



High Involvement Team Creativity and Continuous Improvement on Sales Performance: A Study on Metal Industry

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ABSTRACT

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Managers and company strategies endeavors on varied tactics, which ensures that they meet the demand of the customers at all time. Thus, the need to address this concern. The study aimed to conduct the impact of team creativity and continuous improvement on sales Performance in car and metal industry. Using the three significant section of the title, namely team creativity, continuous improvement, and sales performance, the researcher was then able to design not only the study model but also come up with the theoretical framework. On the methodology, the design of this study was empirical-based quantitative research. The chosen design further uses the exploratory and descriptive approach. The total number of sample participants in this study were 159. Pearson correlation analysis indicates that team creativity, continuous improvement, and sales performances have a significant association. However, the level of correlation between continuous improvement relative significance with sales performances. The regression table above indicates that the predictors are positive and vital to the dependent variable, which is sales performance at 0.000b. In conclusion, the researcher found out that there is a close relation between team creativity and continuous improvement with sale performance. Whereas, team creativity and continuous improvement are instrumental in enhancing sales performance in the metal industry. By fostering a creative environment and encouraging innovative thinking, organizations can develop unique solutions that meet customer demands.

1. INTRODUCTION

In today's rapidly changing business landscape, organizations are constantly striving to achieve higher sales performance and gain a competitive edge. To meet these goals, companies are recognizing the crucial role that team creativity and continuous improvement play in driving sales success. The ability to foster a culture of creativity and continuous improvement within sales teams

has proven to be instrumental in not only meeting targets but also exceeding them (Barczak et al., 2010).

Team creativity refers to the collective ability of a group to generate innovative ideas, think outside the box, and find unique solutions to challenges. When sales teams embrace creativity, they become more adaptable, resourceful, and capable of finding

new approaches to engage customers, address their needs, and close deals. By encouraging diverse perspectives and fostering an environment that supports risk-taking and experimentation, teams can unleash their creative potential and uncover new opportunities for growth (Hoever et al., 2012).

Continuous improvement, on the other hand, focuses on constantly enhancing existing processes, strategies, and skills. By adopting a mindset of continuous learning and development, sales teams can identify areas for improvement, refine their techniques, and stay ahead of evolving market trends (Kohlbacher, 2013). This approach empowers sales professionals to sharpen their abilities, refine their pitch, and deliver exceptional customer experiences. It also enables teams to adapt quickly to changes in customer preferences, emerging technologies, and competitive landscapes, ensuring they remain agile and resilient (Bulut, 2017).

The impact of team creativity and continuous improvement on sales performance is multifaceted. Firstly, by encouraging team creativity, organizations can tap into the collective intelligence of their sales teams, leading to the generation of fresh ideas and approaches that can attract and retain customers (Guia et al., 2019). Creative solutions not only differentiate a company from its competitors but also create memorable experiences for customers, enhancing their satisfaction and loyalty (Kok Wei and Nair, 2006). Secondly, a culture of continuous improvement ensures that sales teams are consistently honing their skills and adapting to evolving market dynamics. This results in improved efficiency, increased productivity, and higher quality outputs. By consistently seeking feedback, analyzing performance metrics, and implementing targeted improvements, sales teams can identify and eliminate bottlenecks, streamline processes, and optimize their overall performance (Savolainen, 1999).

Lastly, team creativity and continuous improvement contribute to employee engagement and motivation. When individuals feel empowered to contribute their unique ideas and see the impact of their suggestions, they become more invested in their work and more likely to go the extra mile (Hoque et al., 2018). Moreover, a culture that encourages continuous learning and improvement

shows that the organization values its employees' growth, fostering a sense of loyalty and commitment among team members (Afram et al., 2022).

Team creativity and continuous improvement have a profound impact on sales performance. By fostering a culture that nurtures creative thinking and promotes ongoing development, organizations can unlock the full potential of their sales teams (Chen, 2006). The combination of innovative ideas, adaptable strategies, and continuous refinement enables sales professionals to exceed targets, outperform competitors, and deliver exceptional value to customers. Embracing team creativity and continuous improvement is not just a recipe for sales success; it is a catalyst for long-term growth and sustainability in today's dynamic business environment.

1.1 Background

Multiple manufacturing companies experience tough times to stay competitive within the fast-growing global markets. Managers and company strategies endeavours on varied tactics, which ensures that they meet the demand of the customers at all time. Otherwise, the consumers end up shifting preference to other competitors within the same niche. The immediate effect is the loss in customer loyalty, followed by a reduction in sales, which further impairs profit optimization. It is, therefore, the role of the company sales strategists to enhance continuous improvement for a progressive boost in sales performances. One of the optional ways adopted by companies is team creativity. Thus, the study opted to find out more about the impact of team creativity and continuous improvement on sales performance but with the focus on car and metal industry.

2. THEORETICAL FRAMEWORK

2.1. Association between Team Creativity and Continuous Improvement

In general, in the study of (Guia et al., 2019) where the focus was on the continuous improvement in employee competence, workers creativity (Nuseir et al., 2020), and new service development noted that variables are significantly related. The same findings align with those of (El Khatib and Opulencia, 2015; Savolainen, 1999; Yasir et al., 2022). The duo researcher studied the continuous improvement model within a creative firm.

Similarly, in the study of enhancing creativity via teamwork as well as a continuous improvement by (Bawaneh et al., 2023) exhibited a positive and significant association between the two variables. The findings align with those of (El Khatib, 2015), where the duo aimed at establishing a continuous improvement system within the creative content companies. The researchers found a positive and significant relationship between continuous improvement systems and creativity (H. Alzoubi et al., 2022; M T Nuseir et al., 2022a). Thus establishing the study hypothesis as follow.

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

2.2. Association between Team Creativity and Sales Performance

In general, the study tested the impact of creativity on sales performances using different techniques in varied industries and found a positive and significant association (Akour et al., 2023). For instance, in the study of (Amiri et al., 2020; Khatib et al., 2016; Tariq et al., 2022a) where the researchers examined the influence of sales forces performance on the worker's creativity and innovation realized that salesforce market orientation exhibited positive and significant association with employees' innovation implementation and creativity (Aljumah et al., 2021a; El Khatib and Ahmed, 2020). The similar findings reflected on the study of (Nuseir and Aljumah, 2022), where the researchers narrowed down to the development as well as the validation of the creative team measure. From the study, the researchers found a substantial influence on creativity and innovations. In addition, (Abudaqa et al., 2021; Aljumah et al., 2021b) realized that one of the innovation in the field of business is working as a creative team because it enhances consensus, which further has a positive and substantial positive relationship with the sales performance (I. Akour et al., 2022). Furthermore, creativity evident in six sigma, and lean operations improves sales performances. For example, in the study of (El Khatib et al., 2019; M T Nuseir et al., 2022b) the researcher improved quality on both the general output process (production) and the sales of the products. Thus, the study resolved the following hypothesis.

Hypothesis-2: There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

2.3. Association between Continuous Improvement and Sales Performance

Moreover, studies tend to find the association between continuous improvements on the varied company's sales performance (Aityassine et al., 2022). For instance, in the study of creative industries such as entertainment tends to improve operations for overall performance, as noted in the study of (H. M. Alzoubi et al., 2022e; Nuseir et al., 2021). Thus, researchers tend to indicate that continuous enhancement or improvement substantially associates with customer demand. Thus, resulting in improved operational performance (Sakkthivel et al., 2022). Continuous improvement develops quality goods and services, cut expenses, and boost client happiness leading to a higher effectivity of sales performance since the demand of customers increases (Ahmed et al., 2022; El Khatib and Ahmed, 2019; Kurdi et al., 2022b). Consequently, the continuous improvement comprises combining top-notch client care, centralized production methods, and ongoing job performance; this assists in increasing the sales performance of any company. Hence studies prove that continuous improvement increases customer satisfaction and demand which further have a substantial and positive relationship with sales performances. Thus, the researcher resolved into the following study hypothesis.

Hypothesis 3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

2.4. Association between Continuous Improvement and Team Creativity through Sales Performance

Several studies reviewed seems to correlate continuous improvement on team creativity through sales performance of varied industries and businesses (Ahmad Ibrahim Aljumah et al., 2022b; Muhammad Alshurideh et al., 2023; El Khatib et al., 2020b). Business process improvement, as well as innovative efforts, exhibits a relatively substantial effect on expected return, regardless of the huge investments of time and money (Al-Awamleh et al.,

2022). The rationale behind this finding is that improvement takes place as a process rather than involving the whole business organization (Ahmed and Nabeel Al Amiri, 2022; Al-Kassem, 2017; Alzoubi and Ahmed, 2019). A successful continuous process focuses on the integration of all business system, which consists of a set of processes and its interrelations (Nuseira and Aljumahb, 2020; Tariq et al., 2022b). If only the business processes are improved without taking into consideration the completely organizational system, then confusion and conflict within the managements processes will be limited (Alshurideh, M.T., Al Kurdi, B., Alzoubi, H.M., Sahawneh, N., Al-kassem, 2022), which would otherwise undermine the overall performance (Abudaqa et al., 2022; Kurdi et al., 2022a). Companies, therefore tend to improve the processes by taking into account the need to increase the effectiveness as well as the efficiency of the individual process (Khatib et al., 2022a; Nuseir, 2020). Improvement needs to cater to the entire system of a business organization (Al-Marroof et al., 2022b). A single improvement process, rather than the integrated one, which occurs without taking into account how various processes are connected, results in an imbalance throughout the entire system (Lee et al., 2023). Thus, this imbalance may negatively influence the sales performance of the firm significantly (Al-Kassem et al., 2022; Aljumah et al., 2020; Gulseven and Ahmed, 2022). In the event that the entire system realizes imbalance of operations, then insufficient information passes through the business systems to enhance or improve the sales or financial performance of the organization (Al-Marroof et al., 2022a; Taher M. Ghazal et al., 2023; Nuseir and Elrefae, 2022). Thus, the researcher resolved on the following.

Hypothesis 4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

2.5. Operational Definitions

From the topic, the impact of Team Creativity and Continuous Improvement on Sales Performance in Car and Metal Industry The following key operational terminologies, as well as their dimensions, emanates (Nuseir, 2021)..

Team creativity: Team creativity refers to the

collective ability of a group of individuals to generate novel and innovative ideas, solutions, and approaches through collaborative efforts. It involves the synergistic interaction of team members, who combine their diverse knowledge, skills, perspectives, and experiences to produce creative outcomes that surpass what could be achieved individually (El Khatib et al., 2021).

In a team setting, creativity is not limited to the creative abilities of a single individual but emerges through the dynamic interplay of ideas, brainstorming, and constructive dialogue. It is characterized by the team's ability to think outside the box, challenge conventional thinking, and explore alternative possibilities. Team creativity often thrives in an environment that encourages risk-taking, open communication, and the freedom to express ideas without fear of judgment.

Team creativity encompasses various aspects, including idea generation, problem-solving, and innovation (H. Alzoubi et al., 2020; M. El Khatib et al., 2021). It involves the ability to connect seemingly unrelated concepts, synthesize information, and propose original solutions to complex challenges. Successful team creativity requires active collaboration, effective communication, and a supportive atmosphere that fosters trust and psychological safety among team members (AlDhaheri et al., 2023).

Team creativity is particularly valuable in diverse and interdisciplinary settings, as different perspectives and backgrounds can enrich the creative process and lead to more innovative outcomes. It can contribute to organizational success by fostering competitiveness, adaptability, and differentiation in the marketplace (Alzoubi et al., 2019; El Khatib et al., 2020a).

To nurture team creativity, organizations can implement strategies such as promoting a culture of innovation, providing resources and tools for idea generation, facilitating cross-functional collaborations, and recognizing and rewarding creative contributions (H. M. Alzoubi et al., 2020). By harnessing the collective creative potential of teams, organizations can drive innovation, problem-solving, and ultimately achieve sustainable growth and success.

Continuous improvement: It entails the business concepts, activities, and processes, which simultaneously boost all the functions as well as the involvement of all workers from the chief

executive officer to the assembly line employees (A I Aljumah et al., 2022a). In other words, it entails the methods and techniques used by companies to identify opportunities, which streamlines work as well as reduction of waste. The dimensions covered in this term entails 3-main phases and distinction between creative business routine and improvement (H. M. Alzoubi et al., 2022d; Gaytan et al., 2023; Hani Al-Kassem, 2021).

Continuous improvement is a systematic and ongoing process of enhancing efficiency, quality, productivity, and effectiveness within an organization or individual by making incremental, incremental, and iterative advancements to existing processes, systems, products, or services (Muhammad Turki Alshurideh et al., 2022b). It involves a commitment to constantly seeking opportunities for improvement, identifying areas that can be optimized, and implementing changes to achieve better results (H. M. Alzoubi et al., 2022a; Khatib et al., 2022b).

The concept of continuous improvement is rooted in the belief that even if something is functioning well, there is always room for improvement. It emphasizes the importance of a proactive and forward-thinking approach to refining and evolving practices rather than settling for the status quo.

Sales performance: This term refers to the set criteria or scales about sales activities against the overall aim of each activity (Nadzri et al., 2023). It is usually set for the sale team as well as for a single team member then compared to the performance of the company per month, fortnight, or annually (E. Khatib et al., 2021). The dimensions covered are achievements as well as ethical behavior (Al-Dmour et al., 2023). Evaluating sales performance serves multiple purposes, including identifying strengths and weaknesses, setting targets and goals, optimizing sales strategies, allocating resources effectively, and providing a basis for performance incentives and rewards (Almasaeid et al., 2022). It helps organizations track progress, make informed decisions, and continuously improve sales efforts to drive revenue growth and maximize profitability.

Car and metal industry: The car and metal industry in the United Arab Emirates (UAE) has experienced significant growth and development over the years. As one of the leading industries in the country, it plays a vital role in the UAE's economy and

contributes to its diversification and sustainability. The UAE's car industry has witnessed substantial expansion, both in terms of manufacturing and trade. The country is home to several automotive companies, including multinational brands that have established assembly plants and manufacturing facilities in the UAE. These companies produce a wide range of vehicles, including passenger cars, SUVs, commercial vehicles, and luxury automobiles. Additionally, the UAE has a thriving automotive retail sector, with numerous showrooms and dealerships offering a diverse selection of both domestic and imported vehicles.

The metal industry in the UAE is another key sector that supports various industrial activities and infrastructure development. The country has a robust metal manufacturing and processing sector, encompassing steel, aluminum, and other metals. UAE-based metal companies produce a wide range of products, such as structural steel, pipes, sheets, wires, and aluminum extrusions. These products cater to both domestic demand and export markets.

3. LITERATURE REVIEW

The studies indicated that a company that uses a creative team uses a continuous improvement team; this is because the group uses their creativity to boost operation improvement (I. A. Akour et al., 2022; Muhammad Turki Alshurideh et al., 2022a). Such teamwork is driven by utmost active engagement while implementing and defining projects. It is the quest for enhancing processes management to the most optimal option (Al-Kassem et al., 2012). A creative team are enthusiastically involved in every aspect of the processes (H. M. Alzoubi et al., 2022c). In addition, another driver is the leader of such a group, that is, a more actively leader as well as participants enhance the process of fruitful improvement (Aziz et al., 2023; El Khatib and Ahmed, 2018).

In addition, studies show a closer and significant relationship between team creativity and sales performance. For instance, (R. S. Al-Marouf et al., 2021b) studied the measures of creativity and concluded that profits increases from a creative salesforce. Innovation further enhances creativity and sales performances (A I Aljumah et al., 2022b; Muhammad Turki Alshurideh et al., 2023a; Louzi et al., 2022b). An example of creative innovation is

the functional coordination. It is the process where varied salespeople join and collaborate with other employees from other departments leading to the exchange of various strategies (Blooshi et al., 2023). When the ideas and proposals are evaluated as well as acted upon leads to greater creativity (Muhammad Turki Alshurideh et al., 2023b). Salespeople exchange the varying the ideas from other employees in interrelated departments as aforementioned. Thus these creative ideas assist in improving the financial and sales performance of the organization (Alshawabkeh et al., 2021; M T Alshurideh et al., 2022; Arshad et al., 2023).

Despite significant time and financial commitments, business process innovation and improvement attempts have reportedly yielded relatively little predictable return (Kassem and Martinez, 2022). One of the main causes of this is that the improvement is concentrated on a specific process rather than the entire business organization, or on a business system, which is made up of a number of processes and their interrelations (Louzi et al., 2022a). Confusion and conflict will develop if business processes are merely modified without taking into account the entire organizational system, which would undermine performance. Therefore, when processes are improved, the entire system of a corporate organization must be considered in addition to increasing the efficacy and efficiency of each individual process.

However, (Muhammad Turki Alshurideh et al., 2023c) highlighted a high involvement teams are characterized by their collaborative approach, where team members actively participate in decision-making processes, problem-solving, and idea generation. Creativity within these teams refers to the generation of innovative and novel ideas that can drive sales performance (Al-Kassem et al., 2013; M Alshurideh et al., 2023). Several studies have established a positive relationship between high involvement team creativity and sales performance (Khatib, 2022). When teams are encouraged to think outside the box, share diverse perspectives, and explore new strategies, it can lead to the development of innovative products, services, and sales approaches (M. Alshurideh et al., 2022). Such creativity not only attracts customers but also helps differentiate an organization from its competitors, leading to improved sales performance.

Furthermore, continuous improvement, often associated with practices such as Total Quality Management (TQM) and Lean Six Sigma, focuses on constantly identifying and eliminating inefficiencies, improving processes, and enhancing overall organizational performance (Muhammad Turki Alshurideh et al., 2022c; Nuseir and Aljumah, 2020). The impact of continuous improvement on sales performance is two-fold. Firstly, by streamlining processes and eliminating waste, organizations can achieve greater efficiency, reducing costs and time-to-market (A. Al-Marroof et al., 2021; Mohammed T. Nuseir et al., 2022). This, in turn, allows organizations to deliver products and services more effectively, improving customer satisfaction and ultimately driving sales performance (Al-Kassem, 2014). Secondly, continuous improvement emphasizes a customer-centric approach, where organizations actively seek feedback, identify customer needs, and make necessary adjustments to meet those needs (H. M. Alzoubi et al., 2022b; M. Alzoubi et al., 2021). By aligning products and services with customer preferences, organizations can boost sales and foster long-term customer loyalty (T M Ghazal et al., 2023a).

In addition, high involvement team creativity and continuous improvement initiatives are not mutually exclusive but rather interconnected (Mubeen et al., 2022). A culture of continuous improvement can provide a fertile ground for high involvement team creativity (Alzoubi, H M Alhamad et al., 2021). As teams strive for ongoing enhancement, they are more likely to embrace creativity, innovation, and experimentation (Ahmad Ibrahim Aljumah et al., 2022a; Mat Som and Kassem, 2013). On the other hand, high involvement team creativity can fuel continuous improvement efforts by generating new ideas for process optimization (Farrukh et al., 2023), product development, and customer engagement (Akour et al., 2021). By harnessing the synergy between these factors, organizations can create a powerful cycle of innovation and improvement that positively impacts sales performance (Khan et al., 2022).

The literature suggests that high involvement team creativity and continuous improvement initiatives have a significant impact on sales performance. By fostering creativity within teams, organizations can generate innovative ideas that differentiate

their products and services, leading to improved sales (Aljumah et al., 2023). Simultaneously, continuous improvement efforts enhance efficiency, customer satisfaction, and overall organizational performance, thereby positively influencing sales outcomes (H. M. Alzoubi et al., 2022f). Recognizing the interplay between high involvement team creativity and continuous improvement is crucial for organizations seeking to maximize their sales potential (T M Ghazal et al., 2023b). By nurturing a culture that encourages collaboration, creativity, and continuous improvement, businesses can achieve sustainable growth and maintain a competitive edge in today's dynamic marketplace.

3.1 Research Problem

Diversity and increasing demand for luxury items such as cars are putting companies on the run to meet the most effaceable models for enhancing performance and satisfaction. The need to implement the strategies that enhance high performance arises in motor companies when the demand increases and quality concerns arise (T M Ghazal et al., 2023c). In addition, companies tend to meet other related challenges. For instance, workers struggle to realize the high demands and already placed orders sufficiently; mistakes, customer retention issues, and wastage also accompany this increasing demand (R. S. Al-Marroof et al., 2021a). The overwhelming demand not only

creates workforce challenges such as high workers turnover but also creates limited time in employee identification and training the qualified workers. As such, the cost of training and recruiting new employees also escalates (Varma et al., 2023). Thus, the research precisely intends to find the remedy to such problems in the car and metal industry due to high demand. In doing so, the study examined the impact of team creativity and continuous improvement on sales performance in car and metal industry. Thus, when this problem is solved through the designed model, then the operation score of manufacturing companies increases substantially. Companies will be able to realize constant optimal productivity and innovation, as well as new opportunities. The research focused on the following study objectives.

- To test the impact of team creativity on continuous improvement effect at car and metal industry.
- To test the impact of team creativity on sales performance at car and metal manufacturing industry
- To investigate the impact of continuous improvement on sales performance on sales performance at car and metal manufacturing industry
- To test the impact of continuous improvement on team creativity through sales performance at car and metal industry.

3.2. Research Model

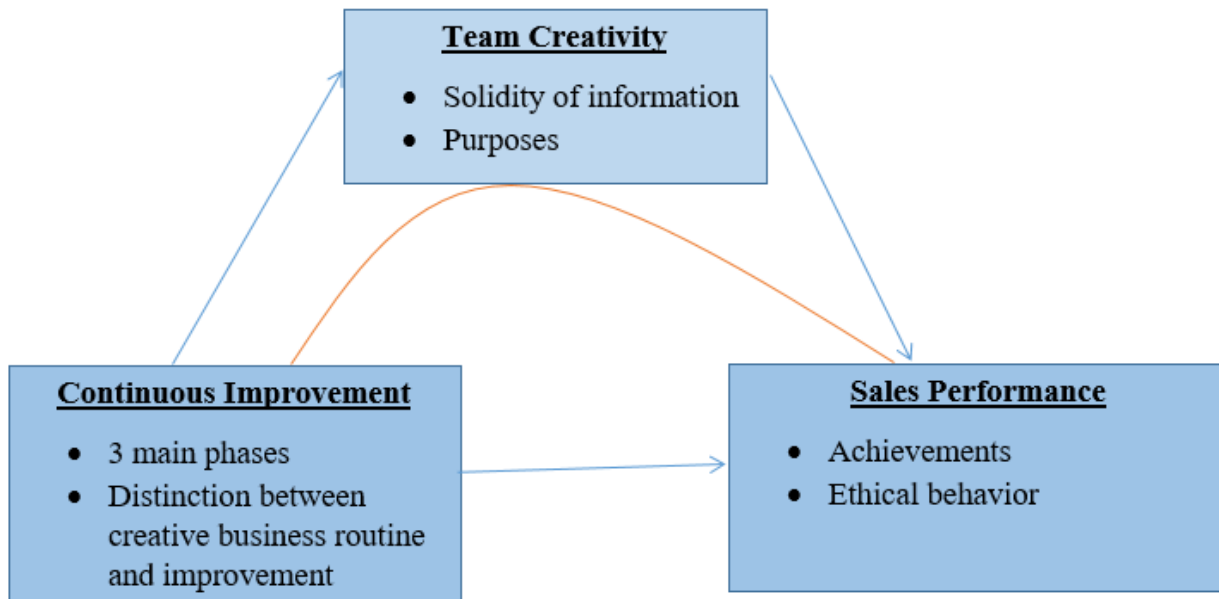


Figure 1 : Reseak Framework

3.3. Research Hypotheses

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

Hypothesis-2 There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

Hypothesis-3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

Hypothesis-4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

4. METHODOLOGY

4.1 Research Design

An empirical and quantitative study was carried out to perform the statistical analysis. The study further uses the exploratory and descriptive approach. The quantitative method involves the orderly research of phenomena through obtaining quantifiable information as well as performing techniques such as computational, mathematical, and statistical. The method further involves numerical representation as well as manipulation

of the observed data purposely to explain and describe data that reflects the observed data. It also makes use of empirical statements and methods; this is because it is perceived as social research.

The rationale for choosing this method is because it uses survey or questionnaires to measure features of the sampled population of car and metal industry through scientific and statistical strategies. The method also aided in the provision of answers to questions that sorted to find the understanding, feeling, frequency, and satisfaction of the sample population. Thus, it enabled the researcher to make a comparison with other studies. The study was able to use realism philosophy using this method; this is because it intended to uncover an existing reality underlying the impact of team creativity and continuous improvement on sales performance but with the focus on car and metal industry.

4.2 Population and Sample

The study used probability-sampling technique. The technique is a random sampling method where the researchers can reach out to many participants. The total number of sample participants in this study were 159. The participants were United Arab Emirates working varied types of car and metal industries (automotive companies based in UAE). The reason for using the sample size is the ease of

manipulation in analysis using both excel and SPSS software. The ANOVA analysis revealed the association between the variables of the study.

4.3 Data Collection Method

The study used questionnaire as aforementioned above. The questionnaires were accurately designed to give essential data. The numerical information extracted from the research assisted in conducting the analysis. The design was the questionnaire was as follow (see Appendix A). First, team creative divided into the solidity of information and purpose while the second independent variable continuous improvement divided into three-phase and distinction between creativity in business routine and improvement operations. The last division was the dependent variable, namely sales performance, which further constituted of achievements and ethical benefits.

Table 4.1 Demographic Information

Gender	Frequency	%
Male	88	55.3
Females	71	44.7
Summation	159	100.0
Age Distribution		
20-26	14	8.8
27-32	40	25.2
33-38	34	21.4
39-44	42	26.4
Above 44	29	18.2
Summation	159	100.0

From the tabulation, the age bracket distribution of the participants is uniformly spread across the participants. The highest being between age brackets of 39-44, implying that the respondents have high experience in their field. Gender is also well represented.

4.4 Data Collecting Procedure

The study used questionnaires as data collection instrument. The questionnaires were issued to volunteering participants only. The participation was on one's volition as well as for opting out of the study, whether before or during the study. The questionnaires were administered online through mails as well as online platforms. The respondents were given a one-week duration to respond to the questions and resend them. Only participants working in either car or metal industries were the only allowed subjects.

5-EMPIRICAL ANALYSIS

The following sequence of presentation indicates the findings of the study.

The average Cronbach alpha coefficient values are above 0.5 for all the questions, as indicated in the average value. Indicating that analysis that used the study questions were reliable.

Table 4.2 Descriptive Statistics

	Mean	N	Std. Deviation
Solidity of Information	.53	159	.501
Purposes	.54	159	.497
3 Main Phases			
The distinction between creative business routine and improvement operations.	.53	159	.500
Achievements	.59	159	.493
Ethical Behaviour	.55	159	.499
Valid N		159	

The table shows that more than half of the average responses (mean is above 0.5) of the total samples

values the concerns of the creative team, continuous improvement, and sales performance.

Table 4.3 Correlation Analysis

		Team Creativity	Continuous Improvement	Sales Performance
Team Creativity	Pearson Correlation	1		
	Sig. (2-tailed)			
	Sum of Squares and Cross-products	158.000		
	Covariance	1.000		
	N	159		
Continuous Improvement	Pearson Correlation	.984**	1	
	Sig. (2-tailed)	.000		
	Sum of Squares and Cross-products	153.901	158.100	
	Covariance	.974	1.000	
	N	159	159	
Sales Performance	Pearson Correlation	.934**	.949*	1
	Sig. (2-tailed)	.000	.000	
	Sum of Squares and Cross-products	147.270	149.718	158.010
	Covariance	.932	.947	1.000
	N	159	159	159

** . Correlation is significant at the 0.01 level (2-tailed).

The 2-tailed Pearson correlation analysis indicates that team creativity, continuous improvement, and

sales performances have an as significant association. However, the level of correlation between continuous improvement relative

significance with sales performances as indicated by 1-tailed significance of 0.949*

Hypothesis Testing

Table 4.4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.071E-17	.024		.000	1.000
Team creativity	.948	.027	.948	36.821	.000

a. Dependent Variable: Continuous improvement

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.948 respectively) and a significant association between team creativity and

continuous improvement in the car and metal industry. Thus, the study accepts H1.

Hypothesis-1: There is a positive and significant association between team creativity and continuous improvement effect at car and metal industry.

Table 4.5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-7.924E-18	.029		.000	1.000
Team creativity	.975	.027	.975	32.901	.000

a. Dependent Variable: Sales performance

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.975 respectively) and significant association between team creativity and significant the sale performance in the car and metal industry. Thus,

the study accepts H2.

Hypothesis-2 There is a positive and significant association between team creativity and sales performance at car and metal manufacturing industry.

Table 4.6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.680E-17	.032		.000	1.000
Continuous improvement	.904	.032	.904	28.309	.000

a. Dependent Variable: Sales performance

From the table above, the t-test value and beta coefficient proved the existence of positive (0.00 and 0.904 respectively) and a significant association between continuous improvement and sale performance in the car and metal industry.

Thus accepting H3.

Hypothesis 3: There is a positive and significant association between continuous improvement and sales performance at car and metal manufacturing industry.

Table 4.7 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	138.935	1	139.987	1093.391	.000 ^b
Residual	20.311	157	.129		
Total	158.000	158			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), continuous improvement and team creativity

The regression table above indicates that the predictors are positive and significant to the dependent variable, which is sales performance at 0.000^b. Thus, accepting the H4.

Hypothesis 4: There is a positive and significant association between continuous improvement and team creativity through sales performance at car and metal industry.

6. DISCUSSION

From the above findings explains the association between team creativity and continuous improvement in sales performance from varied approaches. The researcher found out that there is a close relation between team creativity and continuous improvement. The findings align with those reviewed. Most studies tend to find if there is a positive and significant relationship between team creativity and continuous improvement with a workplace (e.g., Yang, Lee, & Cheng, 2016; Strazdas & Cerneviciute, 2016; Ng, Jee, & Anuar, 2012; Wang & Miao, 2015). Besides, the study found the existence of a positive and significant association between continuous improvement and sales performance through creative teamwork. In addition, there was a correlation between continuous improvement and sales performance of a company. The researcher advocated for the wholesome process of improvement in the business rather than an individual level (Strazdas & Cerneviciute, 2016; Ng, Jee, & Anuar, 2012). An individual process improvement, which takes place without considering the interrelated processes, can lead to an imbalance of the entire system. Therefore, this imbalance may affect the sales performance of the organization in major aspects. In the event of the imbalance, there are insufficient ideas will be passed to enhance or improve the sales or financial performance of the organization.

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7. CONCLUSION AND RECOMMENDATION

In conclusion, car and metal industry are one of the companies where team creativity needs to take centre stage for better overall performance. It is a niche of several interconnected chains of production to the point of selling the products. Car and metal industry looks forward to a workplace setting with optimum production, innovation, and discovery of new opportunities (Demeter & Matyusz, 2011). The only sure way of creating such an environment is through continuous improvements techniques; this assists manufacturing companies to operate on a higher level. The process of progressive improvement is amongst the apparently embraced incremental improvement mechanism in which manufacturers operate normally while continuously sort to new opportunities that inculcate value to the processes of production, services rendered, and product sale (Strazdas & Cerneviciute, 2015). Besides, studies show that creativity plays an integral role in enhancing continuous quality improvements; this is because the technique enhances transformation within the organization over time. It implies that continuous quality improvement, as well as creativity, posits mutual impact, especially if the two finds self-driven employees. Effectiveness of quality enhancement depends on teamwork (Strazdas & Cerneviciute, 2015).

The researcher recommends the need to conduct the same study using mixed method research that inculcates interviewing as well as the use of a larger sample of participants. In addition, the researcher recommends the use of creative teamwork and continuous improvement to enhance sales volume of car and metal industries.

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Appendix A

		<u>Strongly disagree</u>	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>	<u>Strongly agree</u>
<p><u>1st independent variable</u> <u>1-IV</u> <u>Team Creativity</u></p>						
<u>Solidity of Information</u>	<p>With the nurturing of knowledge sharing elements, the possibility of enhancing creativity through knowledge creation may be stronger than usual.</p> <p>Under strategy IS, real-time information on market demand and the retailer's inventory is shared among all members</p> <p>Under strategy IS, real-time information on market demand and the retailer's inventory is shared among all members</p>					
	<p>The quality of the IT tools which is measured in terms of response time, reliability, ease of use, etc is very important to the implementation of KM system. An easy-to-use, easy-to-access, responsive, and reliable system will enhance the process and outcomes of end users' knowledge creation, sharing, and utilization which then leads to the solidity of the information shared.</p>					
<u>Purposes</u>	<p>The main purpose of team creativity is to achieve a new product which has been molded or crafted by the various disciplinaries.</p>					
	<p>One of the other main roles of team creativity is for each team member to discuss, question and even to the extent of professionally challenging ideas which are not theirs.</p>					

