

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**HOW ORGANIZATIONAL CULTURE AFFECT THE INNOVATIVENESS
OF FIRMS IN DJIBOUTI**

MBA THESIS

Deka Ali

**Department of Business Administration
Business Administration Program**

December, 2019

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(Y1712.130014)**

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T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ



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I affirm that all data in this report has been gotten and introduced as per scholarly guidelines and moral lead. I further affirm that, as required by the principles, I have completely referred to and referenced all material and results, which are not unique to this report.

Deka ALI



FOREWORD

My significant appreciation goes to the Allah for His love and grace to be able to carry out this research work. I appreciate Him for making this program possible for me. My heartfelt gratitude goes to my amiable and able supervisor Dr. Ali Kurt for his brilliant contributions towards the success of this work. I appreciate God in his life and I thank him for his intellectual guidance and encouragement which had helped in the accomplishment of this work.

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HOW ORGANIZATIONAL CULTURE AFFECT THE INNOVATIVENESS OF FIRMS IN DJIBOUTI

ABSTRACT

The broad objective is to examine how organizational culture affect the innovativeness of firms in Djibouti. However, the study specifically investigated the impact of organizational culture on innovativeness of firms in Djibouti; determined the correlation between organizational culture and innovativeness of firms in Djibouti; and examined the impact of organizational culture and innovativeness on firms' performance in Djibouti. Primary sources of data were used in this study which were sourced from the selected elements of the population. Pearson correlation and regression analysis were used as the estimation techniques in the study.

The regression result depicted that organizational culture has a positive and significant impact on firm performance, innovation has a positive and significant impact on firm performance, that is, a unit increase in innovation will increase the firm performance of the organization, while adhocracy in organization exhibits a positive and significance impact on firm performance.

Based on the method used, the findings of the study concluded that organizational culture is regarded as the major driver of performance and the culture of the organization motivates employees to be innovative at all time. Also, innovativeness promotes organizational culture and gives hedge among its competitors and most firms generate new ideas internally rather than external means and agreed that management always motivate the employees to create new ideas and to make decision on organizational culture.

Keywords: *Culture, organizational culture, firm performance, and innovativeness*

NASIL ORGANİZASYON KÜLTÜRÜ DJIBOUTI'DEKİ FİRMALARIN YENİLİKÇİLİĞİNİ ETKİLEMEKTEDİR

ÖZET

Genel amaç, örgüt kültürünün Cibuti'de ki firmaların yenilikçiliğini nasıl etkilediğini incelemektir. Bununla birlikte, çalışma özellikle örgütsel kültürün Cibuti'deki firmaların yenilikçiliği üzerindeki etkisini araştırdı; örgüt kültürü ve Cibuti'deki firmaların yenilikçilik arasındaki ilişkiyi belirledi; örgüt kültürü ve yenilikçiliğin firmaların Cibuti'deki performansları üzerindeki etkisini incelemiştir. Popülasyonun seçilen unsurlarından elde edilen bu çalışmada birincil verikaynakları kullanılmıştır. Araştırmada tahmin teknikleri olarak Pearson korelasyonu ve regresyon analizi kullanılmıştır.

Regresyon sonucu örgütsel kültürün firma performansı üzerinde olumlu ve önemli bir etkisi olduğunu ortaya koydu, inovasyonun firma performansı üzerinde olumlu ve önemli bir etkisi olması, yani, inovasyondaki bir birim artış örgütün firma performansını artıracaktır, Örgütiçi adhocracy, firma performansı üzerinde olumlu ve anlamlı bir etki gösterirken.

Kullanılan yöntemle dayanarak, çalışmanın bulguları örgütsel kültürün performansın en büyük itici gücü olduğu ve örgüt kültürünün çalışanları her zaman yenilikçi olmaya motive ettiği sonucuna varmıştır. Ayrıca, yenilikçilik organizasyonel kültürü teşvik eder ve rakipleri arasında koruma sağlar ve çoğu firma dış araçlardan ziya de içerideyen fikirler üretir ve yönetimin çalışanları daima yenifikirler yaratmaya ve kurum kültürü hakkında kararvermeye teşvik ettiğine karar verdi.

Anahtar Kelimeler: *Kültür, örgüt kültürü, firmaperformansıveyenilikçilik*

1. INTRODUCTION

1.1 Study Overview

Organizational culture idea has viewed by various administration and organizational scholars over the last decades. Meanwhile, culture is seen as the totality of the lifestyle of individuals to accomplish their difficulties of living in nature, that give request and importance to their social, political, monetary and religious standards and methods of association, this however differentiating them from other people. In this regard, culture defines the cognitive, normative, value, production and authoritative systems of an organization. Organization culture is regarded as the actual motivation for higher outcome and a certain means of competitive advantage which is as challenging for participants to emulate. Organizational culture is the main portion of advancement policy of the firm as it contains the concept of arrangement, advertising, directing, inspiration and leading (Emeka & Philemon, 2012). The strategy of an organization in one way or the other to effect on the outcome that in tune affect the eminence of organizational culture which influences performance of organizations directly or indirectly. However, Organizational culture refers to the example of essential suspicions imagined, found, or created by a given gathering or individual as it figures out how to adapt to the issues of outer adjustment and inside coordination (Schein, 1997). Literature relating to the perception of organizational culture has four key components such as; organizational culture is a shared spectacle. It has obvious and less noticeable levels. Each new individual from the association learns the way of life. Additionally, Acar and Acar (2012) opined that culture will in general change gradually after some time.

Innovativeness refers to the main concept that offers competitive lead in recent time among businesses or organizations. Acar and Acar (2012) defined “innovation as a process which changes plan to item/administration, recently

improved creation/dissemination technique or another social administration". In that capacity, development is the acknowledgment of another or overhauled result of products or administrations, another promoting technique or hierarchical strategy in inside applications, work environment association or outer relations (Tirupati, 2008). For innovation, item, advertising strategy and hierarchical technique must be new or altogether enhanced for an organization.

1.2 Statement of the Problem

Innovativeness is turning into an outright need in the present business situation. Organizations involve the post for innovative thoughts and troublesome advances to support business potential and outflank adversaries. Firms energetically on the chase for HR capable of growing new persuasive thoughts. Organizations are suggesting colossal ventures to spur the innovative channel. An ever-increasing number of organizations are burning through a huge number of dollars on R&D in its journey to deliver 'extraordinary' items. By and large, the administration fragment, or procedure or item advancement, development has turned into a conclusive weapon to get the piece of the pie.

In business world, organized strategy resulted into success and this clue had led various firms to imitate different strategies of successful dealings round the globe. Though, changes occurred in time, competition rules, and so as organization's policy needs to swing them. Every organization has a culture embedded upon operations. It's an undetectable power that makes shared mentalities and qualities among its workforce, characterizes the nature with which it responds and draws in with the outside world, and gives the brand an unmistakable character. This culture can be both positive or negative, and in charge of either corporate achievement or corporate decay. Regardless of whether you have a private venture or a worldwide realm, upgrades can't be made to your organization's corporate culture except if you consistently search out and take care of issues that impede development. While this may require a critical social change and hierarchical shakeup, through direction and conduct setting, you can make a positive change.

1.3 Research Questions

Based on the problem stated above, the following questions are attended to;

- How does organization culture affect innovativeness of the firms in Djibouti?
- What is the correlation between the culture of organization and innovativeness of firms in Djibouti?
- How does the culture of organizational and innovativeness affect firms' performance in Djibouti?

1.4 Objectives of the Study

The study specifically investigated the following

- ascertain the impact of organizational culture on innovativeness of firms in Djibouti.
- determine the correlation between organizational culture and innovativeness of firms in Djibouti.
- examine the impact of organizational culture and innovativeness on firms' performance in Djibouti.

1.5 Study Hypotheses

The following are stated in null forms;

Ho₁: Organization cultures have positive significant on innovativeness of firms in Djibouti

Ho₂: There is no significant correlation between organizational culture and innovativeness of firms in Djibouti

Ho₃: Organization culture and innovativeness have no significant impact on firms' performance in Djibouti

1.6 Justification

Organization culture and innovativeness of firms in Djibouti differ from sector to sector but its existence of how organization culture affects innovativeness cannot be overlooked. Administrative perspective is important for better productivity and competent management of culture and innovative. The favourable organization culture progress are supportive pointers to energize stakeholders' behaviors. A weakening measure of productivity may indicate a poor policy of the organization management culture. This plays prominent role if such information is provided to the management, which needs for scheduling decision-making and regulating. It will also contribute to the existing literature on how organization affect innovativeness in Djibouti. The government, policy makers, organization, students and others could equally use the outcome of this study.

1.7 Study Scope

How organization culture affects innovativeness of firms their performance was carried out in Djibouti. Primary source of data was employed with the use of questionnaire which will be distributed to employees of two purposive firms in Djibouti such as Dahabshil Bank International and Djibouti Telecom.

1.8 Definition of Terms

Organization Culture: alludes to culture in an association including that of schools, colleges, not-revenue driven gatherings, government organizations, or business elements. In business, terms, for example, corporate culture and firms' culture are frequently used to allude to a comparable idea.

Innovativeness: refers to the inclination to take part in and bolster new thoughts, to analyze, and be inventive. It could likewise be viewed as a summed-up status to pursue new ways and be inventive.

Firm: is a business association, for example, an organization, constrained risk organization or association that offers products or administrations to make a benefit.

Firm performance: This alludes as a multidimensional idea that characterizes the accomplishment of a business just as its degree of accomplishing business targets.

Operational performance: This aligns all units in a firm to guarantee that they are cooperating to accomplish center business objectives.

Financial Performance: is a unique extent of how well a firm can use assets from its basic strategy for business and make wages.



2. REVIEW OF THE LITERATURE

2.1 Concepts Relating to the Subject Matter

2.1.1 Innovation

It is broadly recognized that mechanical changes and innovation are significant drivers of economic development which depends on competition procedure. As of not long-ago observational investigations regarding the matter of innovation have nearly centered only around item advancement and assembling enterprises. In any case, today, administration businesses catch expanding imperative in economic growth of many advanced countries. Innovation in administrations has in certainty turned into a theme of expanding enthusiasm among financial analysts and researchers of technology change. The wellbeing segment itself, be viewed as an administration procedure so thinking about this, innovation offers the capacity to occur in the marketplace with recently created administrations and abnormal state of item separation. Innovation depicts specialized subtleties, segments and materials, lawful programming, usability or other useful highlights that is created by the qualities and arranged portrays altogether new item or services. Innovation of product may exploit new learning skills or appliance, hold the utilization and blend of existing information and innovation (Wang & Ahmed, 2004). Little variations in configuration cannot be viewed as item advancement. Tending to the idea of item advancement, proposed assessing items and administrations sum together (Hernard & Szymanski, 2001).

There is no single definition for innovation, different scholars have given different meaning to innovation based on their perceptions. According to Hauschildt and Salomo (2007), they explained that innovation is a qualitative processing of new ideas that obviously vary from the earlier status. Christiansen (2003) proposed three stages of innovation structure such as; stage 1, involves generation of idea. Stage 2 contains decision making execution relating to funding of the idea. Stage 3, contains affixing the research and development

processing to carry-out the product with a low cost, such that the product and investment are attractive. Innovation is any idea, conduct, or thing that is new claiming it is subjectively unique in relation to existing

Structure **Figure 1: Breakthrough Innovation**

Source: BCG Global Innovative Survey (2014)

Based on the above figure, for reasons unknown, effective leap forward trailblazers recognize essentially as far as the accompanying: primarily organizational and cultural –qualities:

- Innovation venture endorsement does not rely upon prediction of forthcoming recurrence
- Diverse association for essential and steady undertakings
- Exposed edifice for coordinated effort
- Diverse process for fundamental schemes
- Ethos of investigation

2.1.2 Concept of organizational culture

Organizational culture includes the demeanors, encounters, convictions and estimations of an organization which has been portrayed as the aggregation of characteristics and measures that are shared by people and social occasions in an association and that control the way they interface with each other and with accomplices outside the firm (Devaraja, 2012). From organizational qualities, make legitimate gauges, decides or wants that suggest appropriate sorts of lead of the laborers, in a condition and control the direct of hierarchical people towards one another. This recommends the truth of need of social changes in an affiliation. In great associations, individuals continually and unknowingly agree to the qualities and convictions of a typical culture and it is this consistence that keeps up the organization. Firms create societies made up of potentials and opinions about how persons ought to continue. Representatives partner these potentials and convictions with the association's prosperity and don't should be determined what to do or what not to do to agree to the way of life. On the off casual that the way of life stays pertinent to the firm benefits – supervisors are

calmed of a great part of the work related with controlling or coordinating employee (Devaraja, 2012).

The connection among culture and organizational conduct is irrefutable. Organizational culture engages and challenges organizations in the present business environment. Culture that aims key and operational objectives can spur execution and sparkle development and innovation (Tajudin, Musa & Musa, 2012). On the off casual that the means of life contradicts the organization's procedure, in any case, the outcomes can be awful. Considering these suspicions, culture of the organization is viewed as a forerunner or an antecedent to other firm's practices, for example, being market-arranged and inventive, which impact new item execution.

Other than being market-situated, organizational creativity is additionally observed as another social component that is connected decidedly to new item execution. It mirrors the capacity of an organization to actualize new thoughts, procedures, or items effectively along these lines driving towards upper hand among its competitors. organizational culture is straightforwardly impact organizational creativity/innovation, while this social component is additionally known to intervene organizational culture effect on new item execution. Organization and inventiveness is additionally interceded by market direction. In this investigation, organizational creativity is characterized as an association's general advancement skills of acquainting new items with the marketthrough consolidating key direction with inventive conduct and procedure. Contrasts in the culture of the organization and the degree of market direction would prompt the association's accentuation on either ability misuse or capability investigation rehearses.

Organizational culture engages and difficulties organizations in the present business world. A culture that supports key and operational objectives can fuel execution and sparkle development and separation. If the way of life restricts the organization's methodology, notwithstanding, the outcomes can be lamentable (Tajudin, Musa & Musa, 2012). In view of these suspicions, hierarchical culture is viewed as a forerunner or an antecedent to other authoritative practices, for example, being market-arranged and imaginative, which impact new item execution. The connection among culture and

organization conduct is unquestionable. Culture is a case of shared fundamental doubts that the social event taught as it handled its issues of outside modification and internal compromise, that has worked outstandingly enough to be seen as generous and along these lines, to be told to new people as the correct technique to see, think, and feel in association with those issues (Tajudin, Musa & Musa, 2012).

Organizations that are eminent for their capacity to make and popularize new advancements every now and again accentuate their extraordinary societies. Striking models are Apple, 3M, and Google. Apple offers its staff to work for a greater entire and make new earth-shattering innovations (Buschgens, Bausch & Balkin, 2013). Likewise, 3M features that it is an essentially science-based organization, while Google praises its representatives' independence and opportunity. However, there are different organizations that depend on totally various societies are yet inventive. However, it isn't known for its persistent improvement forms, it additionally represents spearheading the half breed impetus framework for traveler autos. These models draw an extremely mixed picture of what a culture for advancement could be (Buschgens, Bausch & Balkin, 2013).

2.1.2.1 Forms of culture

Market Culture and Person Culture

How individual direct business, treat laborers, customers, and the broader system are strong pieces of market culture and individual culture. The market societies are results-orchestrated with a consideration on contention, achievement, and putting everything in order. Individual culture is a culture wherein even structures are commonly significant. Everyone is seen as more significant than the firm itself. It might be difficult to help, as the firm may suffer due to battling people and needs (Boundless, 2015).

Adhocracy and Adaptive Culture

The degree to which opportunity is permitted in basic leadership, growing new thoughts and individual articulation are imperative pieces of adhocracy culture and adaptive culture. Adhocracy culture is self-motivated and pioneering, with an emphasis on hazard taking, advancement, and doing things first. Adaptive

culture encourages change and are movement arranged, refining the prospect of being over time.

Task and clan culture

How dedicated workers are to aggregate targets are portions of task culture and clan culture. Task culture build groups with master individuals to tackle specific issues. A grid structure is basic in this kind of culture, because of task significance and the quantity of little groups in play. Clan culture are family-like, with an attention on tutoring, sustaining, and doing things together (Boundless, 2015).

2.1.3 Organizational innovativeness

Organizational innovation is the idea of accessibility to new thoughts as a usual for firm's way of life. In this way, ingenuity is a measure of an association's direction toward development (Hurley & Hult 1998). The organization attributes incorporate culture, for example, learning, participative basic leadership, joint effort and backing, and power sharing and so forth. The ability to advance as the organizational capacity to embrace or actualize new thoughts, procedures, or items effectively. Firms establishments that have a more noteworthy capacity to enhance can build up an upper hand and accomplish more elevated amounts of viability. The conduct inventiveness mirrors the "supported social change" of the association prompting advancements, for example social responsibility. Development is quickly turning into a key vital execution driver for associations as we advance further into this century (Stanleigh, 2015). Ingenuity at the firm establishments level may include the usage of another specialized thoughts or another managerial thought (Palladan, Abdulkadir & Chong, 2016). The selection of another thought in an organization paying little respect to the season of its appropriation in the related organizational populace, is relied upon to result in an organizational that may influence the methodology execution and different perspectives.

Organizational creativity has a basic job in the achievement and survival of numerous associations. Creativity and innovativeness have a significant influence in businesses as the world is always showing signs of change (Riivari & Lamsa, 2012). Additionally, the worldwide economy faces

various types of difficulties and firms need to go after their situation in the market. The worldwide money related emergency and monetary subsidence in developed countries have improved the significance of inventiveness and creativity in firms, as they must concoct new thoughts and discover approaches to contend with less resources. Downsizing and transitory expulsions have additionally expanded in many organizations while in the meantime the firms need to keep up their aggressiveness. Numerous firms feature the significance of being imaginative yet just few prevail with regards to acknowledging it. One explanation behind the difficulties included could be that developments are constantly connected to hazard, which may be viewed as a danger in an organization (Riivari&Lamsa, 2012).

2.1.4 Culture impact on firm's innovation

A part of the association's definitive culture is an improvement organized culture, which contains: headway arranged motivation, inventive ability, direct in the innovative condition, similarly as the style and nature of the administrators choosing the air for advancement. The improvement masterminded culture may be portrayed as the prerequisite for the best number of imaginative designs to appear inside a period. Innovative culture is a point of view and carrying on that makes, makes and sets up characteristics and manners inside a firm, which may in this manner raise, recognize and reinforce considerations and changes incorporating an improvement in the working and adequacy of the firm, despite the fact that such changes may mean a conflict with normal and regular direct (Szczepańska-Woszczyzna, 2014). So as to assemble inventive culture certain necessities must be met, including six sorts of mentalities: the capacity of supervisors to go out on a limb, empowering inventiveness, investment of all representatives in structure advancement arranged culture, obligation of the two chiefs and representatives for their activities, enabling representatives to build up their interests and utilize their one of a kind abilities, building up the organization's central goal, which the representatives will relate to; furnishing representatives with a feeling that their work is significant and positively affects the accomplishment of destinations.

Culture adequately improve or hinder participation, skill of learning, knowledge and views. Open culture improving the investment of all age group in the

imaginative way, is ideal to the movement and activity of workers, while culture dependent on solid control is unquestionably not helpful for imagination and development (Szczepańska-Woszczyzna, 2014). An advancement of development in any firm is backing, and support for each to locate and find unpredictable, non-standard means for achieving goals what's more, performing undertakings.

2.1.5 Organizational effectiveness

Organizational effectiveness is one the most basic achievement components of an organization in any nation's economy. It is estimated by the dimension and association can accomplish its objectives (Eassy UK, 2019). The organizational viability/effectiveness is likewise characterized as the degree the firm/organization accomplishes the targets. The subject of organizational adequacy stresses on framework control, the executives of data and objective setting. Estimating of hierarchical viability is an extremely basic advance in the authoritative improvement (Lee & Tseng 2005). To have a viable association, business pioneers should deal with drawing in their workers in executing the organization methodology. Numerous examinations have appeared hierarchical culture directly affects representatives' fulfillment, productivity, responsibility and collaboration, basic leadership.

2.1.6 Culture and leadership

Culture and leadership style affect individuals' thoughts and understandings, and furthermore managing association's specialized issues, is a significant part of a supervisor's job (Alvesson, 2013). The idea of culture is connected to bunch condition, where certain things are shared or held in like manner. For example, standards, values, personal conduct standards, customs, conventions, basic capacity and mix all add to the foundation of an association's character. A study proposed that there are two conditions to create culture in an organization such as formal/casual correspondence and cooperation of qualities/convictions/standards. Also, explained that without verbal, physical or passionate correspondence and association, hierarchical culture is difficult to exist.

Culture gives a general picture of a firm's personality; this empowers it to be ordered among various association gatherings. In any case, an association is

additionally ready to embrace various kinds of culture inside its different offices, i.e., intra-authoritative sub-culture. Culture assumes a significant job in setting up a business structure and giving an establishment to hierarchical methodology (Alnasseri, Osborne and Steel, 2013). It can likewise impact the board and authority conduct at all levels.

Three factors were suggested by Hillebrant (2000) for this pattern which includes globalization of development markets, dynamic conditions, and the one of a kind sort of development business. Evolving situations, hindrances and vulnerabilities have driven firms to improve their by and large organizational efficiency, yet they have confronted numerous difficulties. Harmann (2006) addressed whether culture was for sure fit for impacting the advancement of the business in such a way. Nonetheless, Brown (1998), to some degree prior, had given proof that some exhibition elements attributed to firm's culture; decreased vulnerability and struggle; give upper hands, coordination, control, responsibility, contribution and commitment. It is commonly concurred by all gatherings, that authoritative culture explains and set up conduct.

2.1.7 Financial performance

All firms have financial performance measures as a feature of their management performance, even though there is argue with regards to the overall significance of financial and non-monetary indicators (Musyoka, 2013). Assessing the money related execution of a business permits top managers to pass judgment on the consequences of business methodologies and exercises in target financial terms. Development is for the most part observed as an indication of progress, if it results in enhancements in money related execution.

Financial performance can be estimated from various perspectives. These are: profitability which depict how much affluent an organization is making in the wake of paying for every one of the costs and different charges. The more the benefits the better the firms execution and the other way around. Positive money streams show a positive monetary execution while a negative one demonstrates terrible showing. It can likewise be estimated by the balance sheet quality. This is the organization's benefits in respect to its liabilities at a point in time. More resources and less liabilities result in a more grounded asset report. A solid

asset report is very liked. A few proportions can be determined from the equalization to quantify financial performance such as; return on assets, return on investments, return on equity, and so on (Musyoka, 2013).

2.1.8 Operational performance

Operational performance is an inside and out target survey of an organization or a fragment of that association. It very well may be used to differentiate and report standing uncertainties in a firm, for example, correspondence matters between divisions, issues with customer relations, working methodology, absence of benefit issues, and different elements that influence the solidness of the business. It enables organization individuals to assess how well they are performing, given that they perform fittingly as indicated by the methods set by them, distributing its assets suitably and executing such undertakings inside time allotment set and utilizing practical measures (Denizon-Team, 2010). More significantly, it likewise demonstrates organization how well it is usual to address coming problems.

Fundamentally, the aims of an operative performance are to inflate revenue, improve piece of the overall industry and decrease cost. It just goes to state that an operational performance enables the administration to see their organization from an alternate perspective; a bigger point of view. That is, it offers the administration the chance to assess if the endowed assets were utilized shrewdly to accomplish the ideal after effects of tasks. Besides, operational performance gives a complete appraisal of specialist in that it characterizes desires, and awards control inside the organization since input can be offered with respect to whether the activity is being done the set-in stone manner, and on what territories the organization can exceed expectations and enhance. Utilizing the operational performance information, the administration would then be able to concoct proposals, which are sensible yet more critically, can allow the body to accomplish its aims. The performance perceives the degree to which your inside controls really work, and to recognize and comprehend employees' qualities, shortcomings, openings and dangers (Denizon-Team, 2010).

2.1.9 Conceptual framework

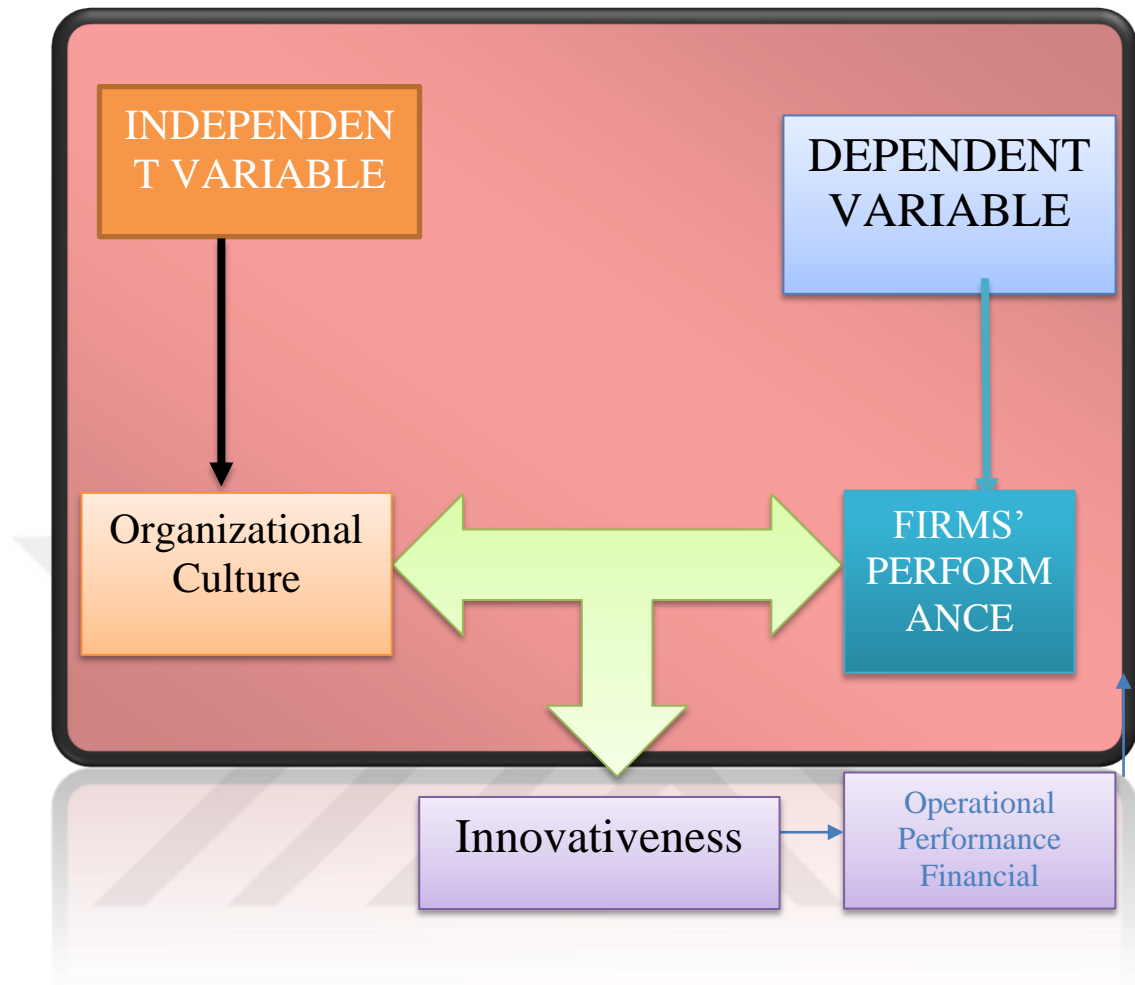


Figure 2.1: Conceptual framework that shows the linkage between interest rate and financial performance.

Source: Author's design (2019)

2.2 Theories Relating to the Subject Matter

2.2.1 Fiedler contingency hypothesis

This hypothesis was propounded by Fiedler in 1958 and it is kind of contingency hypothesis. It speculates that when all is said done, the sufficiency of organization depends on the situation, and there are different components, for instance, the nature of the endeavor, pioneer's character, and make-up of the social occasion being determined. Fiedler's hypothesis is vital to focus on in any event one portion of the pioneer drove situation, albeit such as concentrate just features a matter, as opposed to giving a total portrayal of the situation.

Managers/leaders that portray a small least favored associate recording of task are viable, disbursement heed to whether the components are exceedingly positive or not. Additionally, they act in a progressively decisive way. High least supported partner scores are progressively fruitful when the three segments are broadly engaging. Fiedler ensured that the least supported partner scores could be used to recognize the reasonable pioneer for a situation. In case a pioneer can control the assignments to be done, pioneers drove conditions, and have control, and can make a decent organization condition.

2.2.2 Innovation hypothesis of schumpeter

Based on Schumpeter preposition, business process is virtually the outcome of invention in any manufacturing firm. He described this as the mixing of methods of all aspect of production process, transportation, variation in the manufacturing firms, opening of a new marketplace, and so on. The innovation doesn't refer to creation or alludes to the business utilizations of new idea, new material, new strategies and new wellsprings of vitality (Nitisha, 2017).

Schumpeter proposed two stage models such as first approximation and second approximation, in explaining business cycle hypothesis of innovation. First approximation discusses on the primary effect of innovatory ideas and the second approximation explain the ensuing responses got from the bid of the innovations.

First Approximation

This first stage deals with the effect of innovatory thoughts about the economy in the foundation. This stage of innovation focus on the economy at equilibrium where marginal cost equate to marginal revenue and average cost equate price. Additionally, involuntary unemployment is not involved.

With the additional benefits from the monetary structure, the organization keeps presenting increasingly costly rates for the commitments with the true objective of pulling back them from the distinctive less huge jobs. With an extended utilization in the economy, the worth begins to rise. This technique further broadens, when various firms endeavor to imitate the headway and raise additional benefits from the money related structure. As the improvement gets

comprehensively balanced the yield begins to stream in the market. This indicates the beginning of flourishing and improvement (Nitisha, 2017).

Be that as it may, after a specific level, with an expansion in the degree of yield the cost and gainfulness diminishes. This is claiming the further advancement does not stopped by rapidly and along these lines, there will be no extra interest for the assets. Rather, the organizations which obtained the assets from the bank begin paying it back. This outcomes in the constriction in cash supply and consequently the costs fall further. The procedure of retreat starts and stays until the harmony in the economy is re-established.

Second Approximation:

Manages the ensuing impacts of first estimate. It is identified with the theory of future financial conditions. In first estimate, it is expected by financial specialists that the extension stage would not be influenced in future, particularly in capital merchandise enterprises. Based on this conviction, speculators take a lot of cash from banks. Moreover, in this stage, clients see an expansion in the tough merchandise in future and along these lines, begin buying products at present by acquiring reserves (Nitisha, 2017). At the point when the costs begin falling, borrowers are in the most exceedingly awful circumstance since they are not ready to reimburse advance and meet their fundamental needs. This prompts melancholy in the economy.

2.2.3 Theory of profit

Most likely profits are related with business person and his capacities, yet the market analysts occasionally have communicated various and clashing perspectives about the nature, source and job of benefits. Till today, there is no finished understanding among market analysts about the genuine nature and starting point of benefits. There has been maybe no theme in the entire monetary hypothesis which has been in such a befuddled and tangled state as the hypothesis of benefit.

A piece of the perplexity in the hypothesis of benefit is because of the absence of understanding among market analysts about the genuine or legitimate capacity of the business visionary. Some have held the view that the capacity of

the business person is to arrange and co-ordinate different elements of generation.

As per them, business visionary procures benefits for his playing out this capacity. On this view, endeavor is a unique kind of work and benefits an uncommon type of wages. Some others have portrayed the business visionary as playing out the elements of bearing danger and vulnerability as he controls the business and takes cost and yield choice.

The business person acquires benefits since he bears hazard and vulnerability since his cost and yield strategies may demonstrate to be off base in perspective on the future business developments. Schumpeter has allocated to the business person the job of a trailblazer and benefits as a reward for his presenting advancements. Finally, Knight has underscored vulnerability in the economy as a factor which offers ascend to benefits and bearing vulnerability is the errand of the business person.

2.2.4 Theory of financial agency

The hypothesis as indicated by organizational point of view, surveys the work being accomplished for a head (manager) by an operator (worker). While dependable with the possibility of office usually advanced by legal scientists and legal counselors, the money related varieties of firm theory stress the costs and points of interest of the head authority relationship. While an accommodating office cost is one that manufactures a financial specialist's value, an unwanted office cost happens when the official's exercises battle with speculator premiums. Such would be the circumstance when heads put their own special preferences before an owner's favorable circumstances (e.g., controlling flitting salary to the burden of whole deal execution to get a reward).

The relevance of agency hypothesis was progressed with the production Jensen and Meckling (1976). Jensen and Meckling started by accepting that each gathering to the agreement reliably picks those activities that are well on the way to boost his own normal utility (at the end of the day, both specialist and principal dependably act to advance their very own personal responsibility). Although an operator's inspirations may incorporate the craving to endeavor to accomplish the primary's objectives.

Agent hypothesis involves a few explicit and testable exact theories. For instance, it has been utilized to clarify why investors are happy to acknowledge administrative conduct that does not expand the estimation of the firm. It gives knowledge into the reasons why supervisors deliberately produce inspected budgetary reports on a yearly premise. Also, the organization point of view can clarify why proprietorship structures vary crosswise over businesses, (for example, steel and programming), and it can illuminate the confinements, (for example, those found in bond contracts) forced by lenders on administrative activities. The theory according to organizational perspective, assesses the work being done for a principal by an agent.

2.3 Empirical Literature of the Past Research

Martins and Terblanche (2003) carried out an investigation on whether organizational culture stimulates creativity and innovation in South Africa. They used descriptive research survey in their study and it shown that open system is one of the best approaches to describe organizational culture.

Deshpande and Farley (2004) studied the connection between organizational culture, market orientation, innovativeness, and firms' performance among many countries of the world. The study used a content nature to simplify the conclusions including the empirical review differences in the findings of other researchers. It was revealed gradients relating the used independent variables to firm performance do not differ systematically over observed countries.

Hartmann (2006) investigated connection between organizational culture and innovative motivating behavior in Netherland construction firms. Qualitative analysis was used in the study. The findings show that interviewees affirm that there is diminutive awareness to take risks in relation with new ideas

Tsai (2011) studied that organizational culture, leadership behavior and job satisfaction in Taiwan using correlation analysis. The study revealed that organizational culture exhibited a positive significantly with leadership style and job satisfaction and they have positive relationship during the study period.

Acar and Acar (2012) investigated the connection between organizational culture and innovativeness on business performance in the industry of

healthcare in Turkey using questionnaire among the staff of 65 private hospitals with use of multivariate analysis. The findings of the study showed that positive impact exists between innovation and organizational culture.

Emeka and Philemon (2012) examined organizational culture impact on employee performance and organizational productivity in manufacturing industry of Nigeria. They used survey research method employing Chi-square method. The findings of this study supported that organizational culture portray impact on employee performance and also supported that there exist many factors that impact employee performance and regulate the productivity level.

Tajudin, Musa and Musa (2012) examined organizational culture, market orientation and innovativeness in Malaysian SMEs using questionnaire to the participants of the population. The study revealed that organizational culture impacts new product performance through innovativeness as the mediating factor, but an entrepreneurial culture straightly impactson new product performance.

Riivari and Lamsa (2012) explored the connection between ethical culture of organization and organizational innovativeness in private and public sectors of Finnish organization. Descriptive analysis, correlation and multivariate analysis were used as the estimation techniques in the study. The results depicted that organization ethical culture is connected with innovation and that different magnitudes of ethical culture are related with diversemagnitudes of innovation.

Devaraja (2012) wrote on organization culture, its implication on the firm in India. The study employed both primary and secondary source with ANOVA and Chi-square statistics as the estimation techniques. The result showed that the staff whose moralstie with the organizational morals has a betterobligation for the job, continuing loyalty to the organization.

Buschgens, Bausch and Balkin (2013) wrote on the connection between organizational culture and innovation among 6341 organizations using meta-analysis. The moderator analysis showed that the connection between culture and innovation does not inclined by the variation between radical and incremental innovation, and only frailsign exists for an impact of innovation embracing versus innovation creation.

Messner (2013) looked organizational culture and its impact on employee commitment of information technology services industry in India. The study used questionnaire to gather the data and analyzed with descriptive and inferential with regression analysis. It was showed that organizational culture proportions, in-group togetherness and performance positioningrevealed significant impact on employee commitment while other culture proportions showedchanging degree of signs influence on employee commitment.

Alnasseriet al. (2013) studied the connection between organizational culture, leadership style and effectiveness in middle Eastern using explanatory method. The study findings show that that organizational culture is legitimately and emphatically identified with execution and adequacy, while project supervisors' authority style has a backhanded relationship to viability.

Szczepańska-Wosozyna (2014) wrote on the role of organizational culture for innovation in Polish companies of Silesia province using quantitative analysis and frequency percentage. The study revealed that smaller the enterprise, the smaller the smaller sentiment of risk emerging from change. Such a circumstance might be since workers in littler organizations are frequently increasingly "adaptable" and play out the errands doled out to various positions, and in this manner their misfortune is progressively serious for the organization.

Ahmed and Shafiq (2014) examined the effect of organizational culture on its performance utilizing Telecom sector as a case study. Questionnaire type of quantitative research approach is used to gather the data. The outcome shows that the magnitudes of the culture influences the different perspective of performance of the organization.

Rahmisyari (2015) studied the effect of leadership style, organizational culture, and employees' development on industrial performance in Indonesia. The data was collected through interview and questionnaire model using simultaneous correlation of Structural Equation Model. The study revealed that leadership style showed a significant impact on organizational culture, organizational culture has significant effect on employee development, leadership style exhibited a significant impact on performance while organizational culture portrays insignificant impact on performance.

Kurian (2015) studied the impact of culture on innovativeness in India IT firms. He employed descriptive and ANOVA as the estimation technique. The findings show that organizational culture offer significant ways on organization's innovativeness in India IT firms.

Palladan, Abdulkadir and Chong (2016) investigated leadership strategic, organization innovativeness, IT capability on effective implementation in Nigeria tertiary institutions using descriptive and PLS structural equation model. The findings of this revealed that positive relationship exist between organization effectiveness and strategy implementation.

2.3.1 Summary of empirical review

Table 2.1: Review Summary

Author& Date	Country	Title	Method
Martins and Terblanche (2003)	South Africa	Organizational culture stimulates creativity and innovation in South Africa.	Descriptive Survey Design
Deshpande and Farley (2004)	Different Countries	studied the connection between organizational culture, market orientation, innovativeness, and firms' performance.	Content Analysis
Hartmann (2006)	Netherland	investigated connection between organizational culture and innovative motivating behavior in Netherland construction firms.	Qualitative analysis was used in the study.
Tsai (2011)	Taiwan	Organizational culture, leadership style and job satisfactions in Taiwan.	Correlation Analysis
Acar and Acar (2012)	Turkey	Organizational culture and innovativeness on business performance in the industry of healthcare in Turkey.	Multivariate Analysis
Emeka and Philemon (2012)	Nigeria	Effects of organizational culture on employee performance and organizational productivity in Nigeria.	Chi-square method.
Tajudin, Musa and Musa (2012)	Malaysia	Organizational culture, market orientation and innovativeness in Malaysian SMEs.	Content Analysis

Table 2.1: (More) Review Summary

Riivari and Lamsa (2012)	Finland	Ethical culture of organization and organizational innovativeness in private and public sectors of Finnish organization.	Descriptive analysis, correlation and multivariate analysis.
Devaraja (2012)	India	wrote on organization culture, its implication on the firm in India.	ANOVA and Chi-square statistics.
Alnasseri et al. (2013)	Middle Eastern	studied the connection between organizational culture, leadership style and effectiveness in middle Eastern.	Explanatory method
Buschgens et al. (2013)		Organizational culture and innovation among 6341 organizations.	Meta-analysis
Messner (2013)	India	Organizational culture and its impact on employee commitment of information technology services industry in India.	Descriptive and inferential with regression analysis.
Szczepańska-Woszożyna (2014)	Poland	Role of organizational culture for innovation in Polish companies of Silesia province.	Quantitative analysis and frequency percentage
Ahmed et al. (2014)	Bahawalpur	Organizational culture on its performance using Telecom sector as a case study.	Questionnaire form of quantitative research approach
Rahmisyari (2015)	Indonesia	Leadership style, organizational culture, and employees' development on industrial performance.	Simultaneous correlation of Structural Equation Model.
Kurian (2015)	India	Impact of culture on innovativeness in India IT firms.	Descriptive and ANOVA as the estimation techniques.
Palladan, Abdulkadir and Chong (2016)	Nigeria	Leadership strategic, organization innovativeness, IT capability on effective.	Descriptive and PLS structural equation model (SEM)

Source: Author's Compilation (2019)

3. RESEARCH METHOD

3.1 Study Design

Primary data was employed with the use of descriptive and inferential research design. The descriptive research will describe the data and characteristics about what is being studied while inferential statistics is used to make decisions of the likelihood that a watched contrast between gatherings is a reliable one or one that may have occurred by chance in this investigation.

3.2 Population and Study Sample

In this study, the total population shall be 150 (one hundred fifty) employees which will be randomly selected for analytical purpose. However, the sample is built on the total population of all the elements.

3.3 Study Validity

The validity of the research instrument will be submitted to factor-analysis and Cronbach's alpha shall be employed to test the reliability of the questionnaire. Correlation analysis and regression analysis were used for this study.

3.4 Procedures and Instruments of Data Collection

The principle instrument of information accumulated in this investigation was through questionnaire. The objects in the questionnaire was organized closed ended and open ended. The organized inquiries estimated the abstract reactions to explain the target reactions and, in the meantime, upgrade detailing of suggestions of the examination. The specialist utilized prepared research colleagues to gather information.

3.5 Research Instrument

The tool employed for the collection of figures were a self-constructed questionnaire which were ranked with 5point Likert scale that is strongly agree, agree, neutral, strongly disagree, and disagree. This questionnaire is divided into two subsections. A consists of the characteristics of the respondents (location, sex, academic and professional qualification of respondents) while B contain information on respondents on the subject matter.

3.6 Instruments Reliability

To certify the reliability in this study, the research instrument was subjected to test-retest technique. The response of the respondents were analyzed employing coefficient alpha and based on the rule of thumb, a Cronbach Alpha coefficient above 0.5 is considered reliable.

3.7 Model Specification

This study shall employ a functional model to achieve the stated objectives. The model is presented as:

$$FP = f(INN, OGC, U) \text{ -----1}$$

Where

FP = Firms' Performance

INN = Innovativeness

OGC = Organization Culture

U = Other

The mathematical form of the model is presented as

$$FP = \lambda_0 + \lambda_1 INN + \lambda_2 OGC \text{ -----2}$$

The econometric form is presented below

$$FP = \lambda_0 + \lambda_1 INN + \lambda_2 OGC + \varepsilon_t \text{ -----3}$$

Where

λ_0 is the constant

$\lambda_1 - \lambda_2$ are the shift parameters

4. RESULT AND INTERPRETATION

4.1 Demographic Analysis

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	52	35.9	35.9	35.9
Male	93	64.1	64.1	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

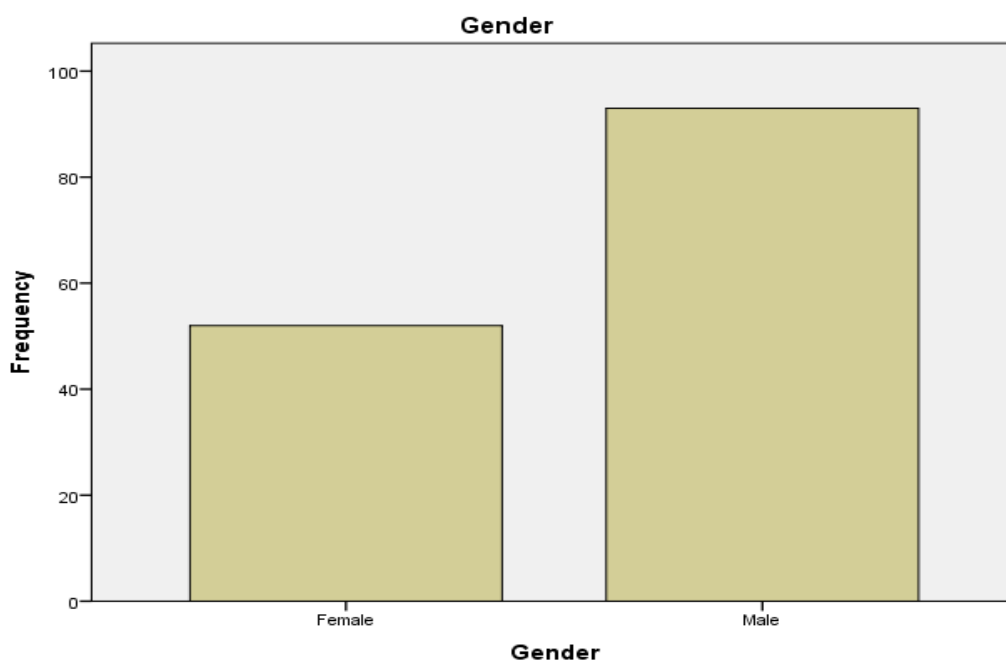


Figure 4.1: Gender

Source: Writer's Computation (2019)

The result presented above shows the gender frequency of the participants. The result shows that female respondents are 52 with 35.9% while male participants are 93 with 64.1%. This implies that male respondents are more than the female respondents during the survey.

Table 4.2: Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	84	57.9	57.9	57.9
Married	61	42.1	42.1	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

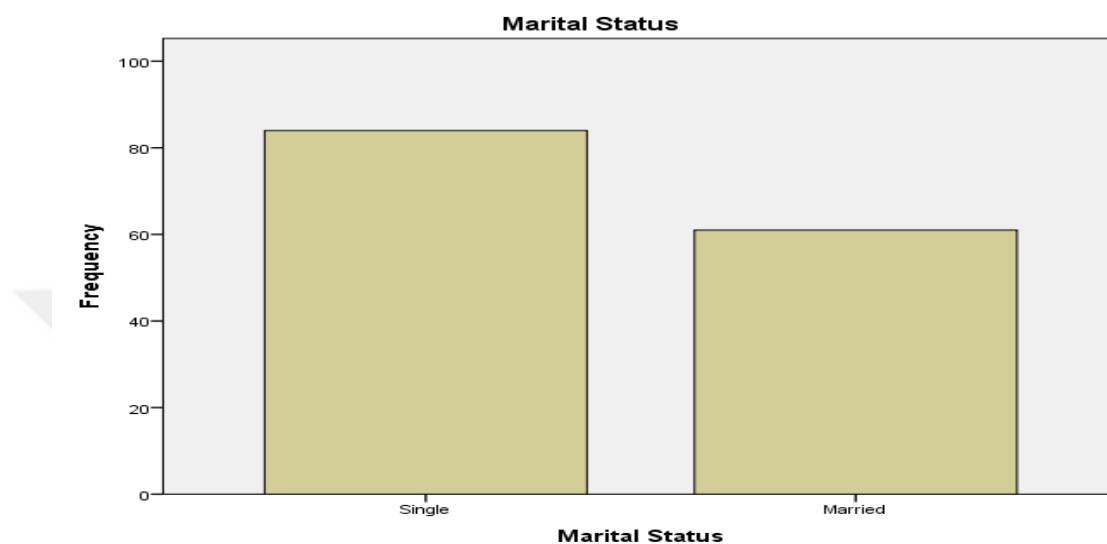


Figure 4.2: Marital Status

Source: Writer's Computation (2019)

The above show the marital status of the participants. The result shows that single respondents are 84 representing 57.9percent while married respondents are 61 with 42.1percent. This indicates that the single respondents are more than married respondents during the survey.

Table 4.3: Age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
20- 29years	88	60.7	60.7	60.7
30-39years	30	20.7	20.7	81.4
40-49years	18	12.4	12.4	93.8
50 years and above	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

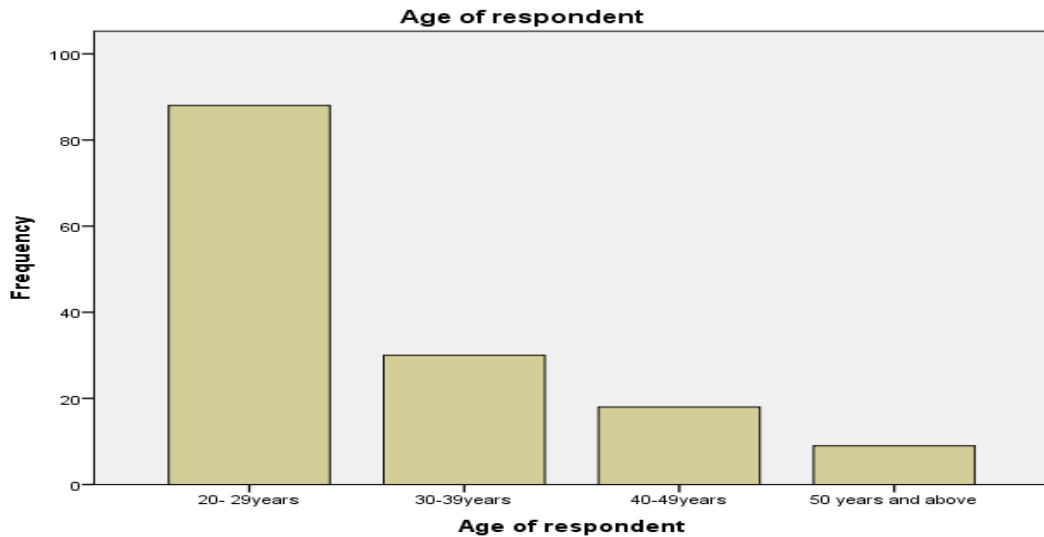


Figure 4.3: Age of Respondents

Source: Writer's Computation (2019)

The table and figure above show that the age between 20- 29years has 88 respondents indicating 60.7percent, age between 30-39years has 30 respondents with 20.7percent, age between 40-49years has 18 respondents with 12.4percent while age between 50 years and above has 9 representing 6.2percent. This connotes that age between 20-29years has the higher percentage followed by 30-39years, 40-49years and 50years and above respectively.

Table 4.4: Educational qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary School leaving certificate	5	3.4	3.4	3.4
Secondary School Certificate	10	6.9	6.9	10.3
OND or GCE A level	23	15.9	15.9	26.2
HND or BSC or B.ED	22	15.2	15.2	41.4
MBA or MSC or M.ED	73	50.3	50.3	91.7
None of the above	12	8.3	8.3	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

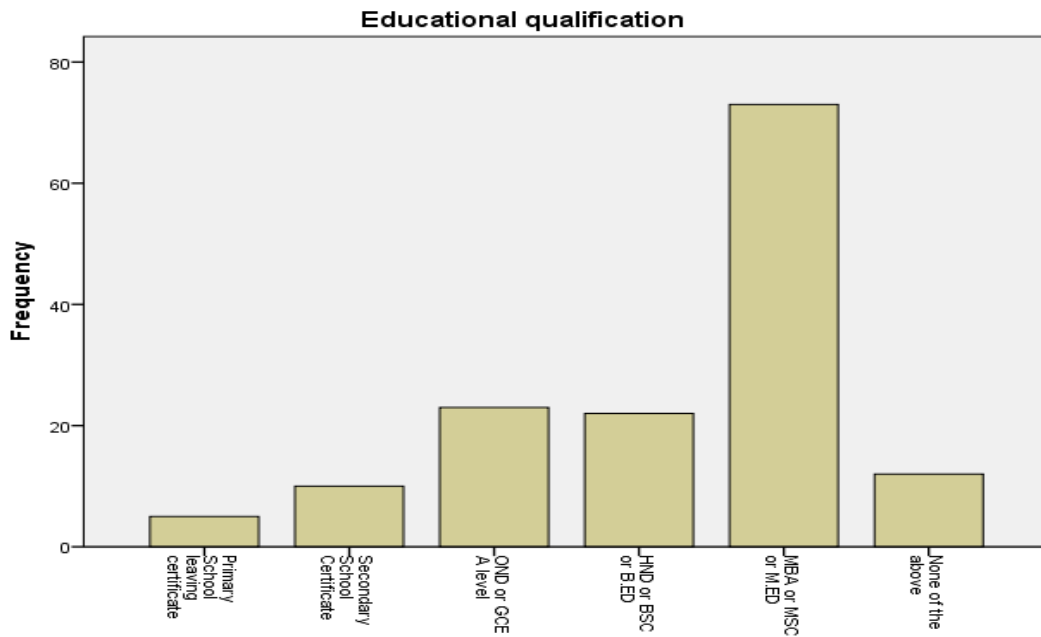


Figure 4.4: Educational Qualification

Source: Writer's Computation (2019)

The above shows the educational qualification of the participants. The result shows that Primary School leaving certificate respondents are 5 with 3.4percent, Secondary School Certificate respondents are 10 representing 6.9percent, OND or GCE A level respondents are 23 indicating 15.9percent, HND or BSC or B.ED respondents are 22 wit 15.2percent, MBA or MSC or M.ED respondents are 73 indicating 50.3percent while none of the above has 12 respondents with 8.3percent. This resulted that the many of the participants have MBA or MSC or M.ED, followed by OND or GCE, , HND or BSC or B.ED, none of the above, Secondary School Certificate and Primary School leaving certificate.

Table 4.5: How long have you been working in the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year ago	44	30.3	30.3	30.3
Less than three years	46	31.7	31.7	62.1
Less than five years	30	20.7	20.7	82.8
More than five years	25	17.2	17.2	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)



Figure 4.5: How long you have been in the organization?

Source: Writer’s Computation (2019)

The result of the above table revealed that 44 respondents with 30.3percent have you been working in the organization for less than a year ago, 46 respondents representing 31.7percent have been working in the organization for less than three years, 30 respondents with 20.7percent have been working in the organization for less than five years, while 25 respondents indicating 17.2percent have been working in the organization for more than five years. This means that the respondents with less than three year ago has the higher percentage, followed by less than a year ago, less than five years, and more than five years.

Table 4.6: Does organizational culture affect innovativeness and operating performance in your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.7	.7	.7
NO	15	10.3	10.3	11.0
Yes	129	89.0	89.0	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

This shows the report of participants’ opinion on whether organizational culture affect innovativeness and operating performance in their organization, and it shows that 15 respondents representing 10.3percent chose No while 129

respondents with 89percent are Yes. This means that the majority agreed that organizational culture affect innovativeness and operating performance in their organization.

4.2 Frequency Analysis

Table 4.7: Top managers require information or advice from sources outside the company by engaging experts from other companies

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	40	27.6	27.6	27.6
Agree.	38	26.2	26.2	53.8
Neutral.	37	25.5	25.5	79.3
Disagree.	17	11.7	11.7	91.0
Strongly Disagree.	13	9.0	9.0	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

The report shows that 40 participants indicating 27.6percent strongly agreed that top managers require information or advice from sources outside the company by engaging experts from other companies, 38 respondents with 26.2percent agreed, 37 respondents representing 26.2percent are neutral, 17 respondents with 11.7percent disagreed, while 13 respondents representing 9.0percent strongly disagreed. However, this could be said that majority of the respondents concur that top managers require information or advice from sources outside the company by engaging experts from other companies

Table 4.8: Organizational culture is regarded as the major driver of performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	37	25.5	25.5	25.5
Agree.	50	34.5	34.5	60.0
Neutral	34	23.4	23.4	83.4
Disagree	16	11.0	11.0	94.5
Strongly Disagree.	8	5.5	5.5	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

The question of whether organizational culture is regarded as the major driver of performance in the above table shows that 37 participants strongly agreed, 50 respondents with 34.5 percent, 34 respondents representing 23.4 percent are neutral, 16 respondents with 11.0 percent while 8 respondents indicating 5.5 percent strongly disagreed. This means that organizational culture is regarded as the major driver of performance as suggested by most of the respondents.

Table 4.9: The culture of your organization motivates employees to be innovative at all time

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	52	35.9	35.9	35.9
Agree.	41	28.3	28.3	64.1
Neutral	29	20.0	20.0	84.1
Disagree.	14	9.7	9.7	93.8
Strongly Disagree.	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

Table 4.9 presented above shows that 52 participants with 35.9 percent strongly agreed that the culture of your organization motivates employees to be innovative at all time, 41 participants with 28.3 percent agreed, 29 participants indicating 20.0 percent are neutral, 14 respondents representing 9.7 percent disagreed, while 9 participants with 6.2 percent. This implies many of the participants concur that the culture of your organization motivates employees to be innovative at all time.

Table 4.10: Innovativeness promotes organizational culture and gives hedge among its competitors

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	46	31.7	31.7	31.7
Agree	42	29.0	29.0	60.7
Neutral	37	25.5	25.5	86.2
Disagree.	15	10.3	10.3	96.6
Strongly Disagree	5	3.4	3.4	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

The report above shows that 46 participants indicating 31.7 percent strongly agreed that innovativeness promotes organizational culture and gives hedge among its competitors, 42 respondents with 29.0 percent agreed, 37 respondents representing 25.5 percent are neutral, 15 respondents with 10.3 percent disagreed, while 5 respondents representing 3.4 percent strongly disagreed. However, this could be said that majority of the respondents concur that innovativeness promotes organizational culture and gives hedge among its competitors.

Table 4.11: Most firms generate new ideas internally rather than external means

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	45	31.0	31.0	31.0
Agree	37	25.5	25.5	56.6
Neutral	39	26.9	26.9	83.4
Disagree.	19	13.1	13.1	96.6
Strongly Disagree.	5	3.4	3.4	100.0
Total	145	100.0	100.0	

Source: Author's computation (2019)

The question of whether most firms generate new ideas internally rather than external means in the above table shows that 45 participants strongly agreed, 37 respondents with 25.5 percent agreed, 39 respondents representing 26.9 percent are neutral, 19 respondents with 13.1 percent while 5 respondents indicating 3.4 percent strongly disagreed. This means that most firms generate new ideas internally rather than external means.

Table 4.12: The management always motivate the employees to create new ideas and to make decision on organizational culture

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly. Agree	63	43.4	43.8	43.8
Agree	33	22.8	22.9	66.7
Neutral	27	18.6	18.8	85.4
Disagree.	12	8.3	8.3	93.8
Strongly Disagree	9	6.2	6.3	100.0
Total	144	99.3	100.0	

Source: Writer's Computation (2019)

Table 4.12 presented above shows that 63 participants with 43.4percent strongly agreed that management always motivate the employees to create new ideas and to make decision on organizational culture, 33 participants with 22.8percent agreed, 27 participants indicating 18.6percent are neutral, 12 respondents representing 8.3percent disagreed, while 9 participants with 6.2percent. This implies many of the participants concur that the management always motivate the employees to create new ideas and to make decision on organizational culture.

Table 4.13: Employees are not penalized for new ideas that do not work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	24	16.6	16.6	16.6
Agree	43	29.7	29.7	46.2
Neutral	43	29.7	29.7	75.9
Disagree	28	19.3	19.3	95.2
Strongly Disagree	7	4.8	4.8	100.0
Total	145	100.0	100.0	

Source: Author’s computation (2019)

The report of Table 4.13 shows that 24 respondents indicating 16.6percent strongly agreed that employees are not-penalized for new-ideas that do not work, 43 respondents with 29.7percent agreed, 43 respondents representing 29.7percent are neutral, 28 respondents with 19.3percent disagreed, and7participants representing 4.8percent strongly disagreed. However, this could be said that some employees are not penalized while some are being penalized for new-ideas that do not work.

Table 4.14: Adhocracy in organizational culture encourages employees to contribute and introduce new idea in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	35	24.1	24.1	24.1
Agree	57	39.3	39.3	63.4
Neutral.	35	24.1	24.1	87.6
Disagree.	15	10.3	10.3	97.9
Strongly Disagree	3	2.1	2.1	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

The question of whether adhocracy in organizational culture encourages employees to contribute and introduce new idea in the organization in the above table shows that 35 participants with 24.1percent strongly agreed, 57 respondents with39.3percent agreed, 35 respondents representing 24.1percent are neutral, 15 respondents with 10.3percent while 3 respondents indicating 2.1percent strongly disagreed. This means that adhocracy in organizational culture encourages employees to contribute and introduce new idea in the organization as suggested by most of the respondents.

Table 4.15: Employees understand the strategic orientation of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	36	24.8	24.8	24.8
Agree	46	31.7	31.7	56.6
Neutral	38	26.2	26.2	82.8
Disagree.	17	11.7	11.7	94.5
Strongly Disagree	8	5.5	5.5	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

Table 4.15 presented above shows that 36 participants with 24.8percent strongly agreed that employees understand the strategic orientation of the organization, 46 participants with 31.7percent agreed, 38 participants indicating 26.2percent are neutral, 17 respondents representing 11.7percent disagreed, while 8 participants with 5.5percent. This implies many of the participants concur that employees understand the strategic orientation of the organization.

Table 4.16: An organizational culture that centers on rigidity, control and predictability affects innovativeness

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	32	22.1	22.1	22.1
Agree.	46	31.7	31.7	53.8
Neutral	40	27.6	27.6	81.4
Disagree.	18	12.4	12.4	93.8
Strongly Disagree	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

The report above shows that 32participants indicating 22.1percent strongly agreed that organizational culture that centers on rigidity, control and

predictability affects innovativeness, 46 respondents with 31.7percent agreed, 40 respondents representing 27.6percent are neutral, 18 respondents with 12.4percent disagreed, while 9 respondents representing 6.2percent strongly disagreed. However, this could be said that majority of the respondents concur that organizational culture that centers on rigidity, control and predictability affects innovativeness.

Table 4.17: Innovativeness, organizational culture and operational performance are the subset of firm’s performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	47	32.4	32.4	32.4
Agree	37	25.5	25.5	57.9
Neutral.	31	21.4	21.4	79.3
Disagree.	20	13.8	13.8	93.1
Strongly Disagree	10	6.9	6.9	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

The question of whether innovativeness, organizational culture and operational performance are the subset of firm performance in the above table reveals that 47 participants with 32.4percent strongly agreed, 37 respondents with 25.5percent, 31 respondents representing 21.4percent are neutral, 20 respondents with 13.8percent while 10 respondents indicating 6.9percent strongly disagreed. This means that innovativeness, organizational culture and operational performance are the subset of firm’s performance.

Table 4.18: Operational performance enhances organization culture and increases productivity of a firm

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	48	33.1	33.1	33.1
Agree	39	26.9	26.9	60.0
Neutral	33	22.8	22.8	82.8
Disagree.	19	13.1	13.1	95.9
Strongly Disagree	6	4.1	4.1	100.0
Total	145	100.0	100.0	

Source: Writer’s Computation (2019)

Table 4.18 presented above shows that 48 participants with 33.1percent strongly agreed that operational performance enhances organization culture and increases productivity of a firm, 39 participants with 26.9percent agreed, 33 participants indicating 22.8percent are neutral, 19 respondents representing 13.1percent disagreed, while 6 participants with 4.1percent. This implies many of the participants accepted that operational performance enhances organization culture and increases productivity of a firm.

Table 4.19: The culture of your organization allows employees to participate in the decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	42	29.0	29.0	29.0
Agree	46	31.7	31.7	60.7
Neutral	24	16.6	16.6	77.2
Disagree.	23	15.9	15.9	93.1
Strongly Disagree.	10	6.9	6.9	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

The report of Table 4.19 shows that 42 respondents indicating 29.0percent strongly agreed that the culture of your organization allows employees to participate in the decision making, 46 respondents with 31.7percent agreed, 24 respondents representing 16.6percent are neutral, 23 respondents with 15.9percent disagreed, while 10 respondents representing 6.9percent strongly disagreed. However, this could be said that many of the participants concur that that the culture of your organization allows employees to participate in the decision making.

Table 4.20: Employees adaptivity to organizational culture stimulates operational performance and output

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	43	29.7	29.7	29.7
Agree	43	29.7	29.7	59.3
Neutral	35	24.1	24.1	83.4
Disagree.	15	10.3	10.3	93.8
Strongly Disagree	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

The question of whether employees adaptivity to organizational culture stimulates operational performance and output shows that 43 participants with 29.7percent strongly agreed, 43 respondents with 29.7percent, 35 respondents representing 24.1percent are neutral, 15 respondents with 10.3percent while 9 respondents indicating 6.2percent strongly disagreed. This means that employees adaptivity to organizational culture stimulates operational performance and output as suggested by most of the respondents.

Table 4.21: Motivational incentives are the major factors that encourage the creation of new ideas in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	46	31.7	31.7	31.7
Agree	37	25.5	25.5	57.2
Neutral	33	22.8	22.8	80.0
Disagree.	18	12.4	12.4	92.4
Strongly Disagree	11	7.6	7.6	100.0
Total.	145	100.0	100.0	

Source: Writer's Computation (2019)

Table 4.21 presented above shows that 46 participants with 31.7percent strongly agreed that motivational incentives are the major factors that encourage the creation of new ideas in the organization, 37 participants with 25.5percent agreed, 33 participants indicating 22.8percent are neutral, 18 respondents representing 12.4percent disagreed, while 11 participants with 7.6percent. This implies many of the participants agreed that motivational incentives are the major factors that encourage the creation of new ideas in the organization.

Table 4.22: Program executives support and encourage innovative ideas, and creative developments

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	21.4	21.5	21.5
Agree	47	32.4	32.6	54.2
Neutral	39	26.9	27.1	81.3
Disagree	20	13.8	13.9	95.1
Strongly Disagree	7	4.8	4.9	100.0
Total	144	99.3	100.0	

Source: Writer's Computation (2019)

The report of Table 4.22 shows that 31 respondents indicating 21.4percent strongly agreed that program executives support and encourage innovative ideas, and creative developments, 47 respondents with 32.4percent agreed, 39 respondents representing 26.9percent are neutral, 20 respondents with 13.8percent disagreed, and 7 participants representing 4.8percent strongly disagreed. However, it could be said that majority of the respondents concur that program executives support and encourage innovative ideas, and creative developments.

Table 4.23: Most organizational cultures do not influence innovativeness

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	28	19.3	19.3	19.3
Agree	42	29.0	29.0	48.3
Neutral	33	22.8	22.8	71.0
Disagree.	27	18.6	18.6	89.7
Strongly Disagree	15	10.3	10.3	100.0
Total.	145	100.0	100.0	

Source: Writer's Computation (2019)

The question of whether most organizational cultures do not influence innovativeness in the above table shows that 28 participants with 19.3percent strongly agreed, 42 respondents with 29.0percent, 33 respondents representing 22.8percent are neutral, 27 respondents with 18.6percent while 15 respondents indicating 10.3percent strongly disagreed. This connotes that most of the participants supported that most organizational cultures do not influence innovativeness.

Table 4.24: Leadership style affects organizational culture and innovative creation of an organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree.	51	35.2	35.2	35.2
Agree	38	26.2	26.2	61.4
Neutral.	21	14.5	14.5	75.9
Disagree	19	13.1	13.1	89.0
Strongly Disagree	16	11.0	11.0	100.0
Total	145	100.0	100.0	

Source: Writer's Computation (2019)

Table 4.24 presented above shows that 51 participants with 35.2percent strongly agreed that leadership style touches organizational culture and innovative creation of an organization, 38 participants with 26.2percent agreed, 21 participants indicating 14.5percent are neutral, 19 respondents representing 13.1percent disagreed, while 16 participants with 11.0percent. This implies many of the participants concur that leadership style touches organizational culture and innovative creation of an organization.

4.3 Reliability Analysis

Table 4.25: Reliability Result

Cronbach's Alpha	No of Items
.925	18

Source: Writer's Computation (2019)

The reliability statistic presented in table 4.25 above through Cronbach's alpha test reveals the value of 0.925 with 18 items, implying that the items as stated in the questionnaire have 92.5percent variation to explain the objective of the study. It also implies that the study survey method is reliable in achieving its purpose.

4.4 Factor Analysis

Table 4.26: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.127	45.148	45.148	8.127	45.148	45.148
2	1.294	7.191	52.339	1.294	7.191	52.339
3	1.101	6.116	58.455	1.101	6.116	58.455
4	.948	5.267	63.723			
5	.878	4.875	68.598			
6	.783	4.349	72.947			
7	.622	3.455	76.402			
8	.589	3.274	79.676			
9	.560	3.114	82.789			

Table 4.26: (More) Total Variance Explained

10	.479	2.660	85.449
11	.448	2.487	87.936
12	.429	2.384	90.320
13	.400	2.221	92.541
14	.315	1.750	94.291
15	.313	1.737	96.028
16	.263	1.460	97.488
17	.242	1.346	98.833
18	.210	1.167	100.000

Extraction Method: Principal Component Analysis.

Source: Writer's Computation (2019)

The analysis of the variance explained using extraction method of principal component analysis shows that at component 1, the variable has about 45.148, at component 2, it has about 52.339, while at component 3, there is a variance value of 58.455 which means that at component 3, the items have above average of 58%.

4.5 Regression Analysis

Table 4.27: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.468	.456	.868

a. Predictors: (Constant), Adhocracy in organizational, Organizational Culture, Innovation

Source: Writer's Computation (2019)

The table presented above shows the model summary of the analysis. The result reveals the R-Square value of 0.468 that is 46.8 which implies that the variable has about 46.8% of the goodness of the fit.

Table 4.28: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.276	3	31.092	41.307	.000 ^b
	Residual	106.131	141	.753		
	Total	199.407	144			

a. Dependent-Variable: Firm Performance
b. Predictors: Constant, Adhocracy in organizational, Organizational Culture, Innovation

Source: Writer's Computation (2019)

The ANOVA result presented in table 4.28 shows the residual and F-statistic values. The results show the residual value of 106.131 and the F-value of 41.307 with the significance value of 0.000. This indicates that the independent variables can jointly influence the dependent variable.

Table 4.29: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.012	.220		.054	.957
	Organizational Culture	.303	.068	.296	4.434	.000
	Innovation	.337	.072	.329	4.709	.000
	Adhocracy in organizational	.355	.076	.304	4.642	.000

a. Dependent Variable: Firm Performance

Source: Writer's Computation (2019)

The above table shows the coefficients of the regression analysis and it was showed that the constant coefficient value is 0.12 and its significance value is 0.957, indicating that, at constant, there is a positive but insignificant influence of the mediatingproxies on the dependent proxy. The coefficient value of organizational culture is 0.303 and its significance value is 0.000, implying that organizational culture exhibited a positive and significance influence on firm performance. The coefficient value of innovation as one of the proxies used in this study is 0.337 with the significant value 0.000, indicating that innovation portray a positive impact and its significant on firm performance, that is, a unit increase in innovation will increase the firm performance of the organization. More so, the coefficient value of adhocracy in organization is 0.355 and its significance value is 0.000, showing that adhocracy in organization exhibits a positive and significance impact on firm performance.

4.6 Correlation Analysis

Table 4.30: Correlations

		Firm Perform ance	Adhocracy in organizati onal	Innovati on	Organizati onal Culture
Firm Performanc e	Pearson Correlatio n	1	.474**	.549**	.483**
	Sig. (2- tailed)		.000	.000	.000
	N	145	145	145	145
Adhocracy in organization al	Pearson Correlatio n	.474**	1	.343**	.191*
	Sig. (2- tailed)	.000		.000	.021
	N	145	145	145	145
Innovation	Pearson Correlatio n	.549**	.343**	1	.389**
	Sig. (2- tailed)	.000	.000		.000
	N	145	145	145	145
Organizatio nal Culture	Pearson Correlatio n	.483**	.191*	.389**	1
	Sig. (2- tailed)	.000	.021	.000	
	N	145	145	145	145

Source: Writer's Computation (2019)

Table 4.30 presented the correlation result of the variables of interest and the result reveals that firm performance and adhocracy in organization has the Pearson correlation value of 0.474 and significant values of 0.000 which means that there exists a positive association-ship between firm performance and adhocracy in organization. The result of firm performance and innovation shows the Pearson correlation value of 0.549 and its significance value is 0.000 which indicates that firm performance and innovation of the selected companies have a positive correlation between each other. Furthermore, the Pearson correlation value of firm performance and organizational culture is 0.483 with significance value of 0.000, implying that there exhibits a positive association-ship between the two variables during the study survey.

4.7 Discussion of Findings

Several statistical analyses such frequency, reliability, regression and correlation were used in the study. As a result of the findings, it was revealed that the male participants were more than the female counterpart for data collection. The single respondents are more than married respondents during the survey. Age between 20-29years has the higher percentage followed by 30-39years, 40-49years and 50years and above respectively. Majority of the respondents have MBA or MSC or M.ED, followed by OND or GCE, , HND or BSC or B.ED, none of the above, Secondary School Certificate and Primary School leaving certificate. The respondents with less than three year ago has the higher percentage, followed by less than a year ago, less than five years, and more than five years. Many of the participants supported that organizational culture affect innovativeness and operating performance in their organization.

More so, the respondents concur that top managers require information or advice from sources outside the company by engaging experts from other companies, and organizational culture is regarded as the major driver of performance as suggested by most of the respondents. The participants concur that the culture of the organization motivates employees to be innovative at all time, and that innovativeness promotes organizational culture and gives hedge among its competitors. That most firms generate new ideas internally rather than external means and agreed that management always motivate the employees to create new ideas and to make decision on organizational culture. Most of respondents also affirmed that some employees are not penalized while some are being penalized for new-ideas that do not work, and adhocracy in organizational culture inspires employees to contribute and introduce new idea in the organization as suggested by most of the respondents. Many of the participants concur that employees understand the strategic orientation of the organization and that organizational culture that centers on rigidity, control and predictability affects innovativeness. It was agreed that innovativeness, organizational culture and operational performance are the subset of firm's performance and that operational performance enhances organization culture and increases productivity of a firm. Majority equally agreed that that the culture of your organization allows employees to partake in the decision-making

and that employees adaptivity to organizational culture stimulates operational performance and output, that motivational incentives are the major factors that encourage the creation of new ideas in the organization, that program executives support and encourage innovative ideas, and creative developments, that most organizational cultures do not influence innovativeness, and that leadership style affects organizational culture and innovative creation of an organization.

The reliability test revealed that the items as stated in the questionnaire have 92.5percent variation to explain the objective of the study. It also implies that the study survey method is reliable in achieving its purpose while the factor analysis showed that at component 1, the variable has about 45.148, at component 2, it has about 52.339, while at component 3, there is a variance value of 58.455 which means that at component 3, the items have above average of 58%. The regression result depicted that the coefficient rate of organizational culture is 0.303 and its significance value is 0.000, implying that organizational culture exhibits positive and significance influence on firm performance. Coefficient value of innovation as one of the proxies used in this study is 0.337 with the significant value 0.000, indicating that innovation has a positive and significant impact on firm performance, that is, a unit increase in innovation will increase the firm performance of the organization. More so, the coefficient value of adhocracy in organization is 0.355 and its significance value is 0.000, showing that adhocracy in organization exhibits a positive and significance impact on firm performance. Correlation result of the variables of interest and the result reveals that firm performance and adhocracy in organization has the Pearson correlation value of 0.474 with significance value of 0.000 which means that there exists a positive correlation between firm performance and adhocracy in organization. The result of firm performance and innovation shows the Pearson correlation value of 0.549 and its significance value is 0.000 which indicates that firm performance and innovation of the selected companies have a positive correlation between each other. Furthermore, the Pearson correlation value of firm performance and organizational culture is 0.483 with significance value of 0.000, implying that there exhibits positive association-ship between variables during the study su

5. STUDY SUMMARY, DEDUCTION AND POLICY RECOMMENDATIONS

5.1 Study Summary

This study had investigated how organizational culture affect innovativeness of firms in Djibouti. It specifically observed the effect of organizational culture on innovativeness of firms in Djibouti; determined the correlation between organizational culture and innovativeness of firms in Djibouti; and studied the effect of organizational culture and innovativeness on firms' performance in Djibouti. The study hypotheses were tested at 5% level of significance.

Several literature reviews were carried out in the survey of this study. Different concepts were observed, theoretical issues were discussed, and empirical literature were also discussed. Primary source of data was employed using quantitative analysis of frequency percentage, reliability test, regression method and correlation method.

The findings of the study revealed that most firms generate new ideas internally rather than external means and agreed that management always motivate the employees to create new ideas and to make decision on organizational culture. It was agreed that innovativeness, organizational culture and operational performance are the subset of firm's performance and that operational performance enhances organization culture and increases productivity of a firm. Majority equally agreed that that the culture of your organization allows employees to participate in the decision making and that employees adaptivity to organizational culture stimulates operational performance and output, that motivational incentives are the major factors that encourage the creation of new ideas in the organization, that program executives support and encourage innovative ideas, and creative developments, that most organizational cultures do not influence innovativeness, and that leadership style affects organizational culture and innovative creation of an organization.

The regression result depicted that organizational culture has a positive and significance impact on firm performance, innovation has a positive and significant impact on firm performance, that is, a unit increase in innovation will increase the firm performance of the organization, while adhocracy in organization exhibits a positive and significance impact on firm performance. The correlation result revealed that there exists a positive correlation between firm performance and adhocracy in organization, firm performance and innovation of the selected companies have a positive correlation between each other. Furthermore, there exhibits a positive association-ship between firm performance and organizational culture during the study survey.

5.2 Conclusion

The study examined how organizational culture affect innovativeness of firm in Djibouti where several concepts had been addressed including the literature review. Based on the method used, the findings of the study concluded that

- Organizational culture is regarded as the major driver of performance and the culture of the organization motivates employees to be innovative at all time.
- Innovativeness promotes organizational culture and gives hedge among its competitors and most firms generate new ideas internally rather than external means and agreed that management always motivate the employees to create new ideas and to make decision on organizational culture.
- The adhocracy in organizational culture encourages employees to contribute and introduce new idea in the organization and organizational culture that centers on rigidity, control and predictability affects innovativeness.
- It was concluded that innovativeness, organizational culture and operational performance are the subset of firm's performance and operational performance enhances organization culture and increases productivity of a firm.

- Employees adaptivity to organizational culture stimulates operational performance and output and motivational incentives are the major factors that encourage the creation of new ideas in the organization.
- Program executives support and encourage innovative ideas, and creative developments, and leadership style affects organizational culture and innovative creation of an organization.
- Firm performance and adhocracy exist a positive correlation, firm performance and innovation have a positive correlation between each other and firm performance and organizational culture exhibit a positive correlation.

5.3 Recommendations

In line with the findings, the following policy recommendations were formulated as:

- The firms should encourage organizational culture as part of their objectives and this could improve the operating performance of the firm and they should culture be created in a way that the employees could easily understand.
- The management should implement culture that will be less centers on rigidity, control and predictability.

Employees adaptivity to organizational culture should be encouraged to stimulate operational performance and motivational incentives should be encouraged for the creation of new ideas in the organization

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APPENDICES

Appendices A: Questionnaire

Appendices B : Ethical Approval Form



**QUESTIONNAIRE
COVER LETTER**

Dear Sir/ Ma

This questionnaire is designed to gather some information on how organizational culture affect the innovativeness of firms in Djibouti. The information you supplied is for academic exercise, and shall be treated as confidential and used strictly, only for the purpose of the study.

Your kind response will form an invaluable contribution to the research and will be highly appreciated

Thanks, in anticipation.

Yours faithfully

Signed

Deka Ali

Research Questionnaire

SECTION A: Personal Information

Please tick the appropriate response for each item

1. Gender (a) Male () (b) Female ()
2. Marital Status: (a) Single () (b) Married ()
3. Age of respondent (a) 20- 29 years () (b) 30-39 years () (c) 40- 49 years () (d) 50 years and above ()
4. Educational qualification
 - (a) Primary School leaving certificate ()
 - (b) Secondary School Certificate ()
 - (c) OND or GCE A level ()
 - (d) HND or BSC or B.ED ()
 - (e) MBA or MSC or M.ED ()
 - (f) None of the above ()

5. How long have you been working in the organization?
- (a) Less than a year ago ()
- (b) Less than three years ()
- (c) Less than five years ()
- (d) More than five years ()
6. Does organizational culture affect innovativeness and operating performance in your organization?
- Yes () or No ()

SECTION B

Kindly indicate your opinion on how organizational culture affect the innovativeness of firms in Djibouti. There is no wrong or right answer. Your sincere opinion will be appreciated.

The keys are highlighted below:

SA = Strongly Agree A = Agree N = Neutral D = Disagree SD = Strongly Disagree

		SA	A	N	D	SD
1	Organizational culture is regarded as the major driver of performance					
2	The culture of your organization motivates employees to be innovative at all time					
3	Innovativeness promotes organizational culture and gives hedge among its competitors					
4	Most firms generate new ideas internally rather than external means					
5	The management always motivate the employees to create new ideas and to make decision on organizational culture					
6	Adhocracy in organizational culture encourages employees to contribute and introduce new idea in the organization					
7	An organizational culture that centers on rigidity, control and predictability affects innovativeness					

8	Innovativeness, organizational culture and operational performance are the subset of firm's performance					
9	Operational performance enhances organization culture and increases productivity of a firm					
10	The culture of your organization allows employees to participate in the decision making					
11	Employees' adaptivity to organizational culture stimulates operational performance and output					
12	Motivational incentives are the major factors that encourage the creation of new ideas in the organization					
13	Most organizational cultures do not influence innovativeness					
14	Leadership style affects organizational culture and innovative creation of an organization					
15	Organizational culture affects operations in most firms					

Appendices 2

Frequency Table

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	52	35.9	35.9	35.9
Valid Male	93	64.1	64.1	100.0
Total	145	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	84	57.9	57.9	57.9
Valid Married	61	42.1	42.1	100.0
Total	145	100.0	100.0	

Age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
20- 29years	88	60.7	60.7	60.7
30-39years	30	20.7	20.7	81.4
Valid 40-49years	18	12.4	12.4	93.8
50 years and above	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Educational qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary School leaving certificate	5	3.4	3.4	3.4
Secondary School Certificate	10	6.9	6.9	10.3
Valid OND or GCE A level	23	15.9	15.9	26.2
HND or BSC or B.ED	22	15.2	15.2	41.4
MBA or MSC or M.ED	73	50.3	50.3	91.7
None of the above	12	8.3	8.3	100.0
Total	145	100.0	100.0	

How long have you been working in the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year ago	44	30.3	30.3	30.3
Less than three years	46	31.7	31.7	62.1
Valid Less than five years	30	20.7	20.7	82.8
More than five years	25	17.2	17.2	100.0
Total	145	100.0	100.0	

Does organizational culture affect innovativeness and operating performance in your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.7	.7	.7
Valid NO	15	10.3	10.3	11.0
Yes	129	89.0	89.0	100.0
Total	145	100.0	100.0	

Frequency Table

Top managers in any important decision seek information or advice from sources outside the company (hiring experts, contacting top managers of other companies, etc.)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	40	27.6	27.6	27.6
Agree	38	26.2	26.2	53.8
Valid Neutral	37	25.5	25.5	79.3
Disagree	17	11.7	11.7	91.0
Strongly Disagree	13	9.0	9.0	100.0
Total	145	100.0	100.0	

Organizational culture is regarded as the major driver of performance

	Frequency	Percent	Valid Percent	Cumulative Percent
0	1	.7	.7	.7
Strongly Agree	36	24.8	24.8	25.5
Agree	50	34.5	34.5	60.0
Valid Neutral	34	23.4	23.4	83.4
Disagree	16	11.0	11.0	94.5
Strongly Disagree	8	5.5	5.5	100.0
Total	145	100.0	100.0	

The culture of your organization motivates employees to be innovative at all time

	Frequency	Percent	Valid Percent	Cumulative Percent
0	2	1.4	1.4	1.4
Strongly Agree	50	34.5	34.5	35.9
Agree	41	28.3	28.3	64.1
Valid Neutral	29	20.0	20.0	84.1
Disagree	14	9.7	9.7	93.8
Strongly Disagree	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Innovativeness promotes organizational culture and gives hedge among its competitors

	Frequency	Percent	Valid Percent	Cumulative Percent
0	3	2.1	2.1	2.1
Strongly Agree	43	29.7	29.7	31.7
Agree	42	29.0	29.0	60.7
Valid Neutral	37	25.5	25.5	86.2
Disagree	15	10.3	10.3	96.6
Strongly Disagree	5	3.4	3.4	100.0
Total	145	100.0	100.0	

Most firms generate new ideas internally rather than external means

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	45	31.0	31.0	31.0
Agree	37	25.5	25.5	56.6
Valid Neutral	39	26.9	26.9	83.4
Disagree	19	13.1	13.1	96.6
Strongly Disagree	5	3.4	3.4	100.0
Total	145	100.0	100.0	

**The management always motivate the employees to create new ideas and to make decision on
organizational culture**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	63	43.4	43.8	43.8
	Agree	33	22.8	22.9	66.7
	Neutral	27	18.6	18.8	85.4
	Disagree	12	8.3	8.3	93.8
	Strongly Disagree	9	6.2	6.3	100.0
	Total	144	99.3	100.0	
Missing	System	1	.7		
Total		145	100.0		

Employees are not penalized for new ideas that do not work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	16.6	16.6	16.6
	Agree	43	29.7	29.7	46.2
	Neutral	43	29.7	29.7	75.9
	Disagree	28	19.3	19.3	95.2
	Strongly Disagree	7	4.8	4.8	100.0
	Total	145	100.0	100.0	

**Adhocracy in organizational culture encourages employees to contribute and introduce new idea in the
organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	24.1	24.1	24.1
	Agree	57	39.3	39.3	63.4
	Neutral	35	24.1	24.1	87.6
	Disagree	15	10.3	10.3	97.9
	Strongly Disagree	3	2.1	2.1	100.0
	Total	145	100.0	100.0	

Employees level of understanding of company strategic orientation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	24.8	24.8	24.8
	Agree	46	31.7	31.7	56.6
	Neutral	38	26.2	26.2	82.8
	Disagree	17	11.7	11.7	94.5
	Strongly Disagree	8	5.5	5.5	100.0
	Total	145	100.0	100.0	

An organizational culture that centers on rigidity, control and predictability affects innovativeness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	32	22.1	22.1	22.1
Valid Agree	46	31.7	31.7	53.8
Valid Neutral	40	27.6	27.6	81.4
Valid Disagree	18	12.4	12.4	93.8
Valid Strongly Disagree	9	6.2	6.2	100.0
Valid Total	145	100.0	100.0	

Innovativeness, organizational culture and operational performance are the subset of firmâ€™s performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	47	32.4	32.4	32.4
Valid Agree	37	25.5	25.5	57.9
Valid Neutral	31	21.4	21.4	79.3
Valid Disagree	20	13.8	13.8	93.1
Valid Strongly Disagree	10	6.9	6.9	100.0
Valid Total	145	100.0	100.0	

Operational performance enhances organization culture and increases productivity of a firm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	48	33.1	33.1	33.1
Valid Agree	39	26.9	26.9	60.0
Valid Neutral	33	22.8	22.8	82.8
Valid Disagree	19	13.1	13.1	95.9
Valid Strongly Disagree	6	4.1	4.1	100.0
Valid Total	145	100.0	100.0	

The culture of your organization allows employees to participate in the decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	42	29.0	29.0	29.0
Valid Agree	46	31.7	31.7	60.7
Valid Neutral	24	16.6	16.6	77.2
Valid Disagree	23	15.9	15.9	93.1
Valid Strongly Disagree	10	6.9	6.9	100.0
Valid Total	145	100.0	100.0	

Employees adaptivity to organizational culture stimulates operational performance and output

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	29.7	29.7	29.7
Valid Agree	43	29.7	29.7	59.3
Valid Neutral	35	24.1	24.1	83.4
Valid Disagree	15	10.3	10.3	93.8
Valid Strongly Disagree	9	6.2	6.2	100.0
Total	145	100.0	100.0	

Motivational incentives are the major factors that encourage the creation of new ideas in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	46	31.7	31.7	31.7
Valid Agree	37	25.5	25.5	57.2
Valid Neutral	33	22.8	22.8	80.0
Valid Disagree	18	12.4	12.4	92.4
Valid Strongly Disagree	11	7.6	7.6	100.0
Total	145	100.0	100.0	

Program/project managers promote and support innovative ideas, experimentation and creative processes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	31	21.4	21.5	21.5
Valid Agree	47	32.4	32.6	54.2
Valid Neutral	39	26.9	27.1	81.3
Valid Disagree	20	13.8	13.9	95.1
Valid Strongly Disagree	7	4.8	4.9	100.0
Total	144	99.3	100.0	
Missing System	1	.7		
Total	145	100.0		

Most organizational cultures do not influence innovativeness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	28	19.3	19.3	19.3
Valid Agree	42	29.0	29.0	48.3
Valid Neutral	33	22.8	22.8	71.0
Valid Disagree	27	18.6	18.6	89.7
Valid Strongly Disagree	15	10.3	10.3	100.0
Total	145	100.0	100.0	

Leadership style affects organizational culture and innovative creation of an organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	51	35.2	35.2	35.2
Agree	38	26.2	26.2	61.4
Neutral	21	14.5	14.5	75.9
Disagree	19	13.1	13.1	89.0
Strongly Disagree	16	11.0	11.0	100.0
Total	145	100.0	100.0	



Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	143	98.6
	Excluded ^a	2	1.4
	Total	145	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.925	18

Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.127	45.148	45.148	8.127	45.148	45.148
2	1.294	7.191	52.339	1.294	7.191	52.339
3	1.101	6.116	58.455	1.101	6.116	58.455
4	.948	5.267	63.723			
5	.878	4.875	68.598			
6	.783	4.349	72.947			
7	.622	3.455	76.402			
8	.589	3.274	79.676			
9	.560	3.114	82.789			
10	.479	2.660	85.449			
11	.448	2.487	87.936			
12	.429	2.384	90.320			
13	.400	2.221	92.541			
14	.315	1.750	94.291			
15	.313	1.737	96.028			
16	.263	1.460	97.488			
17	.242	1.346	98.833			
18	.210	1.167	100.000			

Extraction Method: Principal Component Analysis.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Adhocracy in organizational, Organizational Culture, Innovation ^b		Enter

a. Dependent Variable: Firm Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.468	.456	.868

a. Predictors: (Constant), Adhocracy in organizational, Organizational Culture, Innovation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.276	3	31.092	41.307	.000 ^b
	Residual	106.131	141	.753		
	Total	199.407	144			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Adhocracy in organizational, Organizational Culture, Innovation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.012	.220		.054	.957
	Organizational Culture	.303	.068	.296	4.434	.000
	Innovation	.337	.072	.329	4.709	.000
	Adhocracy in organizational	.355	.076	.304	4.642	.000

a. Dependent Variable: Firm Performance

Correlations

		Correlations			
		Firm Performance	Adhocracy in organizational	Innovation	Organizational Culture
Firm Performance	Pearson Correlation	1	.474**	.549**	.483**
	Sig. (2-tailed)		.000	.000	.000
	N	145	145	145	145
Adhocracy in organizational	Pearson Correlation	.474**	1	.343**	.191*
	Sig. (2-tailed)	.000		.000	.021
	N	145	145	145	145
Innovation	Pearson Correlation	.549**	.343**	1	.389**
	Sig. (2-tailed)	.000	.000		.000
	N	145	145	145	145
Organizational Culture	Pearson Correlation	.483**	.191*	.389**	1
	Sig. (2-tailed)	.000	.021	.000	
	N	145	145	145	145

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

* . Correlation is significant at the 0.05 level (2-tailed).

Appendices B :Ethical Approwal Form

Evrak Tarih ve Sayısı: 14/05/2019-2703



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044
Konu : DEKA DAUD ALI Etik Onay Hk.

Sayın DEKA DAUD ALI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 07.05.2019 tarihli ve 2019/07 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

e-imzalıdır
Prof. Dr. Ragıp Kutay KARACA
Müdür

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Bilgi için: BuKE KENDER
Ünvanı: İnceleme Sekreteri



Bu belge, 5070 sayılı Elektronik İmza Kanununa göre Güvenli Elektronik İmza ile imzalanmıştır.

RESUME

Name: Deka Daud Ali

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Dob: 1996



ATTRIBUTE:

I am diligently effective and efficient in carrying out my responsibilities and I can work under pressure with the ability to work independently without supervision I am hardworking, motivated and enthusiastic administrative assistant with a proven track record in business administration and project management. I always strive to achieve the highest standard possible, at any given task and any situation. I am accustomed to work in challenging and fast paced environment, particularly when dealing with multiple and priorities at same time.

EDUCATION

Degree	Master degree
University	Istanbul Aydin University
Fauculty/Dept	Master Business Administration with Thesis
Graduation date	2019

Degree	Bachelor's Degree
University	Eelo University
Fauculty/Dept	Administration and Management Department
Graduation date	2016

Organized & hardworking employee looking to work at your company. as an Administrative Assistant. Previous experience in several related fields, Strong organizational skills, as well as a keen eye for detail.

WORK EXPERIENCE:

Accountant officer at Samaale Group of Companies May 2013- April 2014

- Providing financial information to management by researching
- Analyzing accounting data; preparing reports

Sales manager at Samaale Group of Companies May 2014- Jan 2015

- Lead a sales team by providing guidance,
- Training and mentorship,
- Setting sales quotas and goals,
- Creating sales plans, analyzing data,

Leadership skills

- Honesty and Integrity
- Commitment and Passion
- Good Communicator
- Decision-Making Capabilities
- Accountability
- Delegation and Empowerment
- Creativity and Innovation
- Project management

LANGUAGES

- Native Somali
- Fluent English
- Fluent Turkish
- Good Arabic

COMPUTER SKILLS

- MSWord
- PowerPoint
- Excel
- Photoshop
- SPSS