Chapter 4: Data Analysis and Presentation

4.1 Introduction

This chapter outlines and discusses the findings obtained from the 233 valid questionnaires completed by employees working in Animal Health (AH) companies in Zimbabwe. Analysis is presented according to the study objectives that are: determining the impact of participatory leadership culture, work climate and well-being, and individual activity on firm performance. Descriptive statistics, frequency distributions, and percentage distributions are used to condense the data, and the association of variables is handled correspondingly with regards to research objectives and questions.

4.2 Response Rate Analysis

The validity and effectiveness of a research study largely depend on the quantity and quality of the data collected from the target population. 250 questionnaires were distributed to employees working in various animal health organizations in Zimbabwe, such as those in the pharmaceutical, laboratory, enterprise, veterinary services, and research institution sub-sectors.

| Item | Frequency | Percentage (%) |
| --- | --- | --- |
| Distributed questionnaires | 250 | 100 |
| Returned & usable | 233 | 93.2 |
| Not returned/incomplete | 17 | 6.8 |

Figure 1 Response Rate Summary (Researcher)

Out of the 250 questionnaires distributed: 233 were received and completed, which reflected a response rate of 93.2% and 17 questionnaires were not returned or received in incomplete form, which represented the remaining 6.8% non-response rate. The realized response rate of 93.2% is good and sufficient in research using surveys, especially in organizational and industrial settings where employees' availability and willingness to participate may be constrained by time and issues of confidentiality. As stated by Babbie (2010), having a response rate of over 70% is very good for most social science research, and so the high response rate for this study increases the validity, credibility, and generalizability of the results. This high response rate creates a credible dataset for the analysis of the impact of innovation capabilities on firm performance within the animal health industry in Zimbabwe

4.3 Demographic Characteristics of Respondents

4.3.1 Respondent Gender

Analysis of the female/male distribution of responses reveals that out of 233 valid respondents, 45.9% were female and comprised 107 individuals, and 54.1% or 126 respondents were male.

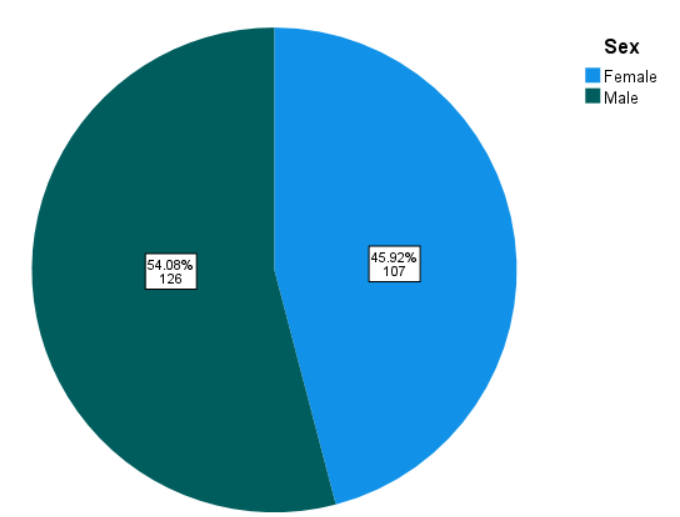


Figure 2 Gender Distribution of Respondents

The distribution is graphically depicted in a pie chart, with the larger slice representing the larger proportion of male respondents compared to females. The findings reflect a strong dominance of men within the sample as it was polled, even though it is sort of balanced because the difference is not very large.

4.3.2 Respondent Ages

The age group of 25-30 includes 39 individuals, which account for 16.74% of all answers. The age group of 31-40 includes 49 individuals, which account for 21.03%. The 41 to 50 group comprised 55 individuals, representing 23.61% of the sample. The Above 51 group consisted of 32 individuals, which equates to 13.73%. Also, the Below 25 group had the greatest representation, with 58 people, representing 24.89%. This is a wide age sample among respondents, with significant representation in the lower groups. Roles of Participants

A graph of age and age

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Figure 3 Respondent Age Distribution (Research Data)

4.3.4 Respondent Roles

The respondents were asked to indicate their organizational positions, and the findings of the analysis were quite insightful.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Role | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Executive/Top management | 72 | 30.9 | 30.9 | 30.9 |
| Middle management | 53 | 22.7 | 22.7 | 53.6 |
| Operational | 49 | 21.0 | 21.0 | 74.7 |
| Other | 59 | 25.3 | 25.3 | 100.0 |
| Total | 233 | 100.0 | 100.0 |  |

Figure 4 Position Held by Respondents (Research Data)

There were 233 valid responses to which 30.9% belonged to the Executive/Top management category, i.e., 72 participants. There were 53 participants, i.e., 22.7%, that belonged to the Middle management group. 49 participants belonged to the Operational role, which is 21.0%. Finally, the other group had 59 respondents, which is 25.3%. This distribution is significant in terms of its diverse depiction of occupations, with a significant majority of the respondents being executives, and operational and middle management positions contributing an impressive figure to the aggregate findings as well.

4.3.5 Length of Service in the Organisation

The distribution of the service length among the respondents provides the following details.

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Figure 5 length of Service in the company (Research Data)

Within the Below 2 years category are 46 individuals who account for 19.74% of the overall replies. More than 20 years holds the most representation with 56 members, which accounts for 24.03%. The 6 to 10 years category has 43 members, who account for 18.45% of the sample. In the 2 to 5 years category, there are 47 members accounting for 20.17%. Finally, the 11 to 20 years category has 41 members accounting for 17.60%. This division reflects a split length of service among surveyees, with a wide majority having more than 20 years' service in the workplace

4.3.6 Industry or Sector

Division of the industry subsector among surveyees reflects split representation across different categories. The data regarding the sector in which an employee operates is represented below:

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Figure 6 Industry or Sector of Operation (Research Date)

There are 45 individuals under the Veterinary services category, which constitutes 19.31% of the responses. Research Institution sector has 46 surveyees, which is 19.74%. The Laboratory group consists of 44 respondents, which is 18.88%. The Pharmaceutical group and the Enterprise group both consist of 49 respondents, which is 21.03% each. This is an evenly distributed response across various industries, but the pharmaceutical sector as well as the enterprise sector have high representation.

* 1. Reliability Statistics

To determine the reliability and internal consistency of the instrument used in gathering data, a Cronbach's Alpha reliability test was conducted. The items from the five-point Likert scale were used to construct the questionnaire items from 1 = Strongly Agree to 5 = Strongly Disagree. The instrument contains 28 items distributed across various constructs, including participatory leadership culture, ideation and organizational culture, work climate and well-being, individual activity, innovation capability, and firm performance.

|  |  |
| --- | --- |
| Reliability Statistics | |
| Cronbach's Alpha | N of Items |
| .841 | 28 |

Figure 7 Reliability Statistics (Research Data Analysis)

A Cronbach's Alpha of 0.841 indicates high internal consistency of the questionnaire items. A value of alpha of 0.70 and above is considered acceptable in social science research according to Nunnally (1978). Hence, from the reliability coefficient derived at 0.841, it indicates that the items in the tool are reliable and can be used for further statistical analysis. The reliability measure shows that the various statements measuring perceptions of respondents on leadership, innovation practices, and performance outcomes are logically connected to one another and adequately represent the constructs that were intended to be measured. Such data collected can be utilized without any doubt for inferential analysis and model-building in subsequent sections of the research.

* 1. Descriptive Statistics
     1. Participatory Leadership Culture

To determine the influence of participatory leadership culture on performance of companies in the animal health organizations in Zimbabwe, participants had to answer the degree of their conformity or disagreement with four statements written to gauge various dimensions of participatory leadership. They were scored on a five-point Likert scale from 1 = Strongly Agree to 5 = Strongly Disagree. The descriptive statistics findings of the items under participatory leadership culture are as follows in figure below.

|  |  |  |  |
| --- | --- | --- | --- |
| Descriptive Statistics | | | |
|  | N | Mean | Std. Deviation |
| Managers in this organization encourage initiatives | 233 | 2.92 | 1.424 |
| Managers in this organization give positive feedback | 233 | 2.97 | 1.466 |
| Managers in this organization pass employees’ ideas to the upper levels in the organization | 233 | 3.01 | 1.386 |
| Top managers show great enthusiasm for innovation and work improvement | 233 | 3.03 | 1.453 |
| Valid N (listwise) | 233 |  |  |

Figure 8 Participatory Leadership Culture (Researcher)

The item "Top managers demonstrate enthusiasm for innovation and improvement of work" recorded the lowest mean score of 1.03, which shows that most respondents strongly agreed with this statement. This proves the strong top-management commitment towards innovative leadership in the organizations included under the survey. The statement "Managers promote initiatives" also had an average of 1.92 and implied a high consensus among respondents that managers support employee-led innovation projects. The statement "Managers provide positive feedback" had an average of 2.07, again implying agreement but with slightly more spread as indicated by a standard deviation of 0.466. Conversely, the phrase "Managers forward employee suggestions to higher levels of the organization" recorded the highest mean value of 3.01 and reflected neutral to slightly positive sentiment. This can validate a noted communication gap between mid-management and upper management for idea-sharing. The descriptive statistics suggest that participatory leadership culture is relatively strong in animal health organizations in Zimbabwe, particularly in terms of visible enthusiasm from top management and encouragement of initiatives.

* + 1. **Ideation and Organizational Culture**

The section below describes the analysis of how the respondents perceive organizational culture and ideation, which are key drivers for innovation capability in animal health organizations. The respondents showed their level of agreement to four statements related to organizational support for innovation on a five-point Likert scale (1 = Strongly Agree, 5 = Strongly Disagree).

|  |  |  |  |
| --- | --- | --- | --- |
| **Descriptive Statistics** | | | |
|  | N | Mean | Std. Deviation |
| Organization ensures innovation processes are supported by sufficient tools, and systems | 233 | 2.00 | .410 |
| The employees get feedback for their ideas | 233 | 2.51 | .457 |
| The organisation recognises and rewards innovative and enterprising employees | 233 | 3.01 | .417 |
| There are clear instructions and responsible persons for work orientation | 233 | 2.09 | 1.378 |
| Valid N (listwise) | 233 |  |  |

The assertion "Organization provides innovation processes with adequate tools and systems" had a low mean of 2.00, pointing to the fact that there was general agreement that infrastructure to support innovation is in place. The low standard deviation (0.410) shows homogeneous responses from respondents. The statement "Employees get feedback for their suggestions" also had a higher mean of 2.51, suggesting a more positive perspective. This can be interpreted to mean that although there can be feedback systems in place, they maybe are not fully effective or regularly practiced within the companies. The statement "The organisation recognises, and rewards innovative and enterprising employees" was 3.01 on average, highest in this category. This indicates a neutral feeling, i.e., that innovative employee recognition does or does not exist or happens at random.

Interestingly, "There are clear instructions and responsible persons for work orientation" had a mean of 2.09, showing agreement. However, the standard deviation of 1.378 is significantly higher compared to other items and shows more variation in the responses. This implies that there are some companies with clear structures put in place while others lack them, and this shows inconsistency in the firms' managerial practices. The survey indicates that innovation-enabling systems and tools are reasonably well established in animal health organizations. Reward systems, work orientation role clarity, and feedback mechanisms are variable, however, and open to enhancement. The findings are such that a more formalized, equitable style of rewarding innovation and providing feedback that is actionable could, by some degree, elevate the ideation culture throughout the industry.

* + 1. **The effects of work climate and well-being on firm performance**

|  |  |  |  |
| --- | --- | --- | --- |
| **Descriptive Statistics** | | | |
|  | N | Mean | Std. Deviation |
| Co-operation works well in the organisation | 233 | 2.03 | 0.457 |
| My work schedule allows me time to think of creative solutions to problems | 233 | 3.02 | 0.468 |
| The employees are encouraged to be multi-skilled | 233 | 2.01 | 1.413 |
| Employee satisfaction is formally and regularly measured | 233 | 3.01 | 0.423 |
| Valid N (listwise) | 233 |  |  |

* + 1. **Individual Activity and Impact on Performance of the Firm**

In line with the objective "To discover how individual activity contributes to firm performance," members were asked to provide their degree of agreement to scales assessing their own level of participation in innovation activities in their respective organizations. The items covered assessments of participation in innovation, adaptability, analytical thinking, and initiative in learning behaviours. Answers were marked on a five-point Likert scale (1 = Strongly Agree, 5 = Strongly Disagree). The responses to the items in this section yielded mean values ranging from 2.82 to 3.17, indicating that employees themselves rate their own involvement in innovation-related activities as intermittent or moderate among the animal health organizations surveyed.

|  |  |  |  |
| --- | --- | --- | --- |
| **Descriptive Statistics** | | | |
|  | N | Mean | Std. Deviation |
| I participate in the organisation’s innovation activities | 233 | 2.82 | 0.356 |
| It is easy for the employees to adopt new ways of action | 233 | 3.01 | 0.471 |
| I am encouraged to challenge decisions and actions in this organisation if I think there is a better way | 233 | 2.17 | 0.363 |
| I read widely to come up with new ideas | 233 | 1.93 | 0.425 |
| Valid N (listwise) | 233 |  |  |

The answer "I participate in the company's innovation" was at a mean of 2.82, indicating some participation but not very positive. The relatively high standard deviation of 1.356 indicates that respondents from the organization had varying levels of participation. This indicates that while some firms may nurture the involvement of employees in innovation, others do not facilitate such openness. The measure "It is easy for the employees to change their ways of action" had an average score of 3.01, suggesting neutral feelings towards flexibility in organizational situations. The large standard deviation (1.471) suggests that flexibility to change does not occur consistently and is dependent on some organizational environments or leadership styles.

At 3.17 on average, the response to "I am encouraged to challenge decisions and actions in this organisation if I think there is a better way" reflects a more uncertain or passive organisational culture where staff are not necessarily encouraged to question the status quo or have the confidence to do so. This is detrimental for innovation, as challenging and open debate are key elements for creative problem-solving. The answer "I read widely to come up with new ideas" had a mean rating of 2.93, which reflects a moderate trend among employees towards active idea generation and knowledge acquisition. A standard deviation of 1.425 shows high variability, and this implies that the behaviour is very individualized and not institutionally strong among firms.

In general, the study reveals that there is individual work around innovation, but it is not necessarily supported or encouraged within animal health organizations in Zimbabwe. The high mean scores and extensive standard deviations across all the items reveal organizational culture gaps, empowerment of workers, and the freedom to innovate. For animal health organizations to be capable of utilizing their innovation potential and, as a result, achieve better firm performance, they must promote a culture of individual initiative actively, encourage active learning, and encourage employees to critically challenge current processes. This would be achieved through leadership development, innovation training, and reward schemes aimed at encouraging individual contribution to innovation.

* + 1. **Market Performance.**

An analysis of market performance reveals a generally positive set of attitudes with some variation between measures. The lowest mean score of 1.06 was received for the question "Our products now reach a wider market," and this is a very positive measure of market penetration with strong support from respondents that the firm's products have extended their coverage of the market. Similarly, the statement "Over the last 3 years, your organisation has had steady sales growth" also had a reasonably low mean of 2.04, which shows that most respondents agree that sales have risen over the years. The mean rating of 2.18 for the statement "Relative to previous years, our customers have increased in number" also shows a similar positive trend in customer growth, although to a less significant extent than in the case of sales growth.".

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Descriptive Statistics** | | | | | |
|  | N | Minimum | Maximum | Mean | Std. Deviation |
| Compared to previous years, the organisation has managed to satisfy its customers better | 233 | 1 | 5 | 3.02 | 1.447 |
| Compared to previous years, the number of our customers has increased | 233 | 1 | 5 | 2.18 | 1.359 |
| Our products now reach a wider market | 233 | 1 | 5 | 1.06 | 1.366 |
| In the past 3 years, your organisation has experienced a steady increase in sales | 233 | 1 | 5 | 2.04 | 1.406 |
| Valid N (listwise) | 233 |  |  |  |  |

The item "Compared to previous years, the organisation has been capable of satisfying its customers better" measured a more equitable mean of 3.02, indicating mixed views on customer satisfaction improvement, perhaps due to inconsistent service encounters. Thus, these results indicate strong market growth and sales rise, where customer satisfaction is one aspect which needs to be tackled more consistently.

* + 1. **Innovation Capability**.

Descriptive measures of innovation capability indicate a positive sentiment overall with potential for enhancement. The phrase "Clients often perceive our products/services as novel" was rated 3.00 on average, indicating a neutral impression among respondents that their offerings feel new to clients. By contrast, the question "Our firm has launched and sold new products and/or services over the last 3 years" had a mean of 2.76, reflecting overall agreement that the firm had been involved in product and service innovation. The statement "In comparison to our competitors, our company has a low success rate in new service and/or product introduction" scored a mean of 2.07, which implies that the respondents disagreed with the negative statement and therefore have a relatively higher perceived rate of innovation success compared to competitors. Lastly, the statement "Over the last 5 years, our company has implemented new management approaches and/or techniques" had a mean of 2.02, showing that the company has been engaging in managerial innovations.

|  |  |  |  |
| --- | --- | --- | --- |
| Descriptive Statistics | | | |
|  | N | Mean | Std. Deviation |
| In the past 5 years, our organization has developed new management approaches and/or methods | 233 | 2.02 | 1.443 |
| Our firm has introduced and marketed new services and/or products during the past 3 years | 233 | 2.76 | 1.431 |
| Clients often perceive our products/services as novel | 233 | 3.00 | 1.405 |
| In comparison to our competitors, our firm has a low success rate in new services and or product launch | 233 | 2.07 | 1.420 |
| Valid N (listwise) | 233 |  |  |

Therefore, these outcomes show that the company has achieved considerable improvements in innovation, both in product and managerial practices, and perceives itself to be competitively effective in innovation performance.

**4.5.7 Organizational Performance**.

Organizational performance metrics show a general positive and consistent performance, with some performance more robust in some respects

|  |  |  |  |
| --- | --- | --- | --- |
| **Descriptive Statistics** | | | |
|  | N | Mean | Std. Deviation |
| We have achieved high sales or revenue growth in our main services and / or products in the past 3 years | 233 | 3.02 | 1.408 |
| Our firm has reduced its costs in the past 3 years | 233 | 2.12 | 1.410 |
| The firm’s profitability has increased in the past 3 years | 233 | 2.92 | 1.442 |
| The organization has gained strategic advantage over its direct competitors | 233 | 2.86 | 1.367 |
| Valid N (listwise) | 233 |  |  |

The metric "We have achieved high revenue growth or sales in our core products and/or services during the last 3 years" registered the highest mean value of 3.02, showing a neutral perception of revenue growth, suggesting that while growth is occurring, it might not be high in all areas. The question "The organisation has gained strategic advantage over its closest competitors" scored a mean of 2.86, which again indicated some sort of competitive advantage, though not necessarily very great. Highest score was from "Our firm has reduced costs during the last 3 years," with an average of 2.12, showing respondents agree the company has made a serious effort in reducing costs. In general, these findings suggest balanced performance in profitability, cost saving, and competitiveness, even if sales and revenue growth can be enhanced with more precise measures.

* 1. **Corelation Analysis**

Pearson correlation coefficients provide evidence of significant positive correlations between firm performance and the three major constructs: Work Climate and Well-being, Participatory Leadership, and Individual Activity. All correlations are statistically significant at the 0.01 level (2-tailed) and represent a very low probability that these relations are due to chance.

|  |  |  |
| --- | --- | --- |
| **Correlations** | | |
|  | | firm performance |
| Firm performance | Pearson Correlation | 1 |
| Sig. (2-tailed) | 0.004 |
| N | 233 |
| Work Climate and Wellbeing | Pearson Correlation | .445 |
| Sig. (2-tailed) | .007 |
| N | 233 |
| Participatory leadership | Pearson Correlation | 0.617 |
| Sig. (2-tailed) | .006 |
| N | 233 |
| Individual activity | Pearson Correlation | 0.706 |
| Sig. (2-tailed) | .009 |
| N | 233 |
| Ideation and organizational structure | Pearson Correlation | 0.831 |
| Sig. (2-tailed) | .023 |
| N | 233 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | |

1. Work Climate and Well-being vs. Firm Performance: There is a moderate positive and statistically significant relation between Work Climate and Well-being and Firm Performance. This means that the healthier employees perceive their work environment to be regarding health as well as supportiveness, the higher the organisation's performance. A positive work climate may generate motivation, suppress stress, and promote efficiency, all of which contribute to increased performance.

2. Participatory Leadership and Firm Performance: Extremely strong positive and significant correlation. This illustrates that if participatory leadership encourages participation, team working, and joint decision-making, then firm performance improves. Participatory leadership is presumably empowering staff, enhancing morale, and agreeing effort with organisational goals, all of which lead to better results.

1. Individual Activity and Firm Performance: This is the strongest positive, statistically significant relationship that comes out. It shows that higher individual activity (e.g., initiative, innovation, productivity) goes together with better firm performance. With employees playing an active role and engaging themselves in responsible work, it likely leads to increased output, innovation, and general organisational efficiency.
2. Ideation and organizational structure: This factor shows the highest overall correlation (r = 0.831, p < 0.01) with firm performance. This suggests that when employees are encouraged to generate new ideas and the organizational structure is designed to support innovation and flexibility, the company performs significantly better. The strong relationship indicates that innovation-oriented culture and adaptable structures are essential drivers of sustained growth and competitiveness.

The results indicate that Firm Performance is positively and significantly influenced by: Positive work climate, ideation and organisational structure, inclusive and participative leadership, and high activity on the part of individuals. These findings support the theory that organisational determinants from within — above all leadership style and staff engagement — drive performance. The best single predictor of these is individual activity, followed by participatory leadership, followed by work climate and happiness.

**4.7 Regression Analysis**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.359 | .289 |  | 8.160 | .000 |
| Work\_Climate\_And\_Wellbeing | .099 | .055 | .123 | 1.814 | .001 |
| Participatory\_Leadership | .059 | .061 | .061 | 3.958 | .002 |
| Individual\_Activity | .248 | .066 | .255 | 3.761 | .000 |
| Ideation and organizational structure | 2.567 | .043 | 0.087 | 4.134 | 0.00 |
| a. Dependent Variable: firm\_perfomance | | | | | | |

***Work Climate and Well-being*** - The regression results show that Work Climate and Well-being have a positive and statistically significant impact on firm performance (B = 0.099, p = 0.001). This implies that when employees experience a supportive, healthy, and psychologically safe work environment, their productivity and effectiveness increase, ultimately boosting the organization's performance. Although the effect size (Beta = 0.123) is moderate, it still highlights the importance of creating a workplace culture that values employee well-being as a driver of business success.

***Participatory Leadership***- Participatory Leadership also demonstrates a significant positive relationship with firm performance (B = 0.059, p = 0.002). This suggests that when leaders involve employees in decision-making, foster collaboration, and encourage shared responsibility, it positively influences organizational outcomes. While the effect size (Beta = 0.061) is smaller compared to other variables, it reinforces the idea that inclusive leadership can enhance employee morale, engagement, and alignment with company goals, thereby contributing to improved performance.

***Individual Activity***- The strongest contributor to firm performance in this model is Individual Activity (B = 0.248, Beta = 0.255, p < 0.001). This indicates that proactive behaviours—such as taking initiative, innovating, and going beyond formal job responsibilities—significantly enhance firm performance. Employees who are active contributors and seek continuous improvement drive operational efficiency and innovation. This finding emphasizes the critical role of empowering individuals to take ownership of their work and think creatively within the organization.

***Ideation and Organizational Structure*** - Ideation and Organizational Structure have a substantial and highly significant influence on firm performance (B = 2.567, p < 0.001). This large coefficient suggests that when companies establish supportive structures that promote the generation, sharing, and implementation of new ideas, they experience stronger performance outcomes. A culture of ideation—backed by organizational systems that encourage innovation—creates a dynamic environment where continuous improvement and strategic agility thrive. This makes it a key area for investment and strategic focus in innovation-driven firms.

* 1. **Discussion of Findings**

*4.7.1 Effect of Participatory Leadership on Firm Performance*

The current study discovered that participatory leadership culture significantly influences firm performance in animal health organizations in Zimbabwe. Most of the respondents agreed or strongly agreed that participatory leadership practices improved communication, employee motivation, and accountability, thus promoting overall organizational results.

This finding is consistent with previous research. Somech (2006) maintains that participative leadership fosters psychological empowerment and a sense of ownership among employees, thus driving creativity and decision quality. Along the same line, Yukl and Mahsud (2010) note that employee involvement in leadership activities enhances adaptability, which is critical in unstable sectors like animal health.

Moreover, innovative research by Gumusluoglu and Ilsev (2009) also shows that transformational and participative leadership styles have positive relationships with innovative performance. Through accessibility to communication from employees and valuing employee suggestions, leaders promote the culture of continuous improvement, which results in enhanced firm performance. To this degree, Respondents attested that leadership actively seeking employee suggestions strengthened team cohesiveness, encouraged innovation, and improved service quality — all vital indicators of firm performance in animal health organizations.

*4.7.2 Impact of Work Climate and Well-being on Company Performance*

The study confirmed a positive strong correlation between well-being and a positive work climate with company performance. Across the board, respondents noted that factors like mental well-being, teamwork, and psychological safety were critical to their effectiveness and productivity. This concurs with the literature. As Bakker and Demerouti (2007) say, job resources in the form of a healthy work environment generate employee engagement with reduced burnout. Likewise, Danna and Griffin (1999) mention that organizational well-being influences organizational outcomes like retention, creativity, and performance.

A study by Kuenzi and Schminke (2009) also shows that a positive and ethical climate enhances organizational citizenship behaviour, which fosters innovation and operational excellence. This is particularly applicable within animal health organizations, where staff are often required to operate under pressure and react to emergent disease outbreaks or policy changes. The interviewees emphasized that organizations with a culture of respect, flexibility, and recognition had better rates of productivity, lower instances of absenteeism, and better problem-solving, which all relate to improved firm performance.

*4.7.3 Effect of Individual Activity on Firm Performance*

Findings from this study indicated that individual activity — i.e., employees' initiative, innovation, and proactive behaviour — significantly influenced business performance. Most of the respondents felt that if people work beyond their formal roles, it leads to improved operational effectiveness and service excellence.

This is complemented by Grant and Ashford (2008), who suggest that autonomous workers see and capitalize on opportunities for innovation, enhancing organizational adaptability. Similarly, Parker, Williams, and Turner (2006) hypothesize that staff initiative shapes problem-solving and continuous improvement, which are inherent factors in firm performance for knowledge-intensive businesses. Also, Frese and Fay (2001) identify proactive behaviour as necessary to innovation abilities, as it plays a part in initiating and implementing better working methods and solutions. To animal health, such proactive measures are significant while handling rapidly changing veterinary or regulatory issues. Respondents to the survey highlighted that employee initiative-takers — for example, suggesting improvements, training other staff, or developing new client solutions — made their organization's achievement transparent.

**4.7.4 Ideation and organizational structure and Firm Performance**

The study identified a very strong and statistically significant positive correlation between Ideation and Organizational Structure and firm performance (r = 0.831, p < 0.01). This suggests that a company’s capacity to generate ideas—coupled with supportive structures for implementing them—directly enhances business outcomes.

Respondents widely acknowledged that their organization’s ability to encourage creativity, support experimentation, and facilitate cross-functional communication significantly contributed to both operational success and strategic growth. This finding is consistent with the work of Amabile (1996), who emphasized that innovation is most likely to thrive in environments where creativity is valued and organizational systems are flexible enough to allow new ideas to be explored and implemented.

Similarly, Burns and Stalker (1961) argue that organic structures—characterized by decentralization, adaptability, and open communication—are more conducive to innovation than rigid bureaucratic models. This is particularly relevant in the animal health sector, where organizations must frequently adapt to new diseases, veterinary regulations, and rapidly evolving stakeholder demands. In such dynamic environments, ideation becomes not just a competitive advantage, but a survival mechanism.

Teece (2007) further reinforces that dynamic capabilities such as ideation and structural flexibility enable firms to respond swiftly to environmental changes, thereby maintaining performance and relevance. Respondents in this study cited examples such as cross-departmental brainstorming sessions, open-door leadership practices, and flexible resource allocation as enablers of innovation. These mechanisms allowed for quicker problem-solving, better client engagement, and faster rollout of new services—ultimately driving improved firm performance.

Moreover, interviewees emphasized that when organizational structures are designed to empower employees at all levels, idea flow becomes more natural, implementation becomes faster, and ownership of results is enhanced. For instance, employees who were part of idea-generation and problem-solving teams reported feeling more engaged, which translated into higher productivity and innovation output.

In line with the study’s overarching objective—to assess how innovation capability influences performance in animal health companies in Zimbabwe—this result underlines the critical importance of building systems that support ideation and adaptability. Ideation, when embedded within an enabling structure, allows organizations not only to generate new ideas but to transform them into actionable innovations that enhance firm performance.

In line with the general research objective — to establish the influence of innovation capability on the performance of animal health companies in Zimbabwe — the findings confirm that participative leadership, positive work environment and well-being, and effort individually all play a significant role in improved firm performance. The dimensions of innovation capability are synergistic and interdependent, and they constitute fertile ground for sustained innovation, employee engagement, and competitiveness within the animal health sector.

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