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Assessing the Impact of Leader Support on Employee Innovation: The Role of Organizational Culture and Employee Commitment

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Abstract: This study assessed the impact of leader support on employee innovation, with specific focus on the moderating roles of organizational culture and employee commitment. The study addressed the need to better understand how these factors related to employee innovation within a Ghanaian context since existing studies were limited. A quantitative approach was adopted, using survey questionnaires administered to employees of the University of Professional Studies, Accra (UPSA). The findings revealed a negative but statistically insignificant relationship between leader support and employee innovation. Organizational culture exhibited a negative, statistically insignificant relationship with employee innovation, while employee commitment demonstrated a positive relationship that is marginally significant. Also, the interaction between leader support and organizational culture was positive but statistically insignificant on employee innovation, whereas the interaction between leader support and employee commitment was negative and statistically insignificant on employee innovation. These findings revealed the potential importance of employee commitment in fostering innovation and suggested that the influence of leader support may vary depending on organizational and employee-related factors. The study recommended that organizations should consider organizational culture and employee commitment when adopting leadership practices aimed at promoting employee innovation.

Keywords: *Leader Support, Employee Innovation, Organizational Culture, Employee Commitment.*

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I. INTRODUCTION

In recent years, there has been a growing recognition of the importance of employee innovation, as organizations increasingly rely on it to stay competitive and adapt to changing market conditions (Dabić et al., 2021). The benefits of employee innovation are numerous, including increased productivity, improved customer satisfaction, and enhanced profitability (Arsawan et al., 2022). When employees feel empowered and supported to contribute their ideas, they are more engaged, motivated, and invested in the success of the organization (Taneja et al., 2015). One key factor that has been seen to boost employee innovation has been leader support which provides the necessary resources to support employee innovation (Ye et al., 2022).

Actions, behaviors and attitudes demonstrated by leaders that foster and encourage employees to be innovative within an organization is leader support (H. Li et al., 2019). This support can take many forms, including providing resources, removing barriers, recognizing and rewarding innovative efforts (Polly et al., 2021). Leader support has a significant impact on employee innovation (Akbari et al., 2021). When leaders provide a culture that encourages innovation, employees are more likely to engage in innovative problem-solving (H. Li et al., 2019).

The collective values, assumptions, beliefs, and norms that shape an organization's conduct is its organizational culture (Akpa et al., 2021). It includes procedures followed, attitudes toward work and coworkers, levels of formalization, leadership philosophies, and levels of innovation and risk-taking (Karyotakis & Moustakis, 2016). Employee innovation has been proven to be significantly influenced by organizational culture, which affects employees' attitudes, motivation, and behavior toward innovation (Zeb et al., 2021). Employee commitment is a person's loyalty and dedication to their employer and workplace, which can be seen in their willingness to put in long hours, get along with coworkers, and support the organization's objectives and core values (Shahid & Azhar, 2013). Employee commitment is a key factor in predicting favorable work outcomes like job satisfaction, organizational citizenship behavior, and performance (Dewi et al., 2021).

➢ *Problem Statement*

Despite the recognition of the importance of employee innovation in organizational success, many organizations

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struggle to promote and sustain innovation among their employees in Ghana (Mahmoud et al., 2016). One potential factor that may contribute to this issue is the lack of leader support for innovation (Boamah et al., 2021). While previous studies (El-Nahas et al., 2013; Zhou, 2023) have shown a positive relationship between leader support and employee innovation, it remains unclear how organizational culture and employee commitment influence this relationship. While there has been studies on leadership, innovation, and organizational culture in Ghana (Boateng et al., 2016; Twumasi et al., 2025), limited studies have specifically explored the relationship between leader support, organizational culture, employee commitment, and employee innovation (Khan et al., 2020). Moreover, the cultural and contextual factors unique to Ghana, such as traditional leadership structures and socio-economic challenges, may influence the nature and effectiveness of leader support for innovation (Kimbu et al., 2021). Hence, the need for empirical studies to examine how leader support, organizational culture and employee commitment interact to influence employee innovation in Ghanaian organizations.

➢ *Research Objectives*

- To determine the effect of leader support on employee innovation in Ghana
- To determine the effect of organizational culture on employee innovation.
- To determine the effect of employee commitment on employee innovation.
- To determine whether organizational culture moderates the relationship between leader support and employee innovation.
- To determine whether employee commitment moderates the relationship between leader support and employee innovation.

➢ *Hypothesis*

Given the research problem, objectives of the study outlined above, and existing theoretical and empirical literature, the thesis tests and explore the following hypotheses:

- $H\alpha$: Leader Support significantly impacts Employee Innovation.
- H_θ : Leader Support has no significant impact on Employee Innovation.

- $H\alpha$: Organizational Culture significantly impacts Employee Innovation.
- H_θ : Organizational Culture has no significant impact Employee Innovation.

- $H\alpha$: Employee Commitment significantly impacts Employee Innovation.
- H_θ : Employee Commitment has no significant impact Employee Innovation.

- $H\alpha$: Organizational Culture plays a significant moderating role in the relationship between Leader support and Employee Innovation
- H_θ : Organizational Culture plays no significant moderating role in the relationship between Leader support and Employee Innovation

- $H\alpha$: Employee Commitment plays a significant moderating role in the relationship between Leader support and Employee Innovation
- H_θ : Employee Commitment plays no significant moderating role in the relationship between Leader support and Employee Innovation

➢ *Theoretical Framework*

- *Social Exchange Theory*

The social exchange theory was first proposed by American sociologist George Homans in 1950 (Zoller & Muldoon, 2019). This theory contends that people act in ways that are most likely to benefit their own lives and that relationships are based on the sharing of resources (Zoller & Muldoon, 2018). This idea states that staff members who feel their leader support them are more likely to exhibit innovative behaviors because they think their efforts will be recognized and rewarded (Farrukh et al., 2022).

- *Self Determination Theory (SDT)*

The Self-Determination Theory (SDT) was first pronounced by Edward L. Deci and Richard M. Ryan in Rochester, New York in 1985 (Deci & Ryan, 2016). According to the self-determination theory (SDT), which is a generally established theoretical framework in organizational psychology, persons have three basic psychological needs: relatedness, competence, and autonomy. Meeting these requirements is crucial for a person's health, motivation, and productivity, according to SDT (Qian et al., 2022). The self-determination theory can be used to explain how elements like corporate culture, employee dedication, and leader support affect employee innovation in the study's environment (Allah Pitchay et al., 2022). Giving employees more autonomy, for instance, improves the likelihood that they will feel in charge of their work, which can raise motivation and engagement. Employees that are confident are also more likely to take risks and try out new things, which can foster innovation (Breevaart et al., 2014). When it comes to organizational culture, an environment that encourages employee collaboration and creativity can promote innovation by developing a sense of autonomy, competence, and connectedness (Kumar & Raghavendran, 2015).A company culture that supports and rewards innovation may also motivate employees to take risks and develop novel ideas (Manso, 2017). Employee commitment is also a key element of the self-determination theory because it is connected to the fulfilling of essential psychological needs (Rigby & Ryan, 2018). When workers have a sense of commitment to the organization, they are more likely to be interested in their work and driven to support its success (Ogunfowora et al., 2021). This could lead to more innovation and creativity.

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- *Tranformational Leadership Theory*

The Transformational Leadership Theory was first proposed by James MacGregor Burns in 1978 (Money, 2017). The evaluation of the relationship between organizational culture and employee commitment, as well as the impact of leader support on employee innovation, is a study that is extremely pertinent to the transformational leadership theory (Sürücü et al., 2022). A leader's ability to inspire followers to reach their full potential and transform a company through their leadership is extremely important (Schiuma et al., 2022). In this study, the idea that managers may considerably affect employee creativity by encouraging and motivating their staff supports the transformational leadership hypothesis. Transformational leaders stand out for having strong bonds with their followers and the capacity to create a supportive workplace (Hamid et al., 2022). They can do this through fostering a sense of commitment among employees, which may foster greater innovation and creativity (Jaiswal & Dhar, 2015). Transformational leaders can establish an environment that encourages innovation by encouraging staff members to think creatively and take measured risks (Ebrahimi et al., 2017). By promoting experimentation, learning, and creativity, this type of culture fosters innovation and creativity. The transformational leadership theory emphasizes the significance of employee commitment (Hill et al., 2012). If employees support the organization and its goals, they are more likely to be motivated to innovate and contribute to its success (Mazzei et al., 2016). The transformational leadership theory lends support to this study because it provides a framework for understanding how employee commitment, organizational culture, and leader support can affect employee innovation.

➢ *Empirical Framework*

Minh et al.(2017)'s study examined the role leaders technical support plays in enhancing employees' learning and innovation. While most of the current literature focuses on leadership styles and managerial skills, limited research has considered the impact of leaders' technical competence on subordinates' learning and innovation. Data were collected from 52 leaders and 127 subordinates within 68 telecommunication companies in Vietnam. The results show that the leader's technical support has positive relationships with the subordinates' innovative and learning work behavior. Moreover, learning work behavior has a partial mediating effect on the relationship between the leaders' technical competence and the subordinates' innovative work behavior.

Humaid Almaskari et al.(2021) study was to look into the relationship between leadership support and employee innovation, as well as the mediating impact of cultural diversity between leadership support and employee innovation. Structured questionnaire was used to collect the data from 633 public and private universities' employees in the United Arab Emirates (UAE) with the help of the stratified sampling technique, and hypothesis verified through structural equations modelling (AMOS-21). Findings of the study showed that leadership support has positive impact on employee innovation and cultural diversity partially mediates the relationship between leadership and innovative performance of UAE universities' employees.

Imron et al.(2021) study aimed to measure the influence of organizational culture on employee innovation capability in Indonesia mediated by tacit and explicit knowledge sharing. Data collection was carried out by simple random sampling via electronic to a population of employee in Digital Industries in Jabodetabek. The returned and valid questionnaire results were 200 samples. Data processing using SEM method with SmartPLS 3.0 software. The results of this study indicated that organizational culture has a positive and significant effect on employee innovation capability, both directly and through mediating tacit knowledge sharing.

Nguyen et al.(2019) study aimed to analyze the relationship between organizational culture (measured by mission, involvement, consistency, adaptability and well-being), employee organizational commitment and employee innovation in the Vietnamese IT industry. This was a quantitative study using perceptual scale questionnaire survey developed based on the literature review and in-depth expert interviews. A total of 319 IT professionals working in Vietnam participated in the survey. The data were analyzed using multiple regression analysis. The results suggested that overall organizational culture and organizational commitment are positively and significantly related to employee innovation. A closer look revealed that out of the organizational cultures five dimensions, mission, adaptability and well-being are found specifically and significantly related to employee innovation.

Singh, (2022)'s study aimed to examine the mediating role of employee commitment between the quality of work-life (QWL) and employee innovation among the faculty of technical institutions established in the province of Punjab (India). The data collected from 434 faculty members with a response rate of 72% is analyzed and the mediation effect of employee commitment between the QWL and employee innovation of the faculty is modeled through partial least square-structural equation modeling. The results indicated that employee commitment partially mediated between quality of work-life and employee innovation.

➢ *Conceptual Framework*

In this study, Leader Support is the main independent variable, Employee Innovation is the Dependent Variable and the other two independent variables; Organizational Culture and Employee Commitment act as the moderators.

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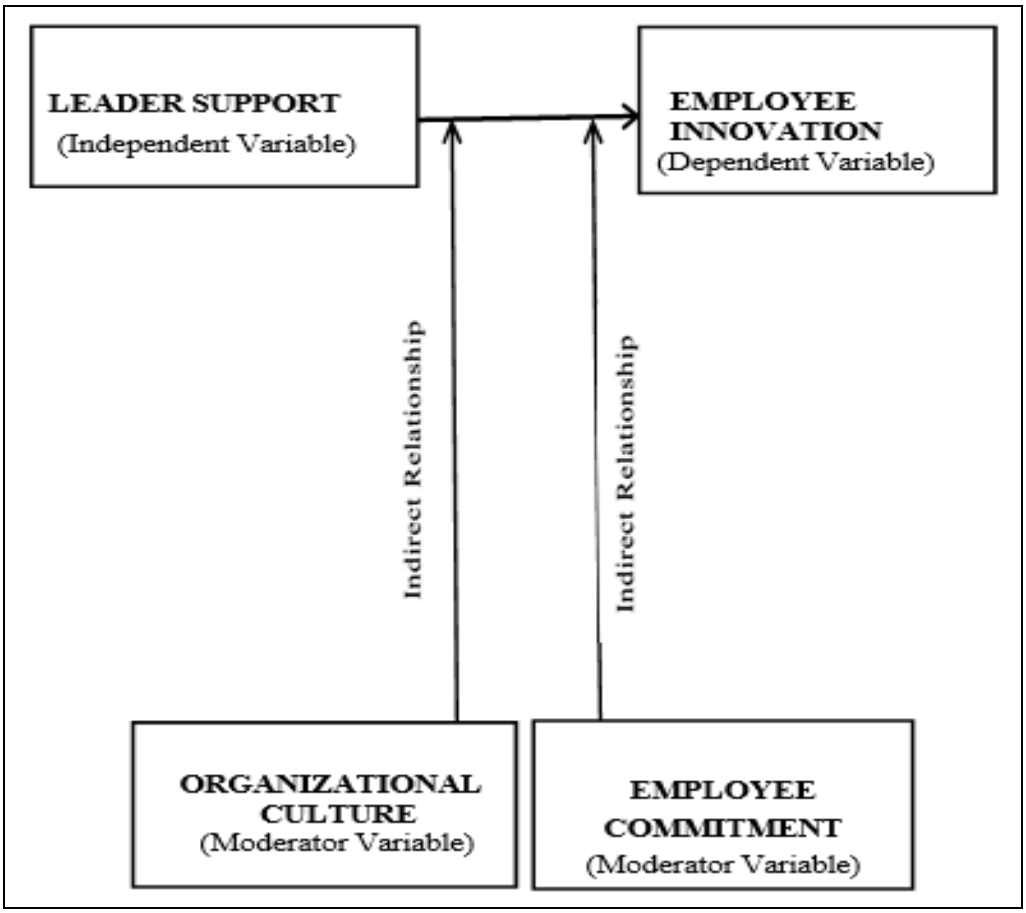


Fig 1 Conceptual Framework
Source; Authors Own Design (2023)

II. MATERIALS AND METHODS

➢ *Design, Setting, and Participants*

The study adopted a quantitative research approach to examine the relationship between leader support and employee innovation and the moderating roles of organizational culture and employee commitment. This approach was appropriate because it enabled the collection and statistical analysis of numerical data to examine relationships among the study variables and test the proposed hypotheses (Creswell, 2017). A descriptive and explanatory research design was employed. The descriptive design facilitated the examination of employees' perceptions of leader support, organizational culture, employee commitment, and innovation, while the explanatory design supported the investigation of relationships among these variables (Saunders et al., 2019). A survey design was used because it enabled the researcher to collect standardized information from employees across different departments and job roles efficiently. The use of structured questionnaires also facilitated the collection of comparable responses within a relatively short period and provided data suitable for statistical analysis (Fowler, 2008). The target population comprised academic and non-academic staff of the University of Professional Studies, Accra (UPSA), Ghana. According to the university's 2021 annual report, the institution had a total staff strength of 762. The university was selected as the study setting to investigate how leader support, organizational culture, and employee commitment related to employee innovation within a higher education institution. Simple random sampling was adopted to select respondents from the target population. This technique gave members of the population an equal chance of selection, helping to minimize selection bias and improve the representativeness of the sample. The required sample size was calculated using Yamane's (1967) formula at a 95% confidence level and a 5% margin of error. Based on the population of 762 employees, the calculated sample size was approximately 262. However, owing to time constraints, 185 employees completed the questionnaire, representing approximately 70.6% of the intended sample size.

➢ *Instruments and Measures*

Data were collected using a 35-item structured questionnaire comprising four subscales: Leader Support Scale (LSS, 11 items), Organizational Culture Scale (OCS, 7 items), Employee Commitment Scale (ECS, 10 items), and Employee Innovation Scale (EIS, 7 items). The instrument measured leader support, organizational culture, employee commitment, and employee innovation, with particular emphasis on the moderating roles of organizational culture and employee commitment in the relationship between leader support and employee innovation. Responses were recorded on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores indicated stronger agreement with the respective statements.

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The LSS assessed leadership support for idea generation, idea promotion, and idea implementation. The OCS measured perceptions of innovation-supportive cultural values, autonomy, risk-taking, creativity, collaboration, and communication. The ECS assessed work commitment, identification with institutional values, willingness to exert additional effort, perceived recognition, development opportunities, compensation satisfaction, and intention to remain with the institution. The EIS assessed perceived support for innovative ideas, supervisory feedback, experimentation, resource availability, innovation-related training, and the perceived impact of employees' innovative contributions. The data were analyzed to examine the direct relationships among the variables and the interaction effects associated with the proposed moderation hypotheses. Internal consistency was to be assessed using Cronbach's alpha, while appropriate validity assessments were necessary to establish the measurement properties of the scales. Any reliability and validity statistics reported should reflect the actual empirical results. The measurement structure should also be interpreted cautiously until the scales' reliability and construct validity have been established.

➢ *Reliability and Validity*

The research instrument was pre-tested through a pilot study involving 20 students from Legon Presec who were outside the main study population. The pilot test was conducted to identify ambiguities, potential sources of error, and difficulties in interpreting the questionnaire items. Feedback from the pilot participants informed revisions to the wording and format of selected items before the main data collection. Face validity was employed to assess whether the questionnaire items appeared appropriate for measuring the intended variables. Internal consistency reliability was evaluated using Cronbach's alpha, with a coefficient of 0.70 generally considered acceptable. The reliability analysis produced Cronbach's alpha coefficients of 0.711 for leader support (11 items), 0.780 for organizational culture (7 items), 0.602 for employee commitment (9 items), and 0.619 for employee innovation (8 items). The results indicated acceptable internal consistency for leader support and organizational culture, while employee commitment and employee innovation exhibited comparatively lower reliability. These findings suggest that the reliability of the measures varied across the four constructs and should be considered when interpreting the study results.

Table 1 Reliability and Validity

Scale	No of items	Covariance	Cronbach's Alpha
Leader Support	11	0.177	0.711
Organizational Culture	7	0.137	0.78
Employee Commitment	9	0.134	0.602
Employee Innovation	8	0.129	0.619

Source: Field Survey (2023)

➢ *Ethical Procedures*

Permission to conduct the study was sought from the relevant authorities of the University of Professional Studies, Accra (UPSA), before data collection. Respondents were informed about the purpose and objectives of the study and the nature of their participation. Participation was voluntary, and respondents were informed of their right to withdraw at any stage without penalty. Confidentiality and anonymity were maintained throughout the research process, and the collected data were used solely for academic research purposes. Responses were reported in aggregate form to protect participants' identities, and their privacy was respected throughout the study.

III. RESULTS

The study collected data on the level of education, level in the organization and years in the organization. The data collected was analyzed using descriptive statistics and represented in the table below;

Table 2 Demographic Characteristics (n=185)

		Frequency	Percentage
Educational Level	Professional Qualification	13	7
	Postgraduate	156	84.3
	Undergraduate	15	8.1
	HND/Diploma	1	0.5
Level in the Institution	Junior Staff	90	48.6
	Senior Staff	23	12.4
	Senior Member (non-teaching)	38	20.5
	Senior Member (teaching)	34	18.4
Years spent working	Less than 5 years	72	38.9
In the Institution	Less than 10 years	79	42.7
	Less than 15 years	26	14.1
	15 years and above	8	4.3

Source: Field Survey (2023)

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Table 2 above provides the level of education of respondents for this study. The table clearly indicates that 13 respondents or 7% of the respondents have professional qualifications,156 respondents or 84.3% of the respondents have attained a postgraduate education, 15 or 8.1% of the respondents of the institution have undergraduate degrees, only 1 respondent representing only 5% of employees have Diploma/HND. The largest category of staff is the Junior Staff, which accounts for 48.6% of the total staff population. The Senior Members (teaching and non-teaching combined) make up 38.9% of the total staff population. This indicates that the majority of the staff at this institution are not senior members. The Senior Member (non-teaching) category has the highest frequency after the Junior Staff category, accounting for 20.5% of the total staff population. The Senior Staff category has the lowest frequency among all categories, accounting for only 12.4% of the total staff population. Out of the 185 respondents, 72 respondents or 38.9%, have worked in the institution for less than 5 years.

Table 3 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LS	185	20	102	45.3135	7.93788
OC	185	12	35	28.4216	3.9059
EC	185	22	60	37.173	4.06901
EI	185	15	68	32.1027	5.50052

Source: Field Survey (2023)

The descriptive statistics provided in the results are the measures of central tendency and dispersion for the four variables: Leader Support, Organizational Culture, Employee Commitment, and Employee Innovation. The mean is a measure of central tendency that represents the average value for each variable. It indicates the typical value of the variable across all participants in the study. In this case, the mean for Leader Support is 45.3135, for Organizational Culture it is 28.4216, for Employee Commitment it is 37.1730, and for Employee Innovation it is 32.1027. The standard deviation is a measure of dispersion that shows how much the values of a variable deviate from its mean. It indicates the degree of variability or spread of data around the mean. In this case, the standard deviation for Leader Support is 7.9378, for Organizational Culture it is 3.9059, for Employee Commitment it is 4.0690, and for Employee Innovation it is 5.5005. For Leader Support, the standard deviation is 7.9378. This means that the data points for Leader Support vary by approximately 7.94 units on average from the mean value of 45.3135. A larger standard deviation indicates that the data points are more spread out and that there is more variability in the data. For Organizational Culture, the standard deviation is 3.9059. This means that the data points for Organizational Culture vary by approximately 3.91 units on average from the mean value of 28.4216. This suggests that there is relatively less variation in the data for Organizational Culture compared to Leader Support. For Employee Commitment, the standard deviation is 4.0690. This means that the data points for Employee Commitment vary by approximately 4.07 units on average from the mean value of 37.1730. This suggests that there is moderate variation in the data for Employee Commitment. For Employee Innovation, the standard deviation is 5.5005. This means that the data points for Employee Innovation vary by approximately 5.50 units on average from the mean value of 32.1027. This suggests that there is a moderate amount of variation in the data for Employee Innovation.

Table 4 Correlation Analysis

Variables	-1	-2	-3	-4
(1) LS	1	0.523**	0.634**	0.160**
(2) OC	0.523**	1	0.480**	0.418**
(3) EC	0.634**	0.480**	1	0.261**
(4) EI	0.160**	0.418**	0.261***	1

Source: Field Survey (2023)
*** p<0.01, ** p<0.05, * p<0.1

Where LS is Leader Support, OC is Organizational Culture, EC is Employee Commitment and EI is Employee Innovation.

In keeping with Hair, Anderson, Tatham, and Black (1995) that Multicollinearity exists when the correlation coefficients between any two (2) variables are greater than 0.80, the results presented show that all the variables in the regressions do not result in any multicollinearity, which could bias the models' coefficients. These variables are not strongly correlated. Gujarati (2003) and Hair et al. (1995) suggest that, statistically, Multicollinearity may damage or threaten the regression analysis if the degree of correlation exceeds 80%. Table 5.10 therefore shows the strength of the relationship between the independent variables. Looking at all the variables, none of the pairwise correlations is greater than 0.9 (Hair, 2006; Saunders, Lewis, & Thornhill, 2009), 0.8 (Garson, 2013; Gujarati, 2012), and 0.7 (Sekaran & Bougie, 2010).

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Table 5 ANOVA[a]

Model	Sum of Squares		Df	Mean Square	F
1	Regression	1139.42	5	227.886	9.213
		8			
	Residual	4427.62	179	24.735	
		0			
	Total	5567.04	184		
		9			

a. Predictors: (Constant), (LS*EC), OC, EC, LS, (LS*OC)
Source: Field Survey (2023)

The ANOVA table summarizes the results of the analysis of variance for the multiple regression model. The table is divided into three main sections:

- Model: This section shows the sum of squares, degrees of freedom (df), mean square, F value, and significance level for the overall regression model. The sum of squares for the model is 1139.428, which indicates the total variation in employee innovation that is explained by the predictors. The df for the model is 5, which represents the number of predictors in the model (including the intercept). The mean square is the sum of squares divided by the degrees of freedom, and it represents the average amount of variation that is explained by each predictor. The F value is 9.213, which is calculated by dividing the mean square for the model by the mean square for the residuals. This value indicates the overall significance of the model. The significance level, which is shown as "<.001b", indicates that the model is statistically significant at the 0.001 level (or lower), meaning that the probability of obtaining such a result by chance is very low.

- Residual: This section shows the sum of squares, degrees of freedom, and mean square for the residuals, which represent the unexplained variation in the dependent variable. The sum of squares for the residuals is 4427.620, which indicates the total variation in employee innovation that is not explained by the predictors. The df for the residuals is 179, which represents the number of observations minus the number of predictors. The mean square is the sum of squares divided by the degrees of freedom, and it represents the average amount of unexplained variation.

- Total: This section shows the sum of squares and degrees of freedom for the total model. The sum of squares for the total model is 5567.049, which is the sum of the sum of squares for the model and the sum of squares for the residuals. The df for the total model is the total number of observations minus 1 (which is 184 in this case).

Table 6 Coefficients for the Linear Regression

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.764	12.102		1.385	.168
	LS	-.182	.257	-.263	-.707	.480
	OC	-.055	.498	-.039	-.111	.912
	EC	.492	.260	.364	1.890	.060
	(LS*OS)	.014	.011	.831	1.291	.198
	(LS *EC)	-.006	.005	-.566	-1.313	.191

Dependent Variable: Employee Innovation
Source: Field Survey (2023)

The regression table provides information on the coefficients for each predictor variable in the model, as well as the intercept. The coefficients represent the amount of change in the dependent variable (employee innovation) that is associated with a one-unit change in the predictor variable, while holding all other predictor variables constant.

Here is a summary of the regression table:

- Constant: The intercept is 16.764. This means that when all predictor variables are zero (i.e., no leader support, organizational culture, or employee commitment), the expected value of employee innovation is 16.764.
- LS: The coefficient for leader support is -0.182. This means that for a one-unit increase in leader support, holding all other variables constant, we expect a decrease of 0.182 units in employee innovation. This negative coefficient suggests that higher levels of leader support are associated with lower levels of employee innovation, although the coefficient is not statistically significant (p = .480).
- OC: The coefficient for organizational culture is -0.055. This means that for a one-unit increase in organizational culture, holding all other variables constant, we expect a decrease of 0.055 units in employee innovation. This coefficient is not statistically significant (p = .912), suggesting that organizational culture does not have a significant impact on employee innovation.
- EC: The coefficient for employee commitment is 0.492. This means that for a one-unit increase in employee commitment, holding all other variables constant, we expect an increase of 0.492 units in employee innovation.

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This coefficient is marginally statistically significant (p = .060), suggesting that employee commitment may have a positive impact on employee innovation.

- LS*OC: The coefficient for the interaction between leader support and organizational culture is0.014. This means that for a one-unit increase in both leader support and organizational culture, holding all other variables constant, we expect an increase of 0.014 units in employee innovation. However, this coefficient is not statistically significant (p = .198), suggesting that the interaction effect between leader support and organizational culture does not have a significant impact on employee innovation.
- LS*EC: The coefficient for the interaction between leader support and employee commitment is -0.006. This means that for a one-unit increase in both leader support and employee commitment, holding all other variables constant, we expect a decrease of 0.006 units in employee innovation. However, this coefficient is not statistically significant (p = .191), suggesting that the interaction effect between leader support and employee commitment does not have a significant impact on employee innovation.

➢ *Regression Models*

$$EI = 16.764 - 0.182LS - 0.055OC + 0.492EC + \varepsilon \quad (1)$$

$$EI = 16.764 - 0.182LS - 0.055OC + 0.014(LS* OC) + \varepsilon \quad (2)$$

$$EI = 16.764 - 0.182LS + 0.492EC - 0.006(LS * EC) + \varepsilon \quad (3)$$

According to the regression equation established, taking all factors into account and the independent variables (Leader Support, Organizational Culture and Employee Commitment) at zero, employee innovation in the University of Professional Studies, Accra is 16.764.

- *Effect of Leader Support on Employee Innovation*

The coefficient for leader support is -0.182, with a standard error of 0.257. The standardized coefficient is -0.263, indicating that there is a negative relationship between leader support and employee innovation. The coefficient for leader support indicates that a one-unit increase in leader support is associated with a decrease of 0.182 units in employee innovation.

✓ *Testing Hypothesis 1*

- Decision Rule: If P > 0.05, Accept Ho and Reject Ha If P < 0.05, Reject Ho and Accept Ha

However, this relationship is not statistically significant, as the p-value is 0.480, which is greater than the conventional threshold of 0.05. Therefore, we accept the null hypothesis since there is no significant relationship between leader support and employee innovation. The results of this regression analysis suggest that there is no significant direct relationship between leader support and employee innovation in this sample. This finding is important for managers and policymakers to consider when developing strategies to foster employee innovation. Other factors, such as organizational culture and employee commitment, may play a more significant role in driving innovation.

- *Effect of Organizational Culture on Employee Innovation*

The effect of organizational culture on employee innovation is shown, where the coefficient for organizational culture is -0.055. The coefficient signifies the relationship between organizational culture and employee innovation while holding other variables constant. In this case, the negative sign indicates that a one-unit increase in organizational culture is associated with a decrease in employee innovation by 0.055 units.

✓ *Testing Hypothesis 2*

- Decision Rule: If P > 0.05,Accept H_θ and Reject H_α If P < 0.05, Reject H_θ and Accept H_α

The coefficient is not statistically significant (p = 0.912), which means we accept the null hypothesis since there is no relationship between organizational culture and employee innovation. Therefore, based on the results of this study, we cannot conclude that organizational culture has a direct effect on employee innovation in the context of Ghana. This finding is inconsistent with previous research that has suggested that organizational culture can have a significant impact on employee innovation. However, it is possible that other factors not included in this study may be influencing the relationship between organizational culture and employee innovation in Ghana. Future research could explore additional variables to provide a more comprehensive understanding of the factors that influence employee innovation in Ghana.

- *Effect of Employee Commitment on Employee Innovation*

The coefficient for employee commitment is statistically significant at the 0.1 level, with a p-value of 0.06. Therefore, we can conclude that employee commitment has a significant impact on employee innovation. The positive coefficient of 0.492 means that a one-unit increase in employee commitment is associated with a 0.492 unit increase in employee innovation.

✓ *Testing Hypothesis 3*

- Decision Rule: If P > 0.05, Accept Ho and Reject Ha If P < 0.05 Reject Ho and Accept Ha

In other words, when employees are committed to their work, they are more likely to be innovative and generate new ideas that can benefit the organization. This finding is consistent with previous research that has shown that employee commitment is positively associated with innovation. Based on the regression analysis, we accept the hypothesis that employee commitment has a significant positive effect on employee innovation. Therefore, organizations should focus on creating a supportive work environment that fosters employee commitment, as this can

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help to promote innovation and drive organizational performance.

- *Moderating Effect of Organizational Culture on Leader Support and Employee Innovation*

The regression for the moderating effect of organizational culture on Leader Support and employee innovation shows that the interaction term (Leader Support x Organizational Culture) has a coefficient of 0.014, which is positive but not statistically significant (t = 1.291, p = 0.198). This suggests that organizational culture does not significantly moderate the relationship between leader support and employee innovation. To further explain this, a unit increase in Leader Support would result in a decrease of 0.182 in employee innovation, holding constant the effects of organizational culture and employee commitment.

✓ *Testing Hypothesis 4*

- *Decision Rule: If P > 0.05, Accept Ho and Reject Ha If P <0.05 Reject Ho and Accept Ha*

The effect of organizational culture on employee innovation is not statistically significant, as evidenced by its coefficient of -0.055 (t = -0.111, p = 0.912). This means that the level of organizational culture does not have a significant impact on the relationship between leader support and employee innovation.Based on these results, we would accept the null hypothesis. The findings suggest that leader support has a direct negative effect on employee innovation, while the effects of organizational culture and employee commitment are not significant.

- *Moderating Effect of Employee Commitment on Leader Support and Employee Innovation*

The coefficient for employee commitment is 0.492, indicating that a unit increase in employee commitment is associated with a 0.492 unit increase in employee innovation, holding all other variables constant. The standardized coefficient is 0.364, indicating that employee commitment is a moderate predictor of employee innovation. The interaction effect between leader support and employee commitment is -0.006, with a p-value of 0.191. This suggests that the interaction effect is not statistically significant.

✓ *Testing Hypothesis 5*

- *Decision Rule: If P > 0.05, Accept Ho and Reject Ha If P < 0.05,*

Therefore, we accept the null hypothesis, which is that the interaction effect between leader support and employee commitment on employee innovation is not significant. The results suggest that leader support and employee commitment have a significant positive effect on employee innovation, but the interaction effect between leader support and employee commitment is not significant. This means that the relationship between leader support and employee innovation is not significantly moderated by employee commitment.

IV. DISCUSSION

The results from the regression show that leader support has a negative but not significant relationship with employee innovation, while organizational culture has a negative and not significant relationship with employee innovation. Employee commitment has a positive and significant relationship with employee innovation, indicating that it is a moderate predictor of employee innovation. The interaction effects between leader support and organizational culture, and between leader support and employee commitment are not significant, suggesting that these variables do not significantly moderate the relationship between leader support and employee innovation. The findings of Minh et al. (2017) and Humaid Almaskari et al. (2021) are consistent with the current study, as they both found that leaders support has a positive impact on employee innovation. The current study also provides some insight into the potential moderating role of organizational culture and employee commitment on this relationship, although the interaction effects were not significant. These results suggest that leadership support is an important factor in promoting employee innovation, regardless of the organizational culture and employee commitment contexts. The findings of Imron et al. (2021) are also consistent with the current study, as they both found that organizational culture has a positive impact on employee innovation. This finding highlights the importance of not only fostering a positive organizational culture but also promoting employee commitment to enhance employee innovation. The findings of Nguyen et al. (2019) are also consistent with the current study, as they both found that employee commitment is positively related to employee innovation. The current study adds to this by suggesting that employee commitment, specifically, is a moderate predictor of employee innovation. This finding highlights the importance of promoting employee commitment as a means of enhancing employee innovation. The findings of Odoardi et al. (2019) are also related to the current study, as they both emphasize the importance of employee commitment in promoting employee innovation. Odoardi et al. (2019) focused specifically on affective commitment, while the current study found that overall employee commitment is a predictor of employee innovation. These findings suggest that organizations should focus on promoting all forms of employee commitment to enhance workplace innovation.

The results of the current study are consistent with prior research and provide some insight into the potential moderating effects of organizational culture and employee commitment on the relationship between leader support and employee innovation.

V. LIMITATIONS OF THE STUDY

Regardless of the valuable findings of this study, this empirical study has a lot of challenges to be acknowledged.

- The study was conducted in the context of only the University of Professional Studies Accra and also in an educational industry, with a particular demographic of employees, and this limited the ability to extrapolate the

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findings to other contexts. The organizational culture and employee commitment may vary across organizations and industries, and the impact of leader support on employee innovation may also differ depending on these factors.

- The time constraint was seen as the primary constraint. The time allotted for this project is limited since team members were required to attend lectures, complete specific activities, and tasks, and perform an interim evaluation (IA). The researchers were confronted with socioeconomic and environmental obstacles such as inclement weather, distance, and a lack of receptivity from respondents who were hesitant to disclose personal information. This was prevented by visiting respondents, establishing rapport, and explaining the goal of the exercise to them.
- There was a challenge of some respondents' apathy in participating in the study. The data was primarily quantitative, and the data collection procedures involved using an online questionnaire. The researchers encountered difficulties collecting data as some people were not ready to participate in the study. Most of the respondents regarded the study as an audit rather than an academic dissertation, which created the respondents' unwillingness to give information for the data analysis. The researchers relied on the respondents' assessment of the investigated issues in explaining the study results. Again, among the challenges were some respondents' unwillingness to release certain information they considered confidential and were not ready to release such information.

VI. RECOMMENDATIONS FOR FUTURE STUDIES

For the purpose of further studies the researchers recommend that future researchers conduct studies in different organizations to examine whether the results of the study hold true across different contexts. Conducting the same study in multiple contexts is important because organizational cultures and employee behaviors can vary significantly across different industries and organizations. By conducting the same study in different contexts, researchers can gain a better understanding of how leader support, organizational culture, and employee commitment influence employee innovation in a broader range of settings. This can help to increase the generalizability of the findings and provide more robust evidence to support the validity of the study. Investigating other potential moderators such as job autonomy, team dynamics, and external factors like competition means examining how other variables may affect the relationship between leader support, organizational culture, and employee innovation. For instance, job autonomy refers to the degree of freedom and discretion an employee has in performing their job. It is possible that employees with high levels of job autonomy may be more innovative regardless of the level of leader support or organizational culture. Therefore, investigating job autonomy as a potential moderator could help to identify if it affects the relationship between leader support, organizational culture, and employee innovation.

VII. CONCLUSION

Based on the findings of this study, it can be concluded that leader support has a significant impact on employee innovation. The results suggest that organizational culture and employee commitment play a crucial role in this relationship. The study found that when leaders support their employees, it creates an environment that fosters innovation. This can be attributed to the fact that when employees feel valued and supported by their leaders, they are more likely to take risks and think outside the box. The study found that a positive organizational culture that promotes innovation and supports risk-taking is essential in creating an environment that encourages employee innovation. Employee commitment was found to be a critical factor in the relationship between leader support and employee innovation. When employees are committed to their organizations, they are more likely to innovate, and leader support further reinforces this commitment and leaders worry less with finding ways to cause employees to innovate. The study highlights the importance of leader support, organizational culture, and employee commitment in fostering employee innovation. These findings have practical implications for managers and organizations looking to promote innovation and create a culture of continuous improvement. By providing support, creating a positive organizational culture, and fostering employee commitment, organizations can create an environment that encourages innovation and drives growth.

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