most successful when data review and analysis are done in conjunction with data collection. The benefit (of purposeful sampling) is that, as Patton (2002) puts it, "Any common patterns that emerge from great variation are of particular interest and value in capturing the core experience and central, shared dimensions of a setting or phenomenon".

3.9 DATA COLLECTION
3.9.1 DATA SOURCES

For the purposes of this research, semi structured interviews were used. Semi structured interviews' aim is to identify participant's emotions, feelings, and opinions regarding a particular research subject. The main advantage of semi structured interviews is that they involve personal and direct contact between researcher and interviewees. The interviews eliminate non-response rates, which calls for the need of the researcher to have developed the necessary skills to successfully carry out the interviews (Fisher, 2005, Wilson, 2003). Unstructured interviews offer flexibility in terms of the flow of the interview, thus creating a platform for the generation of conclusions that were not initially meant to be derived regarding a particular research subject. There is the risk however, that the interview may deviate from the pre-specified research aims and objectives (Gill & Johnson, 2002). The conduction of the research involved the use of semi-structured questionnaire also, which was used as an interview guide for the researcher. Certain questions were prepared, and they were a guide to the interview towards the satisfaction of research objectives. Additional probe questions were made as the context permitted during the interviews.

Neuman (2006) noted that there is no one way of analysing qualitative data. Miles

& Huberman (1994) define data analysis as consisting of three components including

1. Reduction (simplifying, abstracting, and transforming data from field notes and interview transcriptions),

2. data displays (organised, compressed assembly of information that permits conclusion drawing and action) and

3. Verification or conclusion drawing. The data collected in the study was therefore analysed using data reduction, data displays and verification.

3.10 VALIDITY AND RELIABILITY

3.10.1 Validity

Validity in research is concerned with the accuracy and truthfulness of scientific findings (LeComple and Goetz 1982). It is a very important feature in a measuring instrument. It refers to the methodological soundness or the appropriateness of the instruments used (Hashim et al. 2007). It is the ability of a measure to measure what it is supposed to measure (Robson 2011). It indicates that how well the data collection, and data analysis of the research captures the reality being. Seven stages are available to which validity must be ensured by the researcher. These are thematizing, designing, interviewing, transcribing, analysing, validating, and reporting (cf. Kvale, 1996, p. 237). The researcher continually checked the information obtained through the interview in a bid to ensure a high quality of the collection of data. A sound logic of the interpretations was always ensured by always applying the same procedure of analysis and taking the context and subjective experience of the participant into account. (Kvale, 1996)

3.10.2 RELIABILITY

Reliability is defined as "the extent to which data collection technique or techniques will yield consistent findings, similar observations would be made, or conclusions reached by other researchers"

(Saunders, Lewis & Thornhill, 2009, p.600). When the methods used for collecting and analysing data are reliable, then the replication of the research would yield similar results. A high degree of reliability is therefore fundamental and required to counteract haphazard subjectivity (Kvale, 1996). The researcher aimed at avoiding multiinterpretability, transcribing and coding of the interviews was only done by one person, viz. the researcher themself. The researcher chose a more neutral time to conduct the interviews. Pretesting was done to test the reliability and content and internal validity of the data collection instruments. Themes for the questions were established guided by the research objectives to enable flow of the questions. Creswell (2009) points that, if themes are established based on converging several sources of data or perspectives from participants, the process can be claimed as adding to the validity of the study.

3.11 ETHICS AND VALUES

This research honoured the ethical standards set by the generic research ethics. In so doing, the participants were informed about all the steps that were to be taken in this research. The participants were more important than the study, and therefore respected. The participants were informed that the study was completely voluntary, and would not affect their jobs, in any way. Confidentiality was provided, as the subjects' identifying information was not sought. The data collection material was destroyed on completion of the study.

3.12 SUMMARY

This chapter mainly focused on the research methodology used for the study. It provided an insight into the methodological framework of the research, research design, research approach, research strategy, research instrument, data analysis process, data validity and reliability and research ethics. More importantly the chapter revealed that this research is predominantly qualitative in nature, hence data presentation and analysis is premised on qualitative research. The next chapter will discuss the data analysis carried out to answer the research questions.

CHAPTER 4

FRAMING AND ANALYSIS OF DATA

4.1 INTRODUCTION

The purpose of this study was to gain an insight into the lived experience of creativity in leadership. The analysis involved semi structured interviews to explore how creativity in leadership has led to the growth of FIAB a vegetable company start-up considering that most start-ups do not continue operations given the current economic situation and many other challenges. Qualitative research methodology as used in this research permits the exploration and understanding of the phenomenon from lived experiences, (Merriam. 1998). From this research, the analysis included the process of interviewing the participants and then transcribing the interviews. Extraction of the common themes and concepts from the transcripts was done to which the similar and common themes were put into categories that answered the distinct research questions. Thus the major findings from the research will be discussed in this chapter.

4.2 OVERVIEW OF RESPONDENTS

The results of this qualitative study are based on the interviews of the FIAB employees. For this research, data was collected from fifteen employees who work at FIAB vegetable company. The employees were between the ages of 18 and 41 and the participants had varying levels of education. The participants chosen for this study had been working for FIAB for at least twelve months since its inception. Each participant had an assigned role at the organisation. For the purposes of the research, the participants were given pseudonyms and their backgrounds were disguised to ensure confidentiality. The roles of the participants were from the CEO to the shop floor worker.

4.3 DATA FRAMING AND ANALYSIS

The data analysis of this research involved sorting identified themes and concepts into major categories extracted from descriptive data and themes. The analysis included the process of first interviewing the participants and then transcribing the interviews. The step that followed was extracting common themes and concepts from the transcripts. The common themes and concepts were put into categories that answered each individual research question. The data extracted was used to analyse the results of the study.

4.3.1 IMPACT OF CREATIVITY ON GROWTH

The first research question was: How has creativity impacted on the growth of FIAB vegetable company? Before taking down the responses, the researcher asked the interviewees if they could define creativity. This was responded to using different definitions but the most recurring issues were novelty, improvement of existing ideas and bringing in new ideas/.

Respondent number 1 said that '***creativity is improving the existing idea for the better***'.

He supported his definition by saying that the vegetable markets have been in existence since time immemorial, but as FIAB, they had improved the selling of vegetables by bringing the vegetables to the clients' door. The prevalence of the varied definitions point out to novelty, thinking outside the box and idea generation is supported in literature, where creativity is seen as a phenomenon that is complex, multifaceted and contextual. John West Burnham (2008) added precisions to this concept, using the terms of imagination as the root of any creative output, the development of a different product, or the improvement of an existing one and the idea of the potential to make a difference.

On the main question of the impact of creativity on the growth of FIAB, it was noted that all of the fifteen respondents cited that there was an impact and it was to a positive greater extent. Some of the responses from the respondents are stated below:

Respondent 7: 'creativity ***enabled us to create an application that connects us to a wide range of people, that is local customers and those from the diaspora which then gives us more visibility and more sales'***

Another response was in terms of the products variants implying a significant growth in the operations: Respondent 3: *we started off with one box, which is the vegetable box but now due to creativity we have six variant boxes and we have also introduced a grocery box'*

It was also discovered that with creativity, there were new discoveries and that it did really put employees into perspective. Respondent 5*: 'as a person who works at the Fresh farm, creativity has helped me to be quick in discovering what is there and what is missing, and this is critical as it affects the produce which we in turn sell to our clients'*

Respondent 1*: 'creativity has enabled us to be the first company offering e-commerce to our clientele in Zimbabwe. There is so much use of artificial intelligence and it has simplified ease of doing business.*
One of the impacts of creativity that the FIAB team was ecstatic about were the partnerships. These partnerships had put them in a better place and compelled them to perform. Respondent 13*: 'due to creativity, FIAB has landed partnerships with big companies like Amps meats and Spar Zimbabwe and this has attracted investment as well. Some companies have gained visibility through us and are now depending on us for their survival.*

Creativity thus exhibits a major importance to start-ups as they are considered a key factor towards economic development. One of the respondents at FIAB mentioned that as they create new ideas, it gives the start –up an edge over the competition. Literature supports this notion through the investment theory of creativity. This theory has been proposed by Sternberg and Lubart (1995) and states that creative people are those who are willing and able to "buy low and sell high" in the realm of ideas. Buying low means pursuing ideas that are unknown or out of favour but that have growth potential.

4.3.2 TRANSFORMATIONAL LEADERSHIP

In this qualitative study, the second question sought to find the relationship between transformational leadership and creativity. In this stance, a probe question was asked which

sought for the characteristics of transformational leadership. In summary, there were six recurring characteristics that were mentioned by all the participants and these are:

1. one who is able to take risks
2. one who entertains new ideas
3. a role model
4. future oriented
5. one who creates opportunities
6. one who thinks outside the box

Some of the responses from the respondents are laid below:

Respondent 12 stated that, '*a transformational leader is someone who is able to see the need for change and create new opportunities.* This was also supported by another response which was: *'transformational leadership is characterised by being able to take risks, being open to new ideas and being able to exchange ideas up and down within the organisation'.* These responses all pointed out to change, taking risks and an emphasis on effective communication**.** Respondent 3 described a transformational leader as *'someone who is able to think outside the box in a bid to motivate followers'.*

In summary to these notions about the characteristics of transformational leadership, it can be concluded that the characteristics support the elements of transformational leaders as shown below.

Table 2: Elements and characteristics of leadership

ELEMENT OF TRANSFORMATIONAL LEADERSHIP	CHARACTERISTICS
Individualised influence	Creation of opportunities
Inspirational influence	Future orientation
Intellectual stimulation	Thinking outside the box
Individual consideration	Role model

Transformational leadership is a style of leadership where a leader works with subordinates to identify the needed change. These leaders work to create a vision to guide the change through inspiration and to execute the change that is needed. Transformational leadership serves to enhance the motivation as well as the job performance of followers through connecting the follower through their sense of identity, by being a role model for followers.

According to Herrmann and Felfe (2013) a positive relationship does exist between transformational leadership and employees' creativity and this leads to higher levels of employees' creativity. However, despite the fact that there are many studies which support this relationship, a study conducted by Basu and Green (1997) stated that transformational leadership was negatively related to the creative behaviour of employees as under certain circumstances transformational leadership can deter creativity; moreover, where followers are intimated by a charismatic leader this intimidation results in a lower incidence of creativity. The following responses from the research participants show the links between transformational leadership and creativity.

Some of the responses that supported a link between transformational leadership and creativity are laid below

Respondent 7: '*our leaders always seek ways to do work much better and by doing that we have seen enhanced outcomes'.* It may be difficult to point out a link, but the following responses supported that there was indeed a link between transformational leadership and creativity.

Respondent 3: '*as FIAB we value our clients by trying to be the leading innovative start-up in the country. Since the inception of FIAB, we have seen replicas and competitors of our model, but they have fallen by the wayside, we are transforming the industry'*
Respondent 1: '*if we face a challenge, I gather my team, all of them and we sit down and rethink solutions. The solutions we get from these sessions are so good'*. The response highlighted the notion of combined effort and teamwork. Since there is cohesion in the team, the results led to the following response; *Respondent 1 also went on to say, 'for me to be creative and stimulate transformation and innovation among my team, I give them lots of responsibility and freedom. FIAB is basically a free zone to air views. I also give responsibility to them, without these aspects there is no creativity'.* According to the

behavioural components of transformational leadership by Bass and Avilio (1994), the behaviour is a form of intellectual stimulation and it is based on the encouragement to come up with creative ideas.

MOTIVATION

The third research question focused on how intrinsic motivation plays a role in the success of FIAB. An emergent theme was that the employees at FIAB were self-driven towards their work. From the research, 90% of the respondents agreed that intrinsic motivation is fundamentally important and a principal factor for creativity. The respondents indicated that an atmosphere of success instilled by the founders was important to their intrinsic motivation.

Respondent 1, stated that if they did not have an internal drive, they would not be starting work at 4am every working day. Apparently, they finish off deliveries by 11am every morning.

Respondent 2, '*this organisation is a free spirit zone, there is so much openness which compels one to work without any reservation and with boldness*.'

Respondent 3, '*the leadership at FIAB gives everyone a podium to report and this further sharpens our skills and motivates us.*' The environment at FIAB, surely motivated the workforce, as it was one that ensured that as people work, there are not any disgruntlements but led to employees having a sense of belonging in the organisation. This is supported by the following two responses.

Respondent 5, *'I usually do not wait for my leaders to dictate roles to me. Where my hand is required, I lend it. I feel like a shareholder already. I do believe in non-monetary rewards such that advice to me is a reward: experience to me is a reward and a recommendation to me is a reward'*

Respondent 10, '*we do not wait for a memo to do things, each passing day is a platform for brainstorming varied ideas. Transformation radiates within the workplace.*'

Several empirical studies have identified a link between intrinsic motivation and creativity. A study by Shalley and Perry-Smith (2001) concluded that participants had considerably

higher creativity and intrinsic motivation. According to them, creativity requires some level of internal supporting power that leads people to communicate with challenges inherent to creative work.

There was one respondent however, who disputed intrinsic motivation and said that they were motivated by monetary rewards. Respondent 9 stated, '*without money you are nothing, I am motivated by money, and it is what makes me perform.*

Although transformational leadership style may significantly impact upon employee motivation and performance resulting in growth and empowerment of employees; it is important to note that such influential leadership can also result in weakening and increased dependency on the leader. The implications are that the subordinate employees become limited in their ability to execute their responsibilities and cannot decide without guidance or being told what to do by the leader. Intrinsic motivation involves people engaging in an activity because they find it interesting, have a passion for it and derive satisfaction from the same activity even if it is to be repeated. Intrinsically motivated individuals demonstrate high performance and wellbeing (Deci, 2017). In the workplace this type of motivation is extremely fundamental as intrinsically motivated employees are more engaged, thus contributing to favourable positive outcomes for the organisation.

ORGANISATIONAL CULTURE

All the thirteen respondents indicated that the working environment at FIAB positively influenced the creativity and the success thereof. The vision at FIAB was 'Delivering Happiness' and this compelled everyone to work happily. Respondent 3 mentioned that '*our vision at FIAB is to deliver happiness to customers, satisfaction to customers and highly quality products to customers which then compels us as an organisation to stay together as one family'.*

Another important element that was mentioned was that of culture. Respondent 2, '*regardless of tittle, there is so much respect going on at FIAB'*

Due to creativity, there was so much innovation going on at FIAB. Respondent 1, '*we are the Tesla of Zimbabwe, the new model in the market, we strive for excellence in customer service delivery and as such we work together every day'*

Respondent 11 reiterated that '*we work as a group and there is a big platform to learn from mistakes. We believe in the business and we love what we do'*

Respondent 5 mentioned that leaders allocate time to meet and evaluate everyone's ideas and that it's an open culture for all. Any company should define their strategies based on what they want to achieve and what they understand by the term success. Thus it is very important that the culture of an organisation transpires internal consistencies and an effective configuration through processes and procedures.

START-UP SUCCESS

This section had respondents talking about the success and challenges that FIAB has experienced since its inception. From the respondents, it could be seen that success is far more outweighing the challenges. All the respondents acknowledged a myriad of success and then had almost similar answers to the challenges that the organisation was facing.

Respondent 1 narrated one of the major success which brought FIAB to fruition, '*I had grown tomatoes and they were all ripe at the same time. I went to sell them at Mbare Musika, but there were so many middlemen. I then thought why can't I just sell these tomatoes myself, but then to whom do I sell them? I then went to my twitter handle and advertised saying that if you buy, I will deliver. I couldn't believe the response, there were so many clients and on that instant, I started receiving messages in my inbox from different people telling me that they had produce and would want to sell to me. Boom! That was my starting point. I took my brother and told him of my crazy idea. The following day, we sold 10 boxes with varied vegetables, I utilised twitter to advertise and you can imagine the orders we got from that day on. We now have a database with more than 2000 vegetables suppliers'*

The start -up had also contributed to employment. Respondent 2 *'The birth of FIAB has created employment. Today we speak of 50 people employed by FIAB. At the office and warehouse we are about 20 and the rest are at the farm and our delivery partners. This is a success I am living to see because I was there when FIAB started'*

Respondent 3, '*one of the successes of FIAB is that we are growing. We started off operating in a backyard garage, but now we own a farm, and we have got our own office space and warehouse'*

Respondent 4 *'FIAB has managed to create an online platform driven by artificial intelligence. This makes the user interface quite convenient while we carry on with our deliveries and work. Another success that we have experienced is the emergence of partnerships with big players in the market. We have companies like Colcom, Spar Zimbabwe, Amp meats among others whom we work with. Their products feature in our boxes and customers love the convenience of getting all their requirements from our specialised boxes'*

From the responses, it could be seen that the start-up continuously sought ways to survive, which was the major point for this research as many start-ups could not survive given the current economic situation. Respondent 5, *'FIAB has devised ways for survival in this tough economy. For example, we have an application that caters for diaspora clients who buy for their local families this means foreign currency. The local platform also allows for mobile money payment like Eco cash and one money; thus our clients do not worry about cash. They pay in the comfort of their homes and we deliver'*

Asked on the elements that have led to the success of FIAB, the respondents had the following to say; Respondent 5**: '***we believe in delivering happiness and one of the elements of success is that we deliver. Even if there are shortages in our boxes, as soon as the products become available, we deliver to the concerned customers. We have baked bread when there were bread shortages and our clients never felt the gap'.* Out of interest, the researcher went to review the social media pages for the start-up, and there was a lot of

positive feedback from clients. It was also seen that the FIAB team communicated with their clients on developments which could impact on the daily routine and so forth.

Respondent 13**, *'we always do our work in a quick manner. Our orders are growing in numbers, but then in order not to disappoint our clientele we move with speed.*** The respondents also talked of discipline which is a good organisational value. Respondent 6**, 'there** *is a high level of discipline that is coupled together with social happiness. We know our boundaries and we are determined to make FIAB go into the long future.* The situation at FIAB, only proved that they were destined for greatness as this is supported by the following response.
Respondent 2, 'our *vision is clear, to be the best vegetable supplier in the country. Thus, we quickly adapt to changes, we learn from mistakes and fix them quickly. Time is of essence in our line of work. Customers require fresh produce.*

Embarking on a new business is one of adventure and challenge but it brings with it high risk and uncertainty. Although some start-ups survive and become highly profitable, empirical evidence has shown that there exist key problems, which are common to all new start-ups regardless of level of innovation in their new product, the sources of finance, business experience, knowledge, and networks ties of the entrepreneur. According to the research, the respondents also showed a common response to the challenges that are faced by FIAB.

Respondent 1, '***we have been affected by the economy just like anyone else. The fuel shortages hit us and it is a big challenge since we have to deliver our products to clients without fail. Another challenge that we have faced is of delivery trucks, we need to increase'***. The challenges that FIAB was facing were recurrent among all the respondents and they were owing to the current economic situation. Respondent 2, '***one of the challenges we face at FIAB, is of fuel. It is an economic situation that is beyond our control. We also have a challenge of delivery trucks, we need more'*** There was also another challenge of the climate change, since the FIAB had a farm

Respondent 5**, *'at the farm, we cannot say we have been spared from climate change. It is one challenge that compels us to research more so that we do things right and on the***

right time'. The shortages that the market has been experiencing also hit FIAB, the shortages of basic goods like mealie-meal and bread which make up part of their boxes and the shortage of fuel which then compels them to buy from the black market. Respondent

12*, 'our challenges include the instability of the economy. Our boxes are hit by shortages of bread, mealiemeal and the like. We also are facing black market foreign exchange rates and this eats into our returns.*

Respondent 13, when we started we had fewer suppliers and this had an impact on seasonal produce. We have corrected that though, (we have a database of about 2000 vegetable suppliers). We also have fuel challenges and the black market rates and even the rates of buying cash and so forth have an impact on our operations.

A successful start-up cannot start a business just with passion and an idea. A high level of leadership skills with clear understanding of market, excellent communication skills, maturity to see things in right perspective along with the ability to take calculated risks are required on the part of the entrepreneur (Aggarwal,2017). The startup arena has lot of challenges ranging from finance to human resources and from launch to sustaining the growth with tenacity. the plethora of opportunities available are many for start-ups offering products and services ranging from food, retail, and hygiene to solar and IT applications for day to day problems which could be delivered at affordable prices. It is not out of place to mention that some of these start-ups would become unicorns and may become world renowned businesses by expanding into other developing and underdeveloped countries.

INTER CASE COMPARISON

Case to case analysis was done to further enhance the understanding of subject and to establish and validate patterns.

4.3.3.1 CREATIVITY IMPACT ON GROWTH

The secret of success for start-ups is creativity. Creativity is the driver of competitive advantage, a key competency linked with related issues such as innovation, vision, leadership and motivation. (Fillis, 2002) the viability of any business is influenced by creativity through opportunity search strategies and knowledge acquisition. Organisational growth is significantly influenced by creativity at all levels, namely individual, team and the organisation as a whole. Thus there is need for a change oriented environment where the creativity of the employees is nurtured, developed and sustained through education, training, involvement and teamwork. In the research, it can be summarised that among the many factors that can lead to growth, the following were imminent; new applications developed, product variety and partnerships. These factors however can be contextual as this case only focused on a start-up. Different organisations are exposed to different contexts and as such the impact on growth is varied.

4.3.3.2 TRANSFORMATIONAL LEADERSHIP AND CREATIVTY

Originally developed by Burns (1978), transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to a higher level of motivation, performance and morality. The research results show that transformational leadership is positively related to creativity. It implies that leaders stimulate followers to continuously view their work from new perspectives and this creates creative behaviour. The later consists of for elements which are idealised influence which is shown through high levels of integrity, respect and communication of a collective mission and purpose. This aligns with leader's description of themselves being visionaries and also being able to communicate the organisations vision. The second one is inspirational motivation which involves motivating followers by expressing enthusiasm and optimism for a potentially improved future. The other component is intellectual stimulation, and it is all about stimulating creativity and finding new ways of addressing old problems. Individualised consideration is all about leaders fostering their followers' growth by

attending to individual needs and serving as a coach or mentor. The study revealed that open communication and listening was of paramount importance and led to the team working in one accord.

4.3.3.3   THE ROLE OF INTRINSIC MOTIVATION

An organisation is effective to the degree to which it achieves its mandate and goals. In this sense, the human element has a critical importance for the organisations in today's competitive business environment. Motivation is an important part of understanding behaviour and is a tool with which managers can use in organisations to make people do what they want. The findings of this research pinpoint both intrinsic and extrinsic motivation as affecting the employees. Intrinsic motivation is that which originates from within, such as team, organisation, individual or group, (Ryan and Deci, 2000). From the case, factors that trigger intrinsic motivation, particularly include challenge, control, recognition and cooperation.

The research also emphasised that leaders at FIAB play a role in developing intrinsic motivation especially with the involvement of other players and this is key to motivating employees.   However, there was a case of extrinsic motivation where the respondent cited money as a motivating factor. The fulfilment of extrinsic motivation leads to social rewards. According to Ryan and Deci, 2000, this kind of motivation causes an individual to perform an action to gain some tangible rewards such as job security, promotion and higher salaries. In essence extrinsic motivation is difficult to sustain as it often diminishes if the reward is no longer available or adjusted downwards. This is in agreement with most motivation theories and researches. However, the limiting factor of this case is that data was collected from one start-up FIAB. The generalisation of the result cannot be equated to other start-ups or companies.

4.3.3.4 THE ORGANISATIONAL CULTURE

Culture means the common way of doing things. In this study each respondent had their own image of what organisational culture is. A positive point was that every employee knew their responsibilities. Another point to note was the team work which cropped up as a major value for FIAB. To take note is that in any organisation that requires creativity and peoples initiative, a culture would not work where orders come top- down, this stifles innovation, freedom and creativity. For a start-up, growth is very fundamental and thus a culture which supports these efforts is valued. The research picked the following determinants of culture as supporting creativity.

Table 3: Determinants of Culture

Strategy	Structure	Support mechanisms	Behaviour encouraging creativity	communication
-Vision -Mission	-Flexibility -Freedom -Group interaction	-Information technology -Creativeness -recognition	-Idea generating -Continuous learning -Risk taking -Support for change	-Open communication

Source : Researcher's own

The above table supports literature as its points are more similar to that of the model created by Martins (1989). Culture today is an important element in leadership and its role and

effects on the organisational activities is of paramount importance. Any organisation need creative employees in order to survive in this turbulent environment. Organisational culture as a key factor on the conceptual framework has an effective role in creating a creative atmosphere among the people in the organisation. Based on this research, to institutionalise the proper organisational culture at FIAB, it is recommended that

a) Leaders support creative and innovative people and retain them.

b) Collective decision making.

c) Aligning personal goal to organisational goals.

d) Avoidance of direct control and emphasis of straight roles.

Understanding the business culture is crucial for leaders to achieve efficiency and effectiveness.

4.3.3.5   SUCCESS FACTORS

Given the pace of change, organisations rise and fall faster than ever before. Thus organisations must use collective imagination to develop solutions to the evolving challenges posed by the environment. Without creativity organisations miss out on breakthrough ideas. Thus it is imperative that leadership take creativity as a 21st century leadership skill. For a start-up to succeed, it's not enough to just have a good business idea. It takes a myriad of factors. From the study, the following elements have defined success of FIAB: vision, speed, determination, adaptability, time management, execution and belief. Success does not rely on having a great skill, leadership style is also important. The leaders have to inspire followers to believe in the purpose. However, success cannot continue to be success alone, there were challenges as cited from the research findings that also rocked the FIAB boat. The challenges have given the organisation to continuously review their way of work and this has inspired more creativity. Leadership is also on the lookout to find ways of curbing the challenges.

SUMMARY

The purpose of this study was to investigate if creativity in leadership resulted in start-up success. Start-up companies operate in a world of their own. Creativity goes hand in hand with innovation and it is hard to imagine a start-up without a spark of creative thought. This chapter investigated the findings of the research from the interviews conducted. The chapter also analysed the case by case comparison of the themes that emerged. The next chapter details the findings and presents connections back to existing literature and provides suggestions for future research.

CHAPTER 5
CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter concludes the thesis by summarising the study and the contributions, emphasising the theoretical, managerial, practical implication of thesis and also to suggest a new framework of the study. The limitations of the research are also addressed as well as the suggestions for future research.

5.2 ACHIEVEMENT OF RESEARCH AIM AND OBJECTIVES

The main aim of this study is to get an insight into how creativity in leadership is critical to the success of start-ups operating in difficult economic environments. The study was driven by one main research objective: **To ascertain if creativity in leadership for start-ups results in organisational success.** To address the main objective, some sub objectives were formulated as below:

- To identify the key elements of creative leadership in a start-up

- To establish the relationship between Leadership behaviour and start up success

  - To explore the possible challenges faced by Fresh-In-A-Box and how it is managing to overcome them
  - To ascertain the creativity in leadership advantage for start-ups.

The table below equates some of the findings from the research as they answer to the research aims and objectives:

Table 4: Findings and themes from research

Research Aim	Themes from Research
Elements of creative leadership	Thinking outside the box, Taking risks Idea generation, combined decision making, Seeing the need for change
Leadership behaviour and success	Transformational leadership and its elements, taking up any task that need to be done, Open and free organisational culture
Challenges	The current economic situation Climate change More delivery trucks
Creativity advantage	Continuity Growing markets Partnerships E-commerce platform

From the results of the study, it was observed that there is a significant relationship between creativity in leadership and start-up success. The study found out that, the leadership behaviour, exhibited by the leaders had a positive effect on the performance of the start-up. The elements of leadership supported the notion. The transformational leadership exhibited at FIAB, ensured that leaders define and communicate the work to be done by their followers, though to a greater extent most employees mentioned that when need arises, they do tasks even if it's not within their responsibility scope. In particular, the themes which arose supported the main aim. In this way, the results supported that creativity in leadership led to success of the FIAB vegetable company. The results of the study also nuanced supplements to the creativity theory. Though creativity is contextual, it cannot be retained to leadership only or a certain individual, but it can be evoked through engagement of all within the start-up.

5.3 CONCLUSION

The study investigated creativity in leadership for start-ups. It sought to seek if creativity in leadership led to success in start-ups. The study aimed to provide a greater understanding of the contribution creativity had on leadership in turn affecting the success of the start-up. Although findings of this thesis represent the impact of creativity, leadership behaviour and the creativity advantage, they may be other variables which may influence the success of any start-up given different environments and situations. A qualitative approach was used to analyse the data and the results suggested that there is a relationship between creativity in leadership and start-up success.

5.3.1 Creativity in leadership for start-ups results in organisational success

The ability to curate and nurture creativity is at the heart of successful start-ups. It is the most important leadership quality needed in this dynamic economic environment. From the research, it can be concluded that creativity in leadership was fundamental as FIAB had managed to sustain operation. Through creativity, there was creation of an e-commerce platform, emergence of partnerships with major market players, new model of the vegetable market, product variants, a diaspora market and a whole lot more innovative idea. The culture of creativity also helped an environment comprised of a diverse set of voices that compelled members to be closer to the goal of the start-up. FIAB has managed to differentiate itself and its product offerings and this has led to their sustainability.

5.3.2 Key elements of creative leadership in a start-up

The following are the common elements of creative leadership in start-ups as evidenced at FIAB:

1. Influence- FIAB managed to influence some stakeholders and there came out partnerships

2. Motivation- many employees at FIAB were intrinsically motivated and it affected the quality of work that they did.

3. Decision making even if involves ambiguity and risk taking, it is critical for the growth of the organisation. 4. Problem solving- creative strategies often venture into the unknown and as such, leadership requires problem analysis and improvisation.

5. Team culture- creative teams require an environment where they can imagine and suggest wild ideas without fear of criticism and that is available at FIAB.

5.3.3 Relationship between Leadership behaviour and start up success

The behaviour required for leadership in start-ups differ from those of big corporations. From the study it can be seen that, there was a high tolerance for ambiguity as there were instances of risk taking. Start-ups operate in basically white spaces where there is limited roadmap, thus the need to take risks. Start-ups require everyone involved to pitch and contribute ideas and at FIAB it is evidenced through combined brainstorming and decision making sessions. This fosters effective communication and eliminates silo mentality. Working with timelines also made FIAB employees to start work at 430am and this touched on the commitment of the team. Thus the leader must be willing to do whatever it takes supported by a strong work ethic. Lastly, there must be multitasking. The results of the study showed that some employees even did tasks not assigned to them. Thus by tuning the right behaviours, positive attitudes are attained and there is contribution to success. Thus the link is that, there is a platform to think of how to improve existing business practices.

5.3.4 **Possible challenges faced by Fresh-In-A-Box and how it is managing to overcome them**

Start-ups operate in a world of their own b and they face numerous challenges on the road to success. Some of the common challenges for start-ups include poor organisation, lack of finance, misplaced purpose and failure to assemble a business team among others. However, in the case of FIAB, there were basically three recurring challenges as noted by the respondents. These were the current economic situation – fuel shortages, black market rates,

buying cash premiums, climate change and fewer distribution vehicles. Thus it is imperative for FIAB to overcome these challenges in order to conduct an efficient business.

5.3.4 **Creativity in leadership advantage for start-ups**

Creativity is essential for start-ups as it fosters growth and the moving forward of the organisation. FIAB has regular brainstorming sessions and this creates immense engagement as team members are involved. Leadership, by cultivating and utilizing the creative abilities, there is likely hood of producing a myriad of creative ideas and solutions to organisational problems. From the research, some of the creativity advantage included: increased engagement, increased passion, morale and motivation, increased productivity and increased team bonding and collaboration. Of utmost importance is that creativity helps develop new ways of improving an existing product or service as FIAB had done to the vegetable market. By packaging and delivering to the client's door, it was a new way of selling vegetables. This method birthed a new niche for FIAB, the diaspora, market who now buy for their relatives back home.

5.4 ANSWER TO RESEARCH QUESTIONS

Research question number one sought to **find if creativity in leadership for start-ups contributes to start-up success.** The main themes that emerged from this data focused mainly on creativity conceptualisation, changes brought about by creativity and the links of creativity to leadership. Although creativity is varied and contextual, respondents expressed creativity as including novelty, idea generation and thinking outside the box. This is supported by the conceptual framework, which underscores issues like critical thinking, opportunity identification and divergent thinking as aspects of creativeness. The respondents also highlighted the success brought about by creativity to the start-up. The respondents concluded that there was a positive impact brought about by creativity and these included strategic partnerships with major big players like Spar Zimbabwe and Amps

meats. These partnerships have ensured that there is continuity within the start –up. Another impact was that of the fresh farm, which FIAB acquired and got to use. The fresh farm, ensured that there are different varieties of vegetable grown to curb seasonal shortages from suppliers. Another impact was that FIAB, through creativity, introduced an E-commerce platform that utilises artificial intelligence. FIAB, could be one of the first companies or start-up in Zimbabwe to utilise an e-commerce platform that facilitates online buying.

Research question number 2 sought to determine the key elements of creative leadership in a start-up. Leading a start-up or transitioning from founder CEO is a mammoth task. To ask of the key elements of creative leadership opens a dynamic range of questions examining both the term itself and the shifting context in which is used. Creative leadership assumes that every leader is different, bringing his or her own perspectives, experiences and skills to the table. According to Rickards and Moger (2002), the following elements can define creative leadership in terms of elements:

1. Platform of understanding and respecting each members point of vies

2. Shared vision

3. Climate- a positive working environment

4. Resilience

5. Learning from experience

6. Knowledge and resources.

These elements are supported by the study as there is a platform that is inclusive to all for discussions and decision making. The leadership also ensured that they invest in creating partnerships and finding ways of becoming sustainable. The respondents mentioned that the workplace was more of a democratic space and this can be made possible through Leadership. According to the authors, the presence of these elements reduces the establishment of benign structures thus favouring creativity.

Question number 3: How does leadership behaviour influence start-up success?

In a new venture or start-up, leaders or founders lead because there are not any standard operating procedures or organisational structures to fall back on when creating a venture. Thus leadership must create a vision for their company and must be able to influence the world to accept their dreams. Based on the responses from the respondents, it can be determined that leadership behaviours described are similar to what is known as transformational leadership. The effect of transformation leadership on employee performance arises from elements like development and empowerment. These elements are seen to increase the subordinate's ability and motivation in their line of responsibility. Transformational leaders articulate a vision that empowers employees and engages them to contribute to the organization in a more positive way. They highlight the prosocial impact of the vision and strive to empower their followers such that they transcend their own self-interests for the sake of the larger organization as a whole.

(Bushra et al., 2011). There were also hints of democratic leadership as well and this suits well start-ups as there are few people in such settings. Participants agreed that having the right kind of leadership behaviour especially to employees translated to better organisational performance.

 It is acknowledge that at FIAB, leadership continuously demonstrated a strong vision, provided supervision and guidance. As Wang & Poutziouris (2010) suggested, 'leadership behaviour of leaders has a significant impact on the performance of the organisation, thus start-ups who are characterised by a small number of employees compel a leader to work with all and this boost morale and motivation of the employees. The preferred leadership behaviours entail not too much command and control. It is a means of avoiding bureaucracy, loose ambiguous structures, lots of dotted lines, getting people to question the status quo which may bring misunderstandings, need to tolerate and even encourage the right kind of confrontational behaviour. Additionally, a bit of discipline sometimes helps, it fosters a tendency to leadership rather than management which is characterised by stretch goals, risk taking, trust, giving people their head and leading by example. This gets the different calibres within the organisation to work together on problems and there will be

channels for the energy towards the right direction. These leadership behaviours are to 1) support and stimulate creativity and innovation, 2) provide and motivate vision, and 3) provide individual support; and leaders applying these behaviours are able to positively and significantly influence employees' creativity and innovative behaviour in start-ups. There is need to set the appropriate goals and strategies, creating of a forum for instilling trust and respect among all in the organisation. These attributes will influence positive attitudes from employees and later contribute towards the success of the firm.

Research question **number 4** was based on identifying some of the challenges that FIAB had experienced. Creating and running a new business is a process fraught with difficulty and failure and many businesses fail in the first twelve months of trading. While a listing of reasons for small business challenges would at first seem lengthy, the themes from this research narrowed them to these critical issues, the economy, logistics and climate change. These broad themes certainly have a link with the conceptual framework in that, to deal with the issues of the economy there must be creativity to wiggle out of the challenge the economy is posing to many businesses. Thus, there will be need to transform certain ideas so that there are working solutions. In this case FIAB has not been spared on the fuel unavailability, but then since they have an ecommerce platform, customers from the diaspora can buy veggies for their relatives back home in Zimbabwe paying by forex, thus in the event of worst scenarios, FIAB can buy fuel for deliveries on the black market using forex. The climate change has also not spared FIAB, and as such, there has been an alternative of starting the fresh farm to cater for some seasonal shortages.

The last research question looked at the **creativity advantage**. From the research, it could be concluded that there was so much advantage that had been brought about by creativity. While there is no universal approach for encouraging organisational creativity, there are factors that make creativity probable. These are:

1. Setting an appropriate culture, leadership style and values that compel people to act beyond what is required of them. This is a theme that emanated from the research, where the respondents talked of a free zone area and that there is more of democratic tendencies.

2. Focusing on informal structures and communication rather than formalising everything. At FIAB, the environment allowed for discussions and brainstorming sessions. The respondents cited that leaders always give them the platform to air their views.

3. Encouraging diversity of skills. This is supported by the demographic nature of the respondents.

   Thus, the creativity advantage at FIAB includes among other things; problem solving- there is no manual to being creative, but if creativity is made a habit, there is continuous learning and resourceful ways of solving problems. The other advantage is of self -awareness and expression which come out of learning to understand and trust the inner self. Lastly, an advantage of creativity is freedom. There is no right or wrong way to be creative, and when organisations or individuals create, there is an opportunity to engage without judging. All these advantages are supported in the conceptual framework under the banner of creativeness. Issues to do with critical thinking, divergent thinking, and problem solving and opportunity identification support the later. All these have been evident at FIAB as supported by the respondents during the interviews.
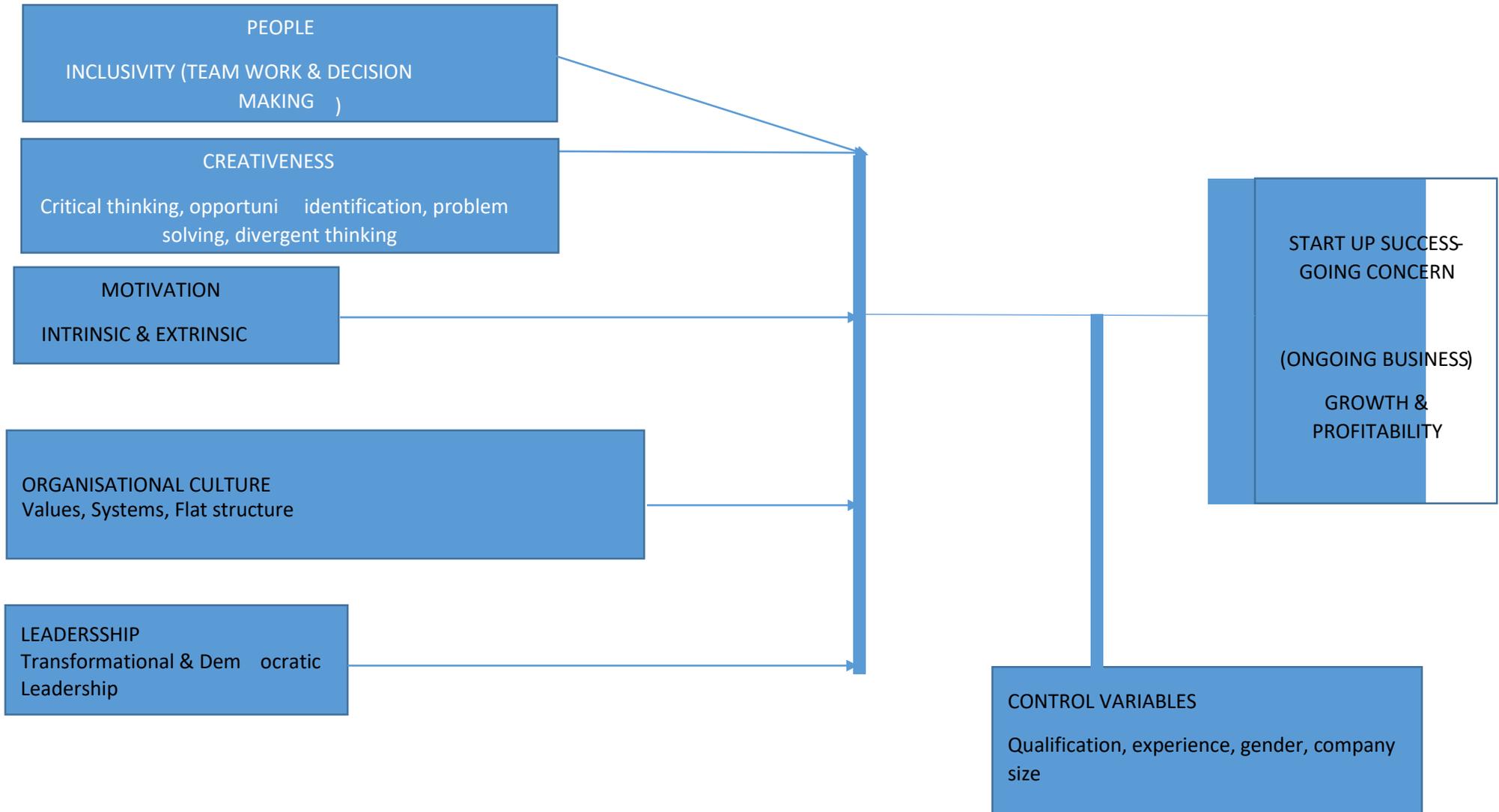
UNIQUE CONTRIBUTIONS FROM THE RESEARCH

Based on the research there are variables that have a significant direct impact on the performance of a start-up. Through interview data, it was concluded that besides the leaders' creative performance, integration of followers in all processes was an important factor for start-up success. Due to the start-up having limited number of employees, the contribution of each and every member contributed to effective organisational outcomes. The ability of the leader to develop a strong teamwork with employees affect the development of creative ideas and strategy. According to Miles and Snow (1978) transformational leaders adopt a prospector strategy which involves finding and exploiting new products and market opportunities. Thus at FIAB, there was promotion of an open

door policy and delegation of responsibilities to ensure fast decision making and to promote employee development.

Thus the new conceptual framework arising from the research

Fig 2: The new conceptual Framework

PEOPLE

INCLUSIVITY (TEAM WORK & DECISION MAKING   )

CREATIVENESS

Critical thinking, opportuni   identification, problem solving, divergent thinking

MOTIVATION

INTRINSIC & EXTRINSIC

ORGANISATIONAL CULTURE
Values, Systems, Flat structure

LEADERSSHIP
Transformational & Dem   ocratic Leadership

START UP SUCCESS- GOING CONCERN

(ONGOING BUSINESS)

GROWTH & PROFITABILITY

CONTROL VARIABLES

Qualification, experience, gender, company size

5.5 CONTRIBUTION

5.5.1 THEORETICAL CONTRIBUTION

The research makes a number of theoretical contributions to literature. In terms of building theory, the study integrates studies about creativity and leadership and then offers a model that insights into the factors leading up to start-up success.

The support for positive outcomes of creativity in leadership on start-ups proposed a fundamental stance in addressing the determinants of creativity in start-ups. Advancing employee creative behaviour is critical to any organisations competitiveness, long term success and sustainability.

The study suggested that creativity in leadership had an important positive effect on organisational success which was consistent with the research demonstrating the importance of creativity in leadership as a catalyst of sustainability. The study addressed important gaps in the creativity, leadership and start-ups literature with respect to elements that foster growth. This study however, focused on start-ups and it has added to the body of literature for start-ups. Transformational leadership promoted employees creativity by encouraging employees intellectually to bring forth creative ideas to solve current problems or improving the status quo.

5.5.2 METHODOLOGICAL CONTRIBUTION

A methodological contribution relates to the appropriateness of applying theoretical concepts and theories developed in other contexts. The applicability of some research theories and models developed in other developed countries to studies in the context of a developing country like Zimbabwe, has been questioned owing to the differences that exist in social and cultural settings. The successful use of these theories in this study contributes towards providing examples of the interpretation of case studies from developed countries like Zimbabwe.

Conducting a qualitative method approach to address the research question is an additional contribution of the research. Zhou and Shalley (2010) provide evidence that most studies in creativity literature have used quantitative methodology to answer research questions and limited research have used a qualitative approach.

Thus, this study adopted a qualitative study.

5.5.3 EMPIRICAL CONTRIBUTION

The study makes an empirical contribution arising from the dearth of research that explores creativity in leadership for start-ups. The second empirical contribution is that the study is based on research of lived experiences of the leaders and employees of FIAB. It also contributes in that it is a qualitative study and thus will bring a balance between the qualitative and quantitative research within the start-up research. The study is also limited to FIAB, in Zimbabwe, a developing country. The research can thus be compared with start-ups from developing countries in the future.

5.6 POLICY RECOMMENDATION

Firstly, leaders must ensure that new start-ups value and consequently provide a deep cultural support for creativity. This means that leaders must ensure that there are environments that provide and promote generation, selection and retention of ideas while not punishing failed attempts. Policy makers should recognise the uniqueness of each small business environment. Therefore it is important to provide support for alternative growth strategies to start-ups which may necessarily not be growth strategies. These strategies emerge within the business environment. Supporting such encourages creativity and innovation which may lead to the survival of start-ups.

5.7 MANAGERIAL IMPLICATIONS

This study is expected to assist in the understanding of the creative leadership behaviour of Zimbabwean start-ups. Leaders of start -ups are encouraged to develop their skills and knowledge regarding the leadership behaviours as this will nurture and strengthen the subordinates 'creative and innovative behaviours. Managerial implications for leaders of start-ups are:

1.   to practise and display leadership behaviours like supporting and stimulating creativity, providing and motivating vision, providing individual support, helps people and followers in management positions foster and enhance employees creativity and behaviour.

2.   To pay attention to employees' personal initiative ability and individuals perceptions of support of creative activities, which may assist the organisation to be more creative and successful in implementing novel ideas in the organisation.

GENERALISATION OF FINDINGS

In qualitative research, generalisation is not the main objective of qualitative research due to the small number of participants in the study. Start-ups in Zimbabwe can improve their operations through the use of creativity, employing the right leadership behaviour and styles and the offering a good organisational culture. These elements however, do come along with challenges and any Zimbabwean organisation is faced with challenges. Literature states that creativity is contextual and is fully supported by leadership styles like transformational leadership. For ideas to flow, the organisation must not consider hierarchical structures but consider a rather wall less approach. Therefore it can be concluded that the findings of this study can be generalised to cover other start-ups in Zimbabwe.

RESEARCH LIMITATIONS

The leadership behaviour of the founder of FIAB was only evaluated by the employees working at FIAB. This may lead to biased ratings. Future studies may also have to include self -assessment of the founder in a bid to reduce the bias.

The research has also limitations concerning the validity. The background, personal experiences and prior understanding may have had an impact on how the data is interpreted. During the data analysis, there was a danger were some important data could be deleted during data deduction, thus during the interviews and in the future all discussions were recorded. The presence of the interviewer could have had an impact such that the interviewees provided the 'desirable' answers leading to biased answers. In order to decrease this limitation, more probe questions were further explained during the interviews.

AREAS OF FUTURE RESEARCH

Just as Csikszentmihalyi (1990) called for research in creativity to move from a focus on the individual to a systemic perspective, the study also highlighted the importance of contextual imperatives to the resulting patterns of leadership and creativity. The issue of context has been under researched and must therefore be considered for further research. Another area worth of future research is the correlation between personal traits and creativity in leadership. Investigating the origins of creative thought and skill would help to unearth if some leaders are naturally creative or not. This raises the question as to whether it is their creativity which enables them to be effective leaders or whether it is their effective leadership which allows them to draw upon the traits of creativity. The causal and development links between creativity and leadership would be worthy of further research. There is also need to assess the suitability and effectiveness of training for creativity in leadership.

Montouri, 2003 states: 'we could all aspire to be educated for creativity. Stoll and Temperley, 2009, p68 also state that 'our experience suggest that while some people are , instinctively, creative leaders , creative leadership can be enhanced, it is clear that further research may require the development of a training curriculum of leaders and employees for creativity.

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APPENDICES

UNIVERSITY OF ZIMBABWE
GRADUATE SCHOOL OF MANAGEMENT

4 January 2020

Attention: The Vendor in Chief: FIAB

RE: MBA RESEARCH PROJECT – PERSEVERANCE B NCUBE

Miss Perseverance Ncube is a registered student with the University of Zimbabwe and she is currently working on her research project for the Masters in Business Administration degree (MBA) in the Faculty of Commerce (Graduate School of Management). The title of her research project is *"Creativity in Leadership for Start-ups. A case study of Fresh in a Box vegetable company.*

The main aim of this study is to get an insight into how creativity in leadership is critical to the success of start-ups operating in difficult economic environments. By evaluating the operations of Fresh In A Box through in depth interviews with the CEO, staff and its customers, the hope is to get a better understanding of how creativity in leadership has helped the organisation to thrive at a time when other organisations are shutting down due to Zimbabwe's severe economic challenges and other myriad of reasons. The success of this study largely depends on your cooperation and it is greatly appreciated if you could participate in the interview on or before **09 January 2020.**

All information provided by you will be treated confidentially and under no circumstances will this information be made public or used for any other purposes other than for the academic research. If you have any queries or questions, please do not hesitate to contact the researcher on 0773392441

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Thank you very much for your cooperation.

MAIN INTERVIEW QUESTION:

1. How has creativity impacted on the growth of FIAB vegetable company?
a) How important is creativity in your role?
b) What is/ are the most significant changes creativity has brought about in FIAB and the vegetable market?
c) In your experience do you see creativity linking with leadership in any way?

2. **What is the relationship between transformational leadership and creativity?**
   a) What are some of the transformational characteristics or elements that are evident at FIAB?
   b) What is the impact of transformational leadership on the operations of FIAB?
   c) To what extent does transformational leadership influence individual performance?

3. **Do you think intrinsic motivation plays a role in the success of FIAB?**
   a) How does motivation of the employee influence the performance of individuals at FIAB?
   b) Are you motivated towards accomplishing a task?
   c) What role do you think the leadership at FIAB plays in promoting the success of the start-up?
   d) Do you believe in non- monetary rewards?

4. **Can you describe the organisational culture at FIAB?**
   a) Do you have a clear understanding of your responsibilities?
   b) Does a common vision and team spirit exist a FIAB?
   c) What systems are in place at FIAB that support long term sustainability?
   d) What are the most important values and ethics that make up FIAB?

5. **State at least 3 successes that have been recorded at FIAB**
   a) What do you think are the elements that have led to the success of FIAB?
   b) What could be improved at FIAB to ensure continued success?
   c) What are some of the challenges that have been encountered at FIAB that have had an impact on the success of FIAB?