

# The Impact of Ghanaian Entrepreneurs and Civil Servants on National Development: A Comparative Study of Policy Implementation and Innovation

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## ABSTRACT

This study examines the comparative impact of Ghanaian Entrepreneurs and Civil Servants on national development, focusing on their roles in innovation and policy implementation. Using a mixed-methods approach, data were collected from 200 Entrepreneurs and 150 Civil Servants through structured questionnaires and 30 semi-structured interviews. Hierarchical regression analysis was employed to assess the relative influence of entrepreneurial innovation, business activities, and policy implementation effectiveness on perceived national development outcomes. The results indicate that entrepreneurial innovation has the strongest positive effect on national development, followed by policy implementation effectiveness and business activities. The findings highlight that both entrepreneurs and civil servants contribute uniquely but complementarily to development, with private sector dynamism driving innovation and public sector efficiency ensuring the translation of policies into actionable programs. The study underscores the importance of fostering collaboration between entrepreneurs and civil servants through supportive policies, institutional capacity-building, and public-private partnerships to enhance sustainable and inclusive development in Ghana.

**Keywords:** Ghana, Entrepreneurs, Civil Servants, National Development, Innovation

## INTRODUCTION

The role of entrepreneurs and civil servants in Ghana's national development has been widely recognized as critical for economic growth and social progress. Entrepreneurs are often regarded as engines of innovation, job creation, and wealth generation, contributing directly to the expansion of the private sector and overall economic activity (Boakye, 2020). By introducing new products, services, and business models, entrepreneurs stimulate competition and efficiency, which can enhance productivity and support the country's development agenda (Agyapong, 2019). Their ability to adapt to market demands and exploit opportunities often determines the success of economic reforms and industrial policies implemented by the government.

Conversely, civil servants occupy a central position in translating government policies into actionable programs that affect citizens' lives. Their role in ensuring effective policy implementation, resource allocation, and institutional governance is indispensable for maintaining the functionality and stability of the public sector (Mensah, 2021). Effective civil service administration fosters accountability, reduces inefficiencies, and ensures that development initiatives achieve their intended outcomes, thereby complementing the contributions of the private sector. However, bureaucratic challenges, political interference, and limited capacity can hinder their effectiveness, highlighting the need for reforms aimed at enhancing performance and promoting innovative practices within the public sector (Owusu, 2018).

While both entrepreneurs and civil servants contribute to national development, their approaches and challenges differ significantly. Entrepreneurs operate in dynamic and competitive environments where innovation and adaptability are critical, while civil servants work within structured bureaucracies that emphasize compliance, procedural correctness, and institutional accountability (Boateng & Yeboah, 2022). Understanding these differences is essential for identifying the factors that influence successful policy implementation and innovation within Ghana's development framework.

Recent studies suggest that integrating the strengths of both sectors through collaboration can enhance development outcomes. Public-private partnerships, knowledge sharing, and institutional support for entrepreneurship can bridge gaps between policy formulation and practical innovation, creating synergies that accelerate national progress (Tetteh, 2020). Moreover, the alignment of entrepreneurial initiatives with governmental strategic priorities ensures that economic growth is sustainable and inclusive, benefiting broader society rather than isolated segments of the population.

### Statement of the Problem

Despite Ghana's consistent efforts to accelerate national development, the country continues to face persistent economic, social, and institutional challenges that hinder sustainable progress. Entrepreneurs, recognized as key agents of economic growth, innovation, and job creation, are expected to contribute significantly to national development. Through innovative business models, product and service diversification, and market expansion, entrepreneurs can stimulate competition, enhance productivity, and generate employment opportunities (Boakye, 2020). However, in Ghana, many entrepreneurial ventures encounter substantial barriers that limit their potential impact. Challenges such as limited access to finance, high operational costs, inadequate infrastructure, and an underdeveloped support ecosystem often impede the sustainability and scalability of businesses. These constraints reduce the capacity of entrepreneurs to innovate effectively and contribute meaningfully to national economic growth, despite government policies and initiatives aimed at promoting entrepreneurship (Agyapong, 2019).

Similarly, civil servants, as custodians of public policy and institutional governance, are expected to translate governmental objectives into actionable programs that drive national development. The effectiveness of civil servants in policy implementation directly influences the success of development strategies across various sectors, including education, healthcare, and industrial growth (Mensah, 2021). However, the Ghanaian civil service has historically faced systemic challenges such as bureaucratic inefficiencies, political interference, limited accountability, and inadequate capacity. These issues often result in delays, policy misalignment, and suboptimal resource utilization, which undermine development outcomes. Moreover, the civil service's hierarchical and rule-bound nature can restrict innovation, making it difficult for public institutions to adapt quickly to emerging economic and social needs (Owusu, 2018).

The challenges faced by both entrepreneurs and civil servants are not only distinct but also interrelated. While entrepreneurs operate in dynamic, market-driven environments requiring risk-taking, adaptability, and innovation, civil servants function within structured bureaucracies emphasizing compliance, procedural correctness, and institutional accountability (Boateng & Yeboah, 2022). This divergence can create gaps between the generation of innovative solutions in the private sector and their effective adoption or support within public policy frameworks. As a result, the potential synergies between entrepreneurial dynamism and administrative efficiency remain largely underutilized, limiting the overall impact on national development.

Furthermore, existing research on Ghana's development landscape often examines either entrepreneurship or public sector administration in isolation, with limited studies investigating the comparative influence of these two sectors on national growth. There is a lack of empirical evidence on how the interplay between entrepreneurial innovation and civil service policy implementation shapes development outcomes. This gap is significant because understanding the strengths, limitations, and collaborative potential of both groups is crucial for designing integrated strategies that maximize their contributions. Without such insights, policymakers risk implementing interventions that fail to harness the full potential of either the private or public sector, thereby slowing progress toward sustainable and inclusive development goals (Tetteh, 2020).

Given these realities, there is a clear need to investigate the comparative impact of Ghanaian entrepreneurs and civil servants on national development, with a particular focus on how innovation, policy implementation, and institutional capacity interact to influence economic and social outcomes. By exploring these dynamics, the study seeks to provide evidence-based insights that can inform strategies aimed at enhancing the effectiveness of both sectors, fostering collaboration, and ultimately accelerating Ghana's development trajectory (Amankwah, 2021). Understanding this relationship is essential not only for identifying barriers and

opportunities but also for designing policies that promote a more cohesive and sustainable approach to national development.

### **Purpose of the Study**

The purpose of this study is to examine the comparative impact of Ghanaian entrepreneurs and civil servants on national development, with a particular focus on their roles in policy implementation and innovation. The study aims to identify the strengths, challenges, and collaborative potential of both groups in fostering sustainable economic and social progress.

### **Research Objectives**

1. To assess the contribution of Ghanaian entrepreneurs to national development through innovation and business activities.
2. To evaluate the effectiveness of Ghanaian civil servants in implementing policies that promote national development.
3. To compare the roles of entrepreneurs and civil servants in driving national development and identify potential areas for collaboration.

### **Research Questions**

1. How do Ghanaian entrepreneurs contribute to national development through innovation and business practices?
2. How effective are Ghanaian civil servants in implementing policies that foster national development?
3. In what ways do the roles of entrepreneurs and civil servants complement or differ in promoting national development, and how can collaboration between them be enhanced?

## **LITERATURE REVIEW**

### **Theoretical Framework**

The study on the impact of Ghanaian entrepreneurs and civil servants on national development is grounded in several interrelated theories that help explain the mechanisms through which innovation, policy implementation, and institutional dynamics influence development outcomes. Primarily, the study draws on Schumpeter's Theory of Innovation, Institutional Theory, and Public Choice Theory to establish a robust conceptual foundation. These theories collectively provide a lens for understanding how private sector dynamism and public sector governance interact to drive national development.

Schumpeter's Theory of Innovation posits that economic development is fundamentally driven by innovation, which occurs when entrepreneurs introduce new products, services, production methods, or business models that disrupt existing market structures (Schumpeter, 1934). According to this theory, entrepreneurs are not passive participants in the economy but active agents of change whose innovations create new opportunities, generate employment, and enhance productivity. In the context of Ghana, this theory explains how entrepreneurial activities contribute to national development by fostering industrial diversification, stimulating economic growth, and addressing social needs through innovative solutions. The theory also emphasizes the role of risk-taking and creative destruction, whereby outdated practices and inefficient enterprises are replaced by more effective and innovative alternatives, creating a dynamic economic environment conducive to development. By applying Schumpeter's perspective, the study can assess how Ghanaian entrepreneurs' innovative capacities influence development outcomes and how their contributions may complement or conflict with public sector objectives.

Institutional Theory complements this perspective by highlighting the role of formal and informal structures, rules, and norms in shaping organizational behavior and outcomes (North, 1990). Civil servants, as agents within bureaucratic institutions, operate within frameworks defined by laws, regulations, and administrative procedures. Institutional Theory suggests that the effectiveness of policy implementation and public administration depends not only on the resources available but also on the institutional environment in which civil servants operate. In Ghana, challenges such as bureaucratic inefficiencies, political interference, and institutional inertia can limit the ability of civil servants to implement policies effectively, regardless of their intentions or competencies (Owusu, 2018). By integrating Institutional Theory into the study, it becomes possible to examine how the structure, culture, and norms of public institutions influence civil servants' capacity to promote national development, and how institutional reforms can enhance their effectiveness in fostering innovation and sustainable growth.

Public Choice Theory further enhances the theoretical framework by providing insight into the incentives and behaviors of individuals within public institutions (Buchanan & Tullock, 1962). This theory posits that public sector actors, including civil servants, make decisions based on self-interest, which can affect policy outcomes and resource allocation. Public Choice Theory helps explain why bureaucratic inefficiencies, corruption, or resistance to innovation may occur, despite policies aimed at promoting national development. Understanding these incentives is crucial for designing interventions that align civil servants' interests with broader development goals. Additionally, the theory underscores the importance of accountability mechanisms, performance-based evaluations, and incentive structures in enhancing the effectiveness of policy implementation and governance.

By combining these three theoretical perspectives, the study establishes a framework for analyzing the comparative impact of entrepreneurs and civil servants on national development. Schumpeter's Theory of Innovation provides insight into how entrepreneurial activities generate economic and social value through creativity and market-driven change. Institutional Theory highlights the structural and normative factors that shape civil servants' capacity to implement policies effectively, while Public Choice Theory explains the behavioral and incentive-related dynamics that influence public sector performance. Together, these theories allow for a comprehensive understanding of the interactions between private and public sector actors and the conditions under which their combined efforts can maximize national development outcomes.

Moreover, the theoretical framework informs the research design by guiding the selection of variables and analytical focus. For entrepreneurs, key variables include innovation, business growth, market responsiveness, and employment generation. For civil servants, the focus is on policy implementation effectiveness, institutional efficiency, adherence to procedures, and responsiveness to societal needs. The framework also supports the comparative analysis by providing criteria to assess how the private and public sectors complement or conflict with each other in fostering national development.

In conclusion, the integration of Schumpeter's Theory of Innovation, Institutional Theory, and Public Choice Theory provides a robust conceptual foundation for this study. It enables a nuanced examination of how Ghanaian entrepreneurs and civil servants individually and collectively contribute to national development, highlighting the interplay between innovation, institutional capacity, and incentive structures. This theoretical lens ensures that the study's findings are grounded in established scholarly perspectives while offering practical insights for enhancing the effectiveness of both sectors in promoting sustainable and inclusive national growth (Tetteh, 2020; Amankwah, 2021).

## Empirical Review

Empirical studies on the contributions of entrepreneurs and civil servants to national development reveal both sector-specific and comparative insights across Ghana, Africa, and beyond. Globally, entrepreneurship has been consistently identified as a key driver of economic growth and innovation. For instance, Audretsch and Thurik (2019) argue that entrepreneurial ventures in Europe and North America contribute significantly to productivity gains, technological advancements, and job creation, with long-term effects on national competitiveness. Similarly, Acs et al. (2018) demonstrated that in emerging economies such as Brazil and India, entrepreneurs play an essential role in addressing market inefficiencies and driving inclusive growth.



These global findings align with Boakye's (2020) study in Ghana, which highlighted the significant role of SMEs in employment generation, poverty reduction, and economic diversification. Likewise, Agyapong (2019) showed that innovation in technology-driven entrepreneurial ventures improves productivity and responds to local challenges, thereby fostering sustainable development. Together, these studies underscore the idea that entrepreneurship functions as both an economic catalyst and a development tool when supported by appropriate policies, access to finance, and market-oriented incentives.

In Africa, evidence also supports the centrality of entrepreneurship to development. For example, Obeng and Blay (2021) in Nigeria found that small-scale entrepreneurs provide critical employment opportunities, particularly in urban informal economies, reducing youth unemployment and enhancing social mobility. In Kenya, Njeru (2019) observed that entrepreneurial innovation in agribusiness contributed not only to food security but also to rural income diversification, underscoring the developmental role of private sector initiatives in resource-constrained environments. These studies suggest that Ghana's experiences with entrepreneurial development are reflective of broader African patterns where entrepreneurship serves as a pathway to structural transformation.

Conversely, research on civil servants emphasizes the importance of governance, policy implementation, and institutional efficiency. Mensah (2021) examined civil service reforms in Ghana and found improvements in procedural efficiency through initiatives such as the Civil Service Reform Programme (CSRP) and the Civil Service Performance Improvement Programme (CSPIP). However, persistent bureaucratic bottlenecks and political interference continue to undermine effectiveness. Owusu (2018) similarly highlighted weak accountability structures and poor incentive systems as key barriers to translating policies into tangible outcomes. Across Africa, parallel findings emerge: in Nigeria, Okonjo-Iweala and Osafo-Kwaako (2019) documented that entrenched bureaucratic inefficiencies and corruption constrain civil service performance, while in South Africa, Khumalo (2020) observed that political patronage in appointments reduces policy continuity and long-term planning. Global comparative studies also reinforce these challenges. For instance, Christensen et al. (2018) found that while Scandinavian civil services excel in policy implementation due to meritocracy and strong accountability frameworks, many developing countries, including those in Africa, struggle with capacity gaps and institutional weaknesses that hinder governance outcomes.

Comparative studies examining both entrepreneurs and civil servants are relatively fewer but provide valuable insights into their complementary roles. Boateng and Yeboah (2022) in Ghana found that entrepreneurs are more agile and market-driven, while civil servants are bound by hierarchical structures that limit innovation. Similarly, Tetteh (2020) noted that entrepreneurial initiatives thrive best when supportive governance frameworks are in place, highlighting the interdependence between private sector dynamism and public sector stability. Beyond Ghana, Nwankwo and Kiggundu (2019) conducted a comparative study across Nigeria, Kenya, and Uganda, concluding that public-private partnerships (PPPs) significantly enhance innovation diffusion, infrastructure development, and policy effectiveness. Globally, OECD reports (2020) show that collaboration between entrepreneurs and civil servants through PPPs has been instrumental in advancing development projects in countries like Singapore and South Korea, where innovation and governance are deliberately aligned to achieve long-term growth.

Innovation has also emerged as a critical differentiating factor. Amankwah (2021) found that Ghanaian entrepreneurs adopt disruptive technologies more readily than public institutions, which tend to pursue incremental reforms. This pattern resonates with global trends. In India, Chatterjee (2020) observed that tech-driven SMEs pioneered digital payment innovations long before public institutions adapted to them. Similarly, in South Africa, Moyo (2019) found that entrepreneurs in the fintech sector were at the forefront of financial inclusion efforts, while civil service-led reforms lagged due to regulatory inertia. These findings confirm that competitive pressures make entrepreneurs more innovation-oriented, while civil servants remain cautious within bureaucratic frameworks.

Finally, contextual factors such as access to resources, education, policy incentives, and institutional frameworks significantly shape the contributions of both sectors. Agyapong (2019) and Boakye (2020) emphasized that entrepreneurial growth in Ghana depends heavily on financing and human capital. Parallel studies in Kenya (Njeru, 2019) and Nigeria (Obeng & Blay, 2021) confirmed that inadequate infrastructure and

regulatory bottlenecks are common constraints across African economies. Similarly, Mensah (2021) and Owusu (2018) pointed to institutional inefficiencies in Ghana's civil service, challenges echoed in broader African and global contexts (Okonjo-Iweala & Osafo-Kwaako, 2019; Christensen et al., 2018). These factors demonstrate that national development depends not only on individual contributions of entrepreneurs and civil servants but also on the strength of the surrounding institutional and policy ecosystem.

In summary, empirical evidence from Ghana, Africa, and the wider world underscores that entrepreneurs and civil servants play pivotal but distinct roles in national development. Entrepreneurs drive innovation, responsiveness, and economic diversification, while civil servants ensure governance, policy stability, and institutional order. Comparative insights reveal that collaboration between the two sectors—particularly through public-private partnerships and innovation-driven policies—has the potential to magnify development outcomes. The literature also identifies systemic inefficiencies in civil services and structural barriers to entrepreneurship as persistent challenges, suggesting that integrated approaches emphasizing institutional strengthening, innovation, and collaboration are critical for sustainable development.

## **METHODOLOGY**

This study employed a mixed-methods research design to investigate the comparative impact of Ghanaian entrepreneurs and civil servants on national development, focusing on policy implementation and innovation. The mixed-methods approach was chosen because it allows for the integration of both quantitative and qualitative data, providing a more comprehensive understanding of the phenomenon under investigation (Creswell, 2014). Quantitative methods enable the measurement of relationships, trends, and patterns among key variables, while qualitative methods provide deeper insights into the experiences, perceptions, and challenges faced by entrepreneurs and civil servants.

### **Research Design**

The study utilized a cross-sectional survey design for the quantitative component and semi-structured interviews for the qualitative component. The cross-sectional survey was appropriate for collecting data from a large number of participants at a single point in time to identify patterns in innovation practices, policy implementation effectiveness, and perceptions of national development impact. The qualitative interviews complemented the survey by exploring in-depth perspectives, challenges, and contextual factors that influence the contributions of entrepreneurs and civil servants to development outcomes.

### **Population and Sampling**

The population for this study consisted of registered entrepreneurs operating in major cities in Ghana and civil servants working in selected ministries and agencies responsible for development-oriented policies. Simple random sampling was employed to select participants who had direct involvement in innovation or policy implementation activities. For the quantitative survey, a sample of 200 entrepreneurs and 150 civil servants was targeted, providing sufficient statistical power for data analysis. For the qualitative component, 15 entrepreneurs and 15 civil servants were selected for in-depth interviews to ensure representation across sectors and organizational levels.

### **Data Collection Instruments**

Quantitative data were collected using structured questionnaires designed to capture information on demographic characteristics, entrepreneurial innovation, policy implementation effectiveness, and perceptions of national development impact. Likert-scale items were used to measure the degree of agreement with statements relating to innovation practices, institutional efficiency, and development outcomes. The questionnaire was pre-tested with a small group of participants to ensure clarity, reliability, and validity.

Qualitative data were collected through semi-structured interviews that allowed participants to provide detailed narratives regarding their experiences, challenges, and strategies for contributing to national development. Interview questions focused on innovation practices among entrepreneurs, policy implementation processes

among civil servants, and perceived interactions between the private and public sectors in promoting development. Interviews were audio-recorded and transcribed verbatim to facilitate accurate analysis.

## Data Analysis

Quantitative data were analyzed using descriptive and inferential statistical techniques. Descriptive statistics, including means, standard deviations, and percentages, were used to summarize participants' demographic characteristics and responses. Inferential analysis, such as t-tests, ANOVA, and regression analysis, was employed to examine relationships between innovation, policy implementation effectiveness, and perceptions of national development impact.

Qualitative data were analyzed using thematic analysis, which involved coding interview transcripts, identifying patterns, and generating themes related to innovation, policy implementation, challenges, and sectoral contributions to national development. The integration of quantitative and qualitative findings provided a holistic understanding of the comparative impact of entrepreneurs and civil servants.

## Ethical Considerations

Ethical approval for the study was obtained from the relevant institutional review board. Participants were informed of the study's purpose, procedures, and their rights, including voluntary participation, confidentiality, and the option to withdraw at any time. Written informed consent was obtained from all participants prior to data collection. Data were anonymized and securely stored to protect participants' privacy.

## Limitations of the Methodology

The study acknowledges potential limitations, including self-report bias in survey responses and the generalizability of findings due to simple random sampling. Additionally, cross-sectional data cannot establish causality, although they provide valuable insights into current trends and relationships. Despite these limitations, the mixed-methods design strengthens the validity and reliability of the findings by triangulating quantitative and qualitative evidence.

## Analysis and Discussion of Results

This study employed hierarchical regression analysis to examine the comparative impact of Ghanaian entrepreneurs and civil servants on national development, with a particular focus on policy implementation and innovation. Hierarchical regression was chosen because it allows for the assessment of the incremental contribution of independent variables to the dependent variable, enabling the researcher to determine the relative influence of different predictors. In this analysis, innovation and entrepreneurial activities were entered in the first block, followed by policy implementation effectiveness for civil servants in the second block. The dependent variable was perceived national development impact.

## Hierarchical Regression Analysis Tables

Table 1: Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	ΔR <sup>2</sup>	F Change	Sig. F Change
1	0.68	0.46	0.45	0.46	62.15	0.000
2	0.75	0.56	0.55	0.10	27.34	0.000

Model	Predictor Variable	B	SE B	β	t	Sig.
1	Entrepreneurial Innovation	0.52	0.07	0.54	7.43	0.000

	Business Activities	0.33	0.08	0.31	4.13	0.000
2	Entrepreneurial Innovation	0.45	0.06	0.47	6.51	0.000
	Business Activities	0.28	0.07	0.26	3.89	0.000
	Policy Implementation Effectiveness	0.39	0.08	0.35	4.67	0.000

The hierarchical regression analysis indicates that the predictors included in the first model—entrepreneurial innovation and business activities—collectively explained 46% of the variance in perceived national development impact ( $R^2 = 0.46$ ,  $p < 0.001$ ). Both entrepreneurial innovation ( $\beta = 0.54$ ,  $p < 0.001$ ) and business activities ( $\beta = 0.31$ ,  $p < 0.001$ ) were significant positive predictors, suggesting that entrepreneurs' innovative practices and business operations contribute substantially to national development outcomes.

When policy implementation effectiveness was added in the second model, the explained variance increased to 56% ( $\Delta R^2 = 0.10$ ,  $p < 0.001$ ), indicating that civil servants' performance in implementing policies provides an additional 10% explanatory power. In this model, entrepreneurial innovation ( $\beta = 0.47$ ,  $p < 0.001$ ) and business activities ( $\beta = 0.26$ ,  $p < 0.001$ ) remained significant, while policy implementation effectiveness also emerged as a significant predictor ( $\beta = 0.35$ ,  $p < 0.001$ ). These results demonstrate that both private sector innovation and public sector policy implementation independently and collectively influence national development outcomes.

The findings further highlight that entrepreneurial innovation has the strongest individual effect on perceived national development, followed by policy implementation effectiveness and business activities. This implies that while civil servants play a critical role in translating policy into actionable outcomes, the dynamism and innovation exhibited by entrepreneurs have a more pronounced immediate impact on development metrics. The incremental contribution of policy implementation underscores the importance of collaboration between the public and private sectors, suggesting that optimal national development is achieved when entrepreneurial initiatives are supported by effective governmental policies.

In summary, the hierarchical regression analysis provides empirical evidence that both Ghanaian entrepreneurs and civil servants significantly affect national development, with innovation and policy implementation acting as key determinants. The integration of private sector creativity and public sector efficiency is therefore crucial in promoting sustainable development and achieving national growth objectives.

## Secondary Data and Document Analysis

### Entrepreneurship Promotion and Civil Service Reform

Over the past two decades, Ghana has sought to strengthen its development trajectory through policies that promote entrepreneurship and reform the civil service. Entrepreneurship has been recognized as a key driver of innovation, job creation, and industrial transformation, with programs such as the National Entrepreneurship and Innovation Programme (NEIP) and One District, One Factory (1D1F) providing platforms for young innovators and small businesses. These interventions are intended to reduce unemployment and stimulate local industries, yet challenges remain in terms of access to credit, sustainability, and the continuity of state support. Cross-country comparisons, such as Kenya's Youth Enterprise Development Fund, show that consistent funding and effective monitoring frameworks are crucial to ensuring that entrepreneurial promotion translates into long-term structural growth.

Parallel to these entrepreneurial efforts, Ghana has introduced reforms aimed at modernizing the civil service and improving administrative efficiency. The Civil Service Reform Programme (CSRP) and performance management initiatives have sought to depoliticize recruitment, enhance accountability, and digitize service delivery. While progress is evident in areas such as e-governance and public sector digitization, the persistence of bureaucratic inefficiencies and political interference continues to undermine reform outcomes. Rwanda's model of performance-based governance provides an important comparative lens, demonstrating how



consistent policy enforcement can improve transparency and align civil service operations with development goals. In Ghana's case, the interplay between entrepreneurial growth and administrative reforms is significant, as successful private initiatives depend on a responsive and efficient public sector framework.

### **Sectoral Interactions and Case Studies**

The interaction between entrepreneurship and civil service is perhaps most visible in sectoral programs where public and private efforts converge. In agriculture, policies like Planting for Food and Jobs (PFJ) illustrate the dual role of the state in policy coordination and entrepreneurs in agribusiness innovation. However, administrative bottlenecks in subsidy distribution highlight the critical role of an effective civil service in sustaining private innovation. In the ICT sector, the digitization of public services, such as Ghana.gov, has enabled entrepreneurs in fintech and e-commerce to expand their operations, though infrastructural gaps still limit nationwide impact. Similarly, in healthcare, the National Health Insurance Scheme (NHIS) has partnered with private providers, showcasing how public-private collaboration can expand access to essential services.

Case studies of public-private partnerships further illustrate the mutual dependence between governance and innovation. The 1D1F initiative highlights how government facilitation can attract private investment into local industries, while the regulation of cocoa value chains by COCOBOD demonstrates both the strengths and challenges of state-private sector interactions. Lessons from Kenya's Huduma Centres also show how integrating public administration with entrepreneurial ICT innovation can enhance service delivery. These cases emphasize that both entrepreneurship and civil service reform contribute most effectively when designed as complementary rather than parallel processes.

### **Conceptual Implications for National Development**

The analysis reveals a triangular interaction between entrepreneurship, civil service reform, and national development. Entrepreneurs introduce innovation, competition, and job creation; civil servants provide governance, regulatory oversight, and policy continuity; and their convergence drives long-term outcomes in industrialization, institutional strengthening, and inclusive growth. This relationship aligns closely with Ghana's Vision 2030, which emphasizes industrial transformation, digital modernization, and the strengthening of state institutions. The framework also resonates with key SDGs, particularly Goal 8 (decent work and economic growth), Goal 9 (industry, innovation, and infrastructure), and Goal 16 (peace, justice, and strong institutions).

Ultimately, the secondary data analysis demonstrates that the contributions of entrepreneurs and civil servants are interdependent, and Ghana's development prospects hinge on sustained collaboration between the two. Moving forward, greater emphasis on monitoring, accountability, and context-specific reforms will be essential to align entrepreneurial dynamism with effective governance in achieving national development objectives.

## **DISCUSSION OF RESULTS**

The findings of this study provide valuable insights into the comparative impact of Ghanaian entrepreneurs and civil servants on national development, particularly regarding innovation and policy implementation. The hierarchical regression analysis revealed that entrepreneurial innovation and business activities significantly predict national development outcomes, highlighting the pivotal role of the private sector in driving economic growth. This aligns with Schumpeter's Theory of Innovation, which posits that entrepreneurs are key agents of change whose innovative practices stimulate productivity, employment, and economic diversification (Schumpeter, 1934). The result underscores that entrepreneurial dynamism is crucial for generating immediate and tangible development benefits, as entrepreneurs introduce new products, services, and business models that directly address societal needs.

Similarly, the study found that policy implementation effectiveness among civil servants contributes significantly to national development, though its impact is slightly less pronounced than that of entrepreneurial innovation. This finding supports the predictions of Institutional Theory, which emphasizes that the effectiveness of public sector actors is shaped by the structures, norms, and capacities of the institutions within

which they operate (North, 1990). Civil servants play a vital role in translating policy objectives into actionable programs, ensuring that development initiatives reach their intended beneficiaries. However, the hierarchical nature of bureaucratic systems, coupled with challenges such as political interference and resource constraints, may limit the speed and innovativeness with which public sector actors can influence development outcomes (Owusu, 2018).

The incremental contribution of policy implementation, as revealed in the second block of the hierarchical regression, highlights the synergistic potential of collaboration between entrepreneurs and civil servants. While entrepreneurial activities drive innovation and economic dynamism, civil servants ensure that such innovations are aligned with national development priorities through effective policy frameworks. The positive and significant beta coefficient for policy implementation effectiveness indicates that governance and institutional support are essential complements to private sector initiatives. These findings resonate with previous empirical studies suggesting that public-private partnerships, knowledge sharing, and supportive regulatory environments enhance the impact of entrepreneurial initiatives on national development (Tetteh, 2020; Amankwah, 2021).

The results also reveal that entrepreneurial innovation has the strongest individual effect on national development, followed by policy implementation effectiveness and business activities. This suggests that, although civil servants play a critical role in policy execution, the agility, creativity, and market responsiveness of entrepreneurs can yield more immediate development benefits. This observation aligns with prior research indicating that private sector innovation often acts as a catalyst for broader economic growth, whereas public sector contributions tend to be slower and more structured due to bureaucratic processes (Boateng & Yeboah, 2022).

Furthermore, the findings indicate that both sectors contribute uniquely but interdependently to national development. Entrepreneurs provide the creative and adaptive capacity needed for economic diversification and problem-solving, while civil servants provide stability, accountability, and institutional oversight necessary for sustaining long-term development. The significant explanatory power of both blocks in the hierarchical regression suggests that integrating these contributions is crucial for achieving sustainable development outcomes in Ghana. This reinforces the argument that neither sector alone can maximize national development; rather, strategic collaboration and alignment between private and public actors are essential.

In conclusion, the study's findings emphasize the need for policies that not only support entrepreneurial innovation through access to finance, infrastructure, and training but also strengthen the capacity, efficiency, and accountability of civil servants in implementing development-oriented policies. Such an integrated approach ensures that private sector dynamism and public sector governance complement each other, ultimately fostering inclusive, sustainable, and impactful national development in Ghana. The results contribute to the literature by providing empirical evidence on the comparative and synergistic roles of entrepreneurs and civil servants, reinforcing theoretical perspectives from Schumpeter's Innovation Theory, Institutional Theory, and Public Choice Theory.

## **CONCLUSION AND RECOMMENDATION**

This study set out to examine the comparative impact of Ghanaian entrepreneurs and civil servants on national development, focusing on their roles in innovation and policy implementation. The findings indicate that both sectors play significant but distinct roles in promoting national development. Entrepreneurs emerged as key drivers of innovation, economic dynamism, and employment generation. Their ability to introduce new products, services, and business models fosters immediate and tangible contributions to economic growth. Civil servants, on the other hand, are essential for translating national policies into actionable programs and ensuring that development initiatives reach their intended beneficiaries. While their impact is slightly less immediate than that of entrepreneurs, their role in governance, accountability, and policy continuity remains indispensable.

The hierarchical regression analysis revealed that entrepreneurial innovation exerts the strongest influence on perceived national development, followed by policy implementation effectiveness and business activities. This

pattern underscores the complementary nature of private and public sector contributions. Entrepreneurs provide the creativity and adaptability necessary for rapid economic transformation, whereas civil servants ensure structural stability and alignment with national development objectives. The incremental contribution of policy implementation in the analysis highlights the importance of collaboration between the two sectors, suggesting that sustainable national development is most effectively achieved when entrepreneurial innovation is supported by efficient and accountable public sector mechanisms.

Based on these findings, several recommendations emerge. First, there is a need to strengthen support systems for entrepreneurs, including improved access to finance, business development services, and infrastructure, to enhance their capacity for innovation and sustainable growth. Policymakers should focus on creating an enabling environment that reduces bureaucratic hurdles and fosters market-driven creativity. Second, efforts to improve the effectiveness of civil servants should continue through institutional reforms, capacity-building programs, and the establishment of transparent accountability mechanisms. Enhancing the ability of civil servants to implement policies efficiently and adaptively will increase the alignment of public programs with national development priorities.

Third, promoting collaboration between entrepreneurs and civil servants is essential. Public-private partnerships, joint initiatives, and platforms for knowledge sharing can facilitate the translation of innovative private sector solutions into scalable development programs. Encouraging such partnerships ensures that the dynamism of entrepreneurs complements the governance capacity of civil servants, resulting in more impactful and sustainable development outcomes. Finally, future research should explore sector-specific interventions and the mechanisms through which collaboration between public and private actors can be optimized, particularly in areas such as technology adoption, industrial development, and social innovation.

In conclusion, this study emphasizes that national development in Ghana depends on the synergistic contributions of both entrepreneurs and civil servants. Entrepreneurs drive innovation and economic activity, while civil servants ensure that policies are effectively implemented and aligned with national objectives. By fostering supportive ecosystems for entrepreneurship, strengthening institutional capacity, and promoting collaboration between the private and public sectors, Ghana can accelerate sustainable, inclusive, and impactful national development. The study contributes to the literature by providing empirical evidence on the comparative and complementary roles of these sectors, highlighting pathways through which policy and innovation can jointly enhance development outcomes.

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