



UNIVERSITY of  
RWANDA

COLLEGE OF  
BUSINESS AND ECONOMICS

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**IMPACT OF ORGANIZATIONAL CULTURE ON INNOVATIVE  
ACTIVITIES: A COMPARATIVE STUDY OF AFRICA NEW LIFE  
MINISTRIES AND COMPASSION INTERNATIONAL RWANDA**

**A Thesis Submitted in Partial of the Requirement for the Award of MBA degree in Project  
Management at the University of Rwanda**

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## **DECLARATION**

This research project is my original work and has not yet been published by any other person in any other university or higher learning institution. No part of this research should be reproduced without the author's consent or that of University of Rwanda.

Student name: ABATONI Lillian

Sign: .....

Date: .....

This research project has been submitted by our approval as University of Rwanda Supervisor.

Dr. RUTUNGWA Eugene

Sign: .....

Date: .....

## **DEDICATION**

I dedicate this Thesis to my Family. I would not be the person I am today if it were not for them.

Second, I dedicate this to my Husband Maxime, for (among other things) his unfaltering support and patience while I was avoiding completing this Thesis. I could not have completed this without his love and support.

Third I dedicate this to my sons Thyra and Kenzo. I hope they understand one day why mummy spent so much time on the computer.

Last, I dedicate this to my dear Friend and Colleague who walked this journey with me. Her Encouragement got me moving and working Hard to achieve my goal.

## **ACKNOWLEDGEMENT**

From the deepest part of my heart, I thank the almighty God whose presence never departed from me throughout the time spent to accomplish my Master of Business Administration with Specialization in Project Management.

My distinct thanks to my supervisor Dr. RUTUNGWA Eugene for his patience, guidance, support, encouragement and contribution that has made this work a success. Lastly, my heartfelt appreciation goes to all of those who helped me in diverse ways through my proposal and also through the completion of my degree.

God Bless you all.

## **ABSTRACT**

Nowadays every organization needs the innovative activities to enhance the organizational performance through its different project; this must be based on the organization culture. This research investigated the impact of organizational culture on innovative activities; it was a comparative study of Africa New Life Ministries and compassion International Rwanda. The specific objectives of this study were: to assess ways in which the top management action adds values on innovative activities; to evaluate the innovative activities in Africa New Life Ministries and Compassion International Rwanda and to assess the relationship between organizational culture and innovative activities. This study adopted a comparative research design to make a comparative study on organization culture on innovative activities in both organizations. The sample size of the study was 191 respondents from both organizations. The study was used a survey method where data was collected using questionnaire and interview guide. The research instruments were distributed in both organizations and data was analyzed using SPSS 25 Version. The research revealed that top management action adds values on innovation activities at 65.4% in compassion International Rwanda top while at Africa new life was at 75.6%. The study also found the innovational activities at compassion international Rwanda was at 62.9% and at 64.8% at Africa new life ministries. The study also indicated that relationship between organizational culture and innovative activities at compassion international Rwanda, it was 67.3% while at Africa new life ministries was at 64%. The findings revealed that there is a positive correlation between organizational culture and innovative activities at both organizations. The study suggest that the organization has to set a clear structure which bring innovative activities in the place like having a platform where employees will introduce and discuss about new challenges, they are facing which may help the organization to have ability to deal with those challenges and come up with innovation. The study concluded that if the organization culture is well mainstreamed can help the innovative activities in the organization.

**Keywords: Organization Culture, Innovative Activities**

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## **LIST OF ABBREVIATIONS AND ACCRONYMS**

**A.N.F.M** : Africa New Life Ministries

**C.I. R** : Compassion International Rwanda

**C.V. I** : Context Validity Index

**ETOILe** : Environment, Team, Organization, Individuals and Leaders

**NGO** : Non-Governmental Organization

**PHD** : Doctor of Philosophy

**SPSS** : Statistical Package for Social Science

**St Dev.** : Standard Deviation

**VID** : Value Innovation Development Model

## **DEFINITION OF KEY CONCEPT**

**Organization:** this refers to the group of people who are together with the same purpose, same goals and same objectives to achieve the settled goals

**Organizational culture:** this refers to way the things are done in the organization in order to achieve the overall objective of the organization

**Innovation activities:** refers to new way or procedure which introduced and executed innovation in organization to attain the overall objective of the organization.

# **CHAPTER ONE: GENERAL INTRODUCTION**

## **1.0 Introduction**

This chapter introduces the background of the study where the researcher gives the specifics background of the research, the problem statement where the researcher clearly explains what was the problem and what the research wanted to solve about that problem. It also discussed the objectives of the study like the main objective of the study and the specific objectives of the study had discussed, the research question of the study, the significance of the study, scope of the study as well as the limitations of the study.

## **1.1 Background of the study**

Currently, the competition is becoming very tough in every industry around the world, in business, NGOs, schools and others, this means that the organization has to find every way in which it can still win the competition in industry there are in. this made every organization to build a strong organizational culture in order to win that competition.

Many academic disciplines including sociology, psychology, social psychology, economics, anthropology, political science, information and communications technology, communication studies, health studies, and organization and management studies contribute to the study of innovation (Greenhalgh et al, 2004). Organizational innovation can be defined as the introduction of something new (an idea, product, service, technology, process, and strategy) to an organization. Lam et al. (2006) defines organizational innovation as the creation or adoption of an idea or behavior new to the organization.

The culture of an organization refers to the unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done (Neil and King, 2010).

The organizational culture can affect the policies and the ways in which the organization has been doing business in the past times as well as the change in human resources (Mehmet,2016). Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Mehmet, 2016). Simply stated that organizational culture is the way things are done around here.

Based on the above researchers' views, the organization culture is more significant in any organization because it shows how things are done based on the values, norms and policies of the organization. This clearly shows that the way organizational culture shapes can have a meaningful impact on organization in one way or another. Thus, it is a job of the organizational management to create an organizational culture which helps both the organization and employees to achieve the goals as well as the platform where everyone can provide the input in organizational activities.

As the competition becomes very hard as well as the technology of facilitating the activities nowadays, the organization has to adopt that challenges and change which made all organizations to enhance ways of doing things. Innovation is one of the important thing that the organization needs to win the completion which makes it different from others.

Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace (Baregheh et al, 2009).

Carlson & Wilmot (2006) innovation is the process that turns an idea into value and results in sustainable profit for the organization. Thus, innovation is the creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage.

However, the organization has to create organizational culture which can give everyone in the organization the ability to think, create and develop any product, service or process which can increase the organizational performance, there were no studies conducted to make an assessment on the impact of organizational culture on innovative activities in these organizations , thus this research will compare the impact of organizational culture on innovative activities at Africa New Life Ministries and Compassion international Rwanda.

## **1.2 Problem statement**

In the corporate group, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance and productivity (Kenny, 2006).

Nevertheless, the organizational culture may be settled down there could not be the ways to enhance innovative activities in organization; this cause the challenges in innovative activities of missing top management support, peoples support within organization and no clear way of promoting innovation activities; thus innovative activities are some of the challenges that organization faces in order to achieve its expected objectives while there is an organizational culture which has been established to govern how business must be done in organization. This made the researcher want to conduct a comparative study on the impact of organizational culture on innovative activities in Africa New Life Ministries and Compassion International Rwanda.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

The overall objective of this study was to compare the impact of organizational culture on innovative activities in Africa New Life Ministries and Compassion International Rwanda.



### **1.3.2 Specific objectives**

- i. To assess ways in which the top management action adds values on innovative activities
- ii. To evaluate the innovative activities in Africa New Life Ministries and Compassion International Rwanda
- iii. To assess the relationship between organizational culture and innovative activities

### **1.4 Research questions**

- i. What are the ways in which the top management actions add values on innovative activities?
- ii. What are the innovative activities in Africa New Life Ministries and Compassion International Rwanda?
- iii. What is the relationship between organizational culture and innovative activities?

### **1.5 Scope of the study**

#### **Time scope**

This study has taken into consideration 3 years (2019-2017). This time was valuable because the researcher analyzed the impact of organizational culture on innovative activities for last 3 years in both organizations (Africa New Life Ministries and Compassion International Rwanda).

#### **Geographical scope**

The geographical scope of this study done at Africa New Life Ministries in Rwanda head office located in Kicukiro District and Compassion International Rwanda head office located in Gasabo District.

## **1.6 Significance of the study**

### **To the researcher**

This study meant to help the researcher to fulfill the requirements of Masters of Business Administration, project management option. This study also helped the researcher to gain more knowledge on organizational culture as well as on innovation activities in organization; finally, this study helped the researcher to contribute in scientifically ways the gap in organizational culture on innovative activities.

This research helped the researcher to have more knowledge on taking decision based on scientifically collected data and how to conduct a research in professional approach.

### **To University of Rwanda**

This study will help the academic especially University of Rwanda to enhance the education especially in organizational culture and innovation while this study will also help the scientists in literature review and also to find a gap to be filled in organizational and innovation.

### **To Social interest**

This study will help the New Life Ministries and Compassion International Rwanda to understand how organizational culture can have impact on innovation activities and to improve where there is a weakness in the process of improving innovative activities in organization.

## **1.7 Limitations of the study**

The main limitation of this study was that some employees did not feel free to provide the information about the organization but the researcher had to tell them this research is for academic purpose only.

The other limitation of this study was that some of the employees of both organizations did not understand the organization culture as well the innovations activities thus this made the researcher to explain to them in brief what are those terms meaning in organization.

Finally, the limitation of this study was the pandemic of COVID-19 pandemic due to some of the prevention measures, however, the researcher sent the respondents the questionnaires so that they can fill it as a soft copy and resend it back to the researcher.

### **1.8 Organization of the study**

This study was organized into five chapters: Chapter one was the general introduction comprising the background to the study, problem statement, objectives of the study, the research questions; significance of the study and limitation of the study, scope and organization of the study. Chapter two covered the literature review which provided in brief the ideas of preceding authors about the topic. Chapter three dealt with the methodological aspects of how data were collected, processed and analyzed. Chapter four discussed the research findings and interpreted data of the study based on the stated specific objectives while the lastly chapter five is a summary of the major findings; conclusion and recommendations were also given in this chapter.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter indicates what other researchers and scientist stated about the topic, the outcomes of different research; the different theories will be discussed, the findings of the related studies, critical review and study gap identification to be filled as well as the conceptual framework.

### **2.2 Definition of concept**

#### **Organizational culture**

Michael (2018) defined organization culture as the characteristic and the tangible personality originated inside every organization which represents the organizational attitude, the unwritten protocol of interactions and the company values. While some might think of organizational culture as the result of the organization's people and processes, something that cannot be controlled or quantified, the truth is, organizational culture is unexpectedly tangible (Michael, 2018)

Seyd and Markus (2014) tried to interpret organizational culture definition as two main things about objective culture like tables, computers, trains and subjective culture like norms, roles, values.

Organizational culture is the combined effect of the common beliefs, behaviors, and values of the people within a company (Muriel and Stephanie, 2018). Those norms within any organization regulate how employees perform and serve customers, how they cooperate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission (Michael, 2018). Organization culture is the filter through which

everything else happens. Meanwhile creating a positive employee experience is a universal goal, but there is more than one way to get there. And the lines between functions and duties are often blurred (Michael, 2018).

According to Nham (2014) organizational culture is defined as: values, beliefs, assumptions, myths, norms and goals that are widely accepted in organizations while Seyd and Markus (2014) describes the organizational culture is a set of important assumptions that members jointly accepted. Any organization or group has its own culture, organizational culture is like a personality that gives a mean to it and is the main axis in guiding people to carry out their activities (Nham, 2014).

### **Innovation activities**

Innovation is widely regarded as a critical source of competitive advantage in an increasingly changing environment (Dess and Picken, 2000). Radical innovations shape the great changes in the world while incremental innovations continuously fuel economic change where innovation is one of the few business concepts that everyone can see the value of it (Muriel and Stephanie, 2018).

According to Michael (2018) innovation which also known as organizational creativity means the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system; Nham (2014) defines creativity as the production of novel, appropriate ideas in any realm of human activity, from science, to the arts, to education, to business, to everyday life.

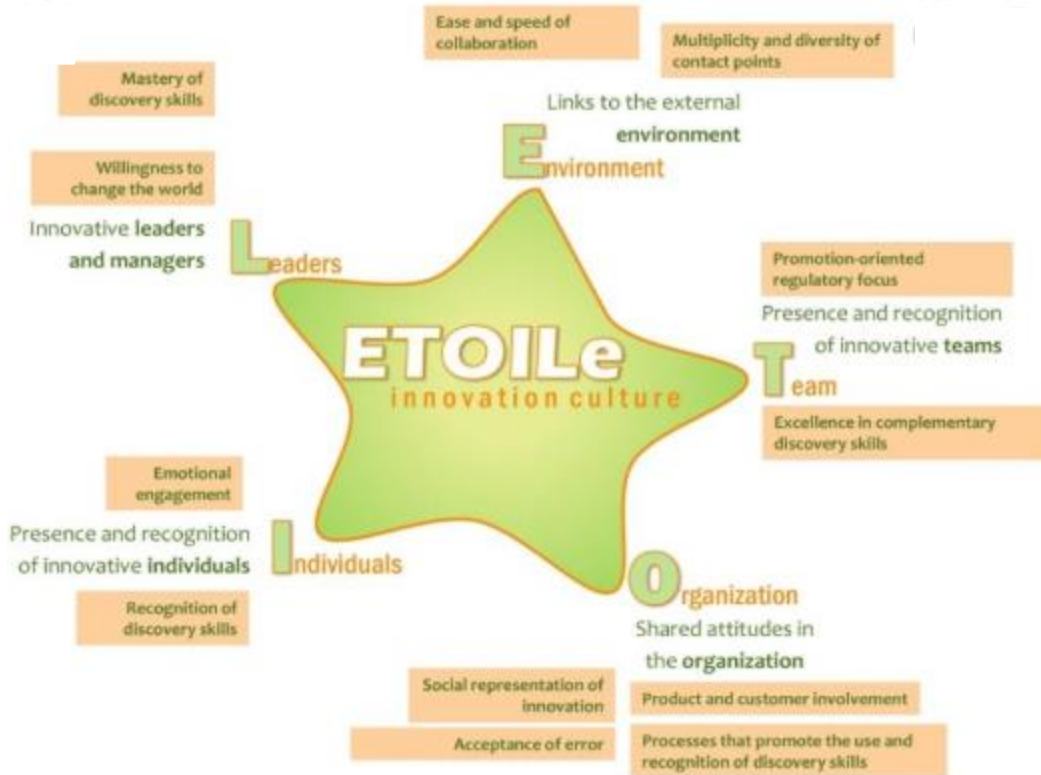
Akif (2016) defined innovation as an idea, a new product, a new method, a new service, a new process, a new technology, or a new strategy adopted by an organization. As the introduction of something new to an organization.

In his research Akif (2016) believed that most people appraise innovation and consider that innovation is necessary for individuals and organizations. For instance, citizens demand that public sector should be more innovative, so the public sector can solve organizational and socioeconomic problems. However, do we know enough about innovation such as the sources and types of innovation? He focuses on innovation at the organizational level “organizational innovation” and discusses why innovation is important and even necessary, followed by research on organizational innovation (Akif, 2016). Overall, what we know on organizational innovation is very limited. Many innovations innovate to increase their chances of survival and prosperity. Additionally, organizations, particularly public agencies, innovate to increase their legitimacy (Akif, 20016).

### **2.3 Theoretical Literature Review**

#### **The ETOILe model of the innovation culture**

Davies and Stephanie (2018) all the components of the innovation culture that we have just presented are summarized in a five-branch model called ETOILe (Environment, Team, Organization, Individuals and Leaders). The objective of this model is to provide a unified vision of the dimensions of innovation culture for the use of enterprises, practitioners, researchers and trainers. It was used as a basis for designing surveys for the identification of innovation culture, for designing an educational and for awareness-raising activities (Davies and Stephanie, 2018).



**Figure 2. 1:** ETOILE innovation culture

Source: Davies and Stephanie, 2018

Davie and Stephanie (2018) stated that in an organization, the innovation culture is rooted first and foremost in discovery skills (among managers, within teams and among individuals taken independently); the innovation culture is then based on a favorable context of empowerment, motivational orientation, cooperation inside and outside the organization, and founding values. Davie and Stephanie (2018) The five branches of the innovation culture, as shown in the ETOILE model, seem to have common determinants, such as the notion of trust outlined by many authors. Self-confidence could allow the expression and development of discovery skills in individuals and leaders; trust in others could allow horizontal management modes, reducing power distance and fostering empowerment and cooperation within the organization, as well as cooperation with entities outside the organization. Finally, confidence in the future may stimulate acceptance of

uncertainty and risk. Trust in others appears to be a major factor in horizontal cooperation in large organizations, cooperation with strangers or competitors and a predictor of organizational performance (Davies and Stephanie, 2018). Moreover, this general factor of trust in others appears strongly correlated with confidence in the future, and these dual dimensions of trust both reduce the perception or fear of risk.

To simplify, Davie and Stephanie (2018) summarized the innovation culture as a set of factors that give the organization the confidence necessary to express innovation in its sector, its businesses and its products. The development of the innovation culture depends, in particular, on a long-term recruitment and training strategy, value-based management, and a long-term organizational development policy (e.g. through its projects).

The relationship between the technical culture and the innovation culture appears complex and evolving. In the ETOILe model, the innovation culture is conceptualized independently of the knowledge, skills and professions developed in the company, the latter being certainly necessary, but not sufficient enough for innovation to occur. In this, we agree with the vision that technical culture supports the capacity to innovate, without objectifying it and add that the innovation culture would allow, through trust, to express this capacity to innovate. Technical culture can be seen as a prerequisite for innovation: historically, the modern approach to innovation seems to have emerged from the technical culture and the dream of engineers, interacting with the dream of consumers so we find in this conceptualization the dialectic of technology and uses mentioned above in the analysis of contemporary innovation strategies (Davies and Stephanie, 2018).

As the main objective of this study is to compare the impact of organizational culture on innovation activities in two different organizations, this theory will be adopted because it can help to identify



if the organization take into consideration those five branches while they are making organizational culture which has impact on activities.

### **The Barros & Prates Theory**

The theory proposed aims to deal with Brazilian culture in business management as a way to understand cultural action in an integrated way (Leo, 2010). This means that, when thinking about modeling Brazilian culture one must take into account not only the typical cultural trait in an isolated way and describe it but, mainly, its integration with other traits; this will lead to a cause and effect network within which those traits will influence each other mutual and then from such a perspective, this Brazilian cultural action model was proposed for business management a model of the Brazilian management style that portrays a multi-faceted cultural system with various facets, but one that acts simultaneously through several components (Leo, 2010).

Leo (2010) sated this model as a system made up by four subsystems: the institutional (or formal) one, the personal (or informal) one, the one of the leaders, and that of those who are led, each one presenting common cultural traits and also special traits that articulate the set as a whole. These subsystems intersect each other at various points where common cultural traits can be found; there are four intersections which are characterized by power concentration, personalize, expectant posture and conflict avoidance, distributed (Leo, 2010). Thus, power concentration in the intersection of the leader and formal subsystems; expectant posture in the intersection of the followers and formal subsystems; personalize in the intersection of the leaders and personal; conflict avoidance in the intersection of the followers and personal subsystems (Leo, 2010).

At the same time, these are the points that should alter in degree or nature so as to achieve effective change. Such traits are Paternalism, Personal Loyalty, Formalism and Flexibility; to complete the

list of the most important Brazilian traits we should highlight Impunity in the institutional subsystem (formal), which bears strong reflexes on the Brazilian cultural action system, as it can reinforce or undermine the maintenance and stability of the whole system so the combination of all the traits cited is what makes up and operates the model (Leo, 2010).

### **The Value Innovation Development theory**

This Value Innovation Development theory has been developed by Bruno (2005) by having reframed the company's strategic logic around value innovation, senior executives must ask at least four questions in order to pursue a new value curve: Which of the factors that our industry takes for granted should be eliminate? Which factors should be reduced well below the industries' standard? Which factors should be reduced well below the industries' standard? What factors should be created that the industry has never offered? (Bruno, 2005)

To assure profitable growth one needs to answer the full set of questions, rather than one or two; value innovation is the simultaneous pursuit of radically superior value for buyers and lower costs for organizations (Bruno, 2005).

Bruno (2005) mentioned that no single measurement will ever describe a companies' stocks and flows of value innovation just as financial accounting look at a number of indexes – return on sales, return on investment, cash value added, to name a few to paint a picture of financial performance, value innovation accounting needs to look at corporate performance from several points of view. On the other hand, what might be a key indicator for one company could be trivial for another, depending on the industry environment (Bruno, 2005).

Yet the existence of so many possible measurements creates the risk that companies will use too many of them, cluttering their corporate dashboard with instrumentation and, in the end, learning

nothing important because they know so much about what is not important (Bruno, 2005). Therefore, three principles should guide a company in choosing what to measure like to keep it simple, measure what is strategically important in this domain there are no simple recipes, the capacity to learn from experience and to conduct critical analysis is essential, and measure activities that produce value innovation lots of stuff that companies measure is only sketchily related to value innovation (Bruno, 2005)

In any way, a navigation tool, like a model, may help a lot in driving a company for high growth. Yet, a navigation tool should not only tell you where you are but also show you where you should be going.

The VID model is a comprehensive approach to market and value innovation – based corporate management, on two levels, enablers (essential conditions) and processes (customer oriented), aiming at assuring a strategic and articulated logic across the company businesses, designed to increase its market value, achieved through the interaction of technology, market and organization abilities, in the strategy dimension there are no simple recipes for success, the important point is the capacity to learn from experience and having critical analysis ability( Bruno, 2005).

In order to succeed companies also need effective implementation mechanisms, also called processes, to move innovations from idea or opportunity through reality. These processes involve systematic problem-solving and work best within a clear decision – making framework which should help the company to stop, as well as, to continue development depending on how things are going. Also are required skills in project management, risk management and parallel development of both the market, and technology streams.

Bruno (2005), in the organization dimension there is the fact that innovation depends on having a supporting organizational context in which creative ideas can emerge and be effectively deployed. Organizational conditions are a critical part of innovation management, and involve working with structures, attraction and relation of human capital (reward and recognition systems), and communication patterns; within the dimension of linkages it is meant the development of close and rich interactions with the external environment markets, suppliers of technology and other relevant players to the business.

Finally, developing innovation management involves a learning process concerned with creating the conditions within which a learning organization can begin to operate, with shared problem identification and solving, and with the ability to capture and accumulate learning about technology and management of the innovation process. These five dimensions together constitute what in the VID model is called enablers. In order to create an overall picture regarding the enablers a closed instrument was developed involving the five before mentioned dimensions (Bruno, 2005).

AS the main objective of this study is to make a comparative study on impact of organization culture on innovation activities; such as the organization culture is settled up by the management, the value innovation development theory will be adopted in this study as it aims to evaluate the company's strategic logic around value innovation where the senior executives must ask at least the first step to come up with innovation.

## **2.4 Empirical review**

Leo & Dom (2010) they have mentioned seven traits with convenient scores among nine, therefore the cultural adequacy index of the composite organization was 78%, slightly below the desirable

(80%). The result has shown an inadequate average organization cultural index, which is very negative as far as innovation activities are concerned, once power concentration, for instance, leads to lack of participation of the stakeholders on the innovation process.

They have also considering the variables personal values balance and value innovation index of the 48 organizations, the result was a linear correlation coefficient of +0,81, showing a high degree of positive relation between the two variables. Finally, considering the set of paired data involving the 48 organizations, being cultural adequacy index one variable, and value innovation index the other, the result was a linear correlation coefficient of +0.77, which, again, suggests a moderate to high degree of positive relation between the two considered variables (Leo and Dom, 2010).

Leo & Dom (2010) the conclude that regarding the cultural aspects the results of the analyses indicated the preponderant traits, based on the model proposed in the study; the Flexibility dimension showed the greatest preponderance, thus indicating that there is great flexibility within the companies; This means that the organizations have great capacity to adapt themselves to the circumstances of the environment, which can be a positive point when we consider that, currently, society has been undergoing constant and fast changes that demand that organizations be agile so they can meet the demands of the environment.

Akif (2016) is his paper analyzed studies on organizational innovation into the following categories: innovation as a dependent variable, innovation as an independent variable, sources of innovation, types of innovation, innovation climate, and the measurement of innovation. Each of these categories will lead different research questions. Although organizational innovation mainly concerns innovation at the organizational level, to adopt innovations, a positive innovation climate and sources affecting innovation are necessary. Additionally, innovation in organizations particularly in the public sector aims at reducing cost and increasing quality of products and

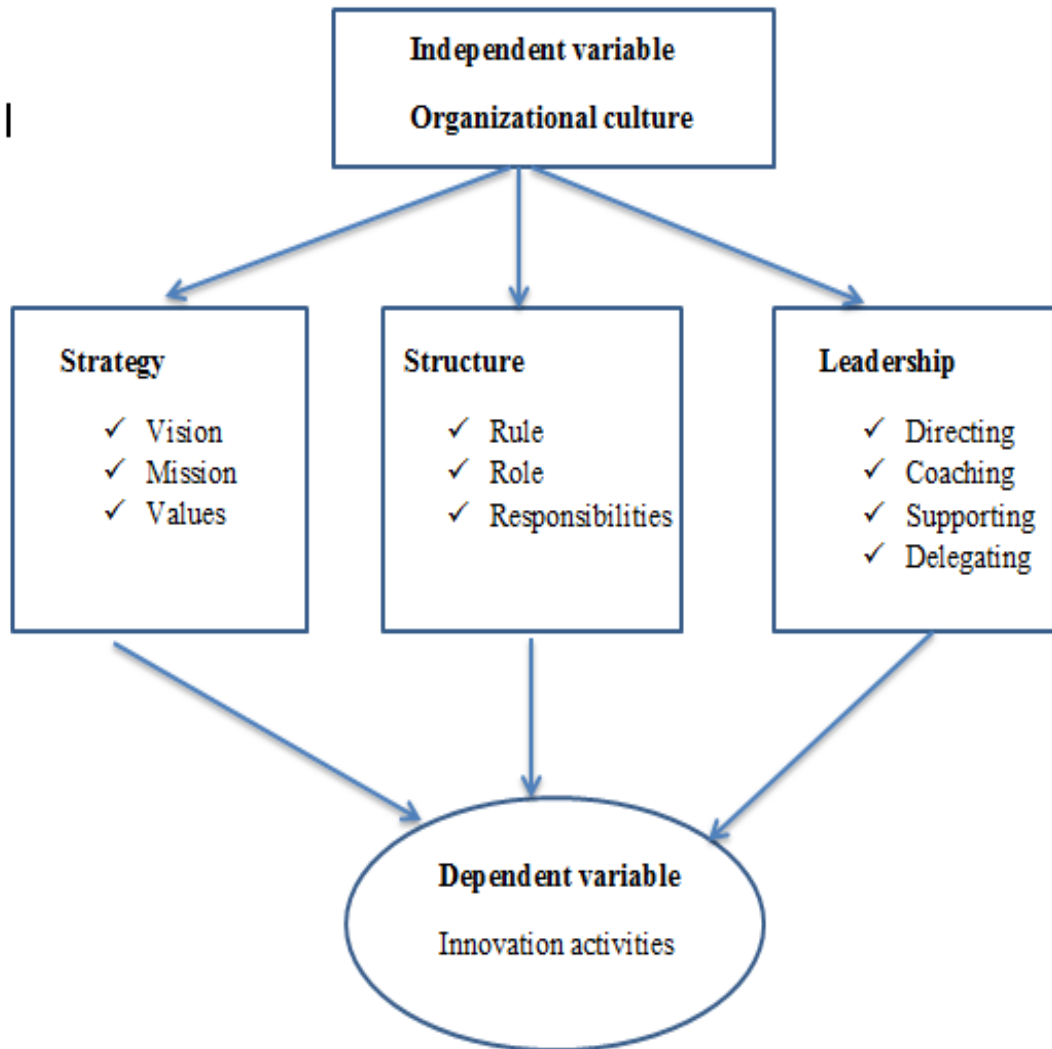
services. Organizations may prefer to implement complex innovations because today's problems are becoming more complex. Last but not the least, researchers need to analyze and develop measurements for innovation and innovation activities (Akif, 2016)

Davie (2018) in this research on innovation culture in organization he found that the relationship between the technical culture and the innovation culture appears complex and evolving. In the ETOILE model, the innovation culture is conceptualized independently of the knowledge, skills and professions developed in the company, the latter being certainly necessary, but not sufficient enough for innovation to occur (Davie, 2018).

On the contrary, not all organizations are equal on the issue of the meaning of innovation as a process. Referring to Frédéric Laloux's model described earlier, the organizations of the orange stage, which emerged from the industrial revolution, achieved great success by adding up and generalizing innovation, responsibility and meritocracy. One of their successes is the emergence from widespread global poverty. As a result, the conditions that allow and promote innovation could often be found there. This is not the case for organizations from previous stages, particularly amber organizations. They value stability, guaranteed by rigorous processes, and view the future as a repetition of the past. For this type of organization, encouraging innovation can be seen as a double bind or paradoxical injunction. Thus, depending on the progress of the organizational culture, innovation can be contradictory, constraining or natural, and imbued with meaning for the organization that supports it and for the society that welcomes it (Davie, 2018).

## 2.5 Conceptual Framework

The conceptual framework indicates the independent variable and dependent variable of the study, where the independent variable of the study was organizational culture and dependent variable was innovation activities, the intervening variable were also discussed in the figure below:



**Figure 2. 2: Conceptual framework**

Source: Researcher, 2021

Strategy

Britta (2020), defined organizational strategy as a dynamic long-term plan that maps the route towards the realization of a company's goals and vision, thus before developing its strategy, the company needs to figure out what they want to become and what they need to do to get there.

The organizational strategy helps an organization to know what action they need to take in time so that they can achieve the planned mission and vision in pre-determined time, thus the organizational strategy can help an organization to enhance innovation in the organization (Britta, 2020).

As innovation is one of the most important strategy in an organization in order to achieve the mission and vision, the strategy plays a significant role as long as the strategy of the organization encourage the employees to understand their contribution in achieving the goals.

Innovation in organization has a goal to improve organizational effectiveness while adhering to the company's culture and values. The company is only as strong as its people, so it is better to think about the culture as you begin planning organizational strategies (Britta, 2020).

This means that the organizational strategy must take into consideration the organizational culture so then it will help to enhance innovation within the organization as well.

Deloitte (2018), the organizations that create a culture defined by meaningful work, deep employee engagement, job and organizational fit, and strong leadership are outperforming their peers and will likely beat their competition in attracting new innovation.

The organizational strategy begins with a clear big picture of what the business aim to become then the steps needed to be taken; having a strong strategy can help the innovation which can take the business to the next level.



## **Structure**

The organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles as well as responsibilities; the organizational structure also determines how information flows between levels within the company (Will and Amy, 2020)

Rules in an organization refers to the written document which shows what is acceptable in the organization and how to make the follow up, some rules are like treat people and property With respect, tell the truth, respect client, good communication and so on.

Roles refer to the part that everyone is playing in the organization while the responsibilities are everyone's duties which must be performed in the organization. This all can help the organizational employees to come up with innovation activities (Will and Amy, 2020).

The organizational structure can determine how a department can be structured in an organization so that while they all integrate they can achieve the goals, thus, an organization has to set up a clear structure which can help employees to feel comfortable and give them a chance to introduce their ideas which lead to innovation in an organization.

The structure of the organization can help to increase the innovative activists in an organization like when the organization has the innovation and development department, it can help the team to come up with new ideas; when in organization there is support from the senior managers can also enhance innovations in an organization as the employees feel supported with top manager and when there is a good communication in organization can also increase the innovation activities as the whole team feel together.

## **Leadership**

Leadership has been defined as the action of leading a group of people or an organization (Davie and Stephanie, 2018). There are four main style of leadership which are directing, coaching, supporting and delegating.

Directing this style refers to have the skills of telling another what to do; how to do it and when it needs to be done. This makes this style more of a management tool than a leadership tool. The directing style is useful when work is outsourced; and you have a clear idea of what you need done; and what the outcomes should be, in this case there needs to be a clear direction, however, the directing style would not be useful when there is no communication of what is needed to be done, as it would hinder growth and prevent the development of an inspiring team culture (Emly, 2020).

Coaching style refers to that the leaders must be visionary; they build a vision, and direct their team to achieve the vision. However, in order to successfully direct their team and accomplish the objective, they first need to sell their idea and vision to all those involved in bringing it to completion. This is not only done to effectively communicate the objectives, but to also excite, motivate and get team members believing wholeheartedly in the endeavor so that they can come up with new innovation to achieve the objectives (Emly, 2020).

Supporting style is the style where there is collaboration in the organization like sharing ideas, suggestions and solutions within a group; but having the final say, as the leader. This is a rather inspiring leadership approach, as each team member is considered, and feels they are contributing in the decision-making process will help to bring innovation in the organization. The supporting or collaborative style is useful when: a task needs to be carried out but does not need the initial

involvement of the leader until a decision needs to be made. This leadership style is the best when the organization wants to emphasize the innovation activities (Bruno, 2005).

The delegating leadership style is useful when: you fully trust the decision-making abilities of the individual or group. This style is usually used by top managers, who fully trust the capabilities of their employees, due to their experience and emotional maturity. The delegating leadership style is hardly ever used in teams made up of junior or mid-level staff, unless the decision is incredibly low-risk. As long this style is applied in the organization, it can enhance the innovation activities because the employee will be confident about the power delegated to them (Emly, 2020).

As all the case studies are NGOs, the above conceptual framework will focus on innovation in terms of services because those NGOs they are providing services to its beneficiaries. Thus, the researcher analyzed the impact of organizational culture on innovation activities in services at Africa New Life Ministries and Compassion International Rwanda.

## **2.6 Gap to be filled**

Thus, research have shown that significant relationship between the organization culture and innovative activities and why there is a really need of the organization to give the employee that opportunity to develop that idea, there was no research which has been conducted in way of comparing two organizations in Rwanda, therefore this made the researcher want to make a comparative study on the impact of organizational culture on innovative activities in Africa New life Ministries and Compassion International Rwanda.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

Chapter three discussed on the research methodology to be applied by the researcher in carrying out the study. The content of the chapter covered the research design to be used in the study, the target and sample populations, determine the sample size and techniques for sampling the selected population. Data collection methods and instruments were discussed as well as the administration of data collection instruments and data analysis procedures. The last section of the chapter discussed the ethical considerations considered by the researcher when undertaking the study.

### **3.1 Research Design**

As the study aimed to make a comparative study on impact of organizational culture on innovative activities, this study used mixed research design. Comparative research design used to compare the data gathered from questionnaire which was administrated in case study organizations, interview analysis was used to analyze the qualitative data gathered from the interview guide as well as the correlation analysis was done by analyzing the relationship between the study variables.

### **3.2 Sampling frame**

According Kothari (2004); population is a group of individuals who have one or more characteristics in common. To achieve good population validity, quantitative researchers must select their sample from a defined population to which they wish to generalize their results.

As the main objective of this study was to make the comparative study, the sampling frame of this study was organized into two categories. The first category was the Africa New Life

ministry employees who based at head office of the organization because they are the ones who know very well how organization is applying innovation activities, the number of those employees is 152.

The second category was the Compassion International Rwanda employees who based at head office of the organization because they are also the ones who know very well how organization is applying innovation activities, the number is 96.

### 3.3 Sample size

The sample size was calculated using Yamane's formula like the following:

$$n = \frac{N}{1 + N * (e)^2}$$

**Figure 3.1 : Yamane's formula**

Source: Yamane (1967)

Where:

n= the desired sample size; e= probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level), N= the estimate of the population size

Thus, by applying the above formula on Africa New Life Ministry employees:  $N=152/1+152(0.05)^2=110$

Thus, by applying the above formula on Compassion International Rwanda employee's population:  $N=96/1+96(0.05)^2=77$

Then, the size was 187 respondents (110 Africa New Life Ministry and 77 of Compassion International Rwanda) whom was selected using random sampling techniques plus other 4 key informants (Senior Managers, 2 representatives each organization) whom was selected using purpose sampling methods. Thus, the total sample size of the study respondents will be 191.

**Table 3. 1: The respondents of the study**

<b>Post hold by respondents</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
<b>Africa New life Ministries</b>	110	57 %
<b>Africa New life Ministries senior managers</b>	2	1.5 %
<b>Compassion International Rwanda</b>	77	40 %
<b>Compassion International Rwanda senior Managers</b>	2	1.5 %
<b>Total</b>	191	100 %

Source: Owner Drawing

### **3.4 Data Collection**

Primary data was collected using survey questionnaires and interview guides that had both open-ended and close-ended questions. Questionnaire was used to collect quantitative data while interview guide used to collect qualitative data from key informants.

### **3.5 Research instrument**

Research instruments of this study was questionnaire and interview guides. The questionnaire was distributed to respondent in order to collect quantitative data, the questionnaire was organized based on research specific objectives, it had two main parts, the first part will be personal information or socio-demographic information, the second part was answered using the likert scale

question, where the respondent was asked to choose the appropriate scale measure on his/her perception on the statement, the likert scale measure was: 1= strongly disagree to 5=strongly agree.

The interview guide was used to collect qualitative data from the key informants of the study.

The same research instruments were administrated in Africa New Life Ministries and Compassion International Rwanda in order to attain the main objective of the study which was to make a comparative study on impact of organizational culture on innovation activities in both organizations.

### **3.6 Data analysis**

The researcher first checked questionnaires for accuracy. Questionnaires with errors was excluded from the final analysis. The researcher then coded the questionnaire and entered the data into the Statistics Packages for Social Sciences (SPSS) software version 25 for analysis. Regression analysis was used to present data in the form of frequencies, percentages, means, and standard deviations.

### **3.7 Reliability and validity of research instrument**

Reliability and validity are two essential parts of any successful research. A researcher requires the quality assessment of the study which is based on two factors reliability and validity of research instruments. According to the experts, the measurement procedure must be reliable for a study to be considered as valid.

#### **3.7.1. Validity of research instruments**

According to William (2005), the research instrument that the researcher used is questionnaire. The validity of this instrument refers to how accurately a method measures what it is intended to measure. If the study has high validity that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. In this research, the content validity index was used. Content validity is the degree to which an instrument has an appropriate sample of items for the construct being measured and is an important procedure in scale development. Content validity index (CVI) is the most widely used index in quantitative evaluation. In this research, the content validity index was calculated from the formula below:

**CVI**=n/N Where

**CVI**: Content Validity Index

**N**: Total number of items in questionnaire

**n**: Number of relevant items in the questionnaire

The higher the ratio of content validity index the more valid is the instrument of the research. When the ration is less than 0.5 the instrument used for data collection is not valid. On the course of this study, the researcher tested the reliability of the questionnaire. The number of items of researcher instruments was 89, and the corresponding test validity index was 0.7865 which proves that the research instrument used was reliable.

### **3.6.2. Reliability of research instruments**

Reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable. On the course of this study, reliability was tested using the Cronbach's alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software. Alpha correlation indicates that the instruments reliable when the coefficient is greater than 0.5. In



addition, before administration of the questionnaire to the respondents, a pilot test was done to a sample of 10 respondents from both organizations.

### **3.8 Ethical Consideration**

In conducting this research, an authorization to carry out the study was obtained from the University of Rwanda. The acceptance letter to conduct the research was also obtained from Africa New Life Ministry and International Compassion Rwanda. Respondents, the respondents were asked to fill the questionnaire freely at their own time. Before data collection, participants were approached and explained the purpose of the investigation that it is for academic purpose only. Confidentiality of collected information and the privacy was guaranteed.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

### 4.0 Introduction

This chapter presented the research findings on a comparative study on impact of organizational culture on innovation activities: a case study of Africa new life Ministries and compassion international Rwanda. The findings and interpretation were presented based on the research objectives as well as with the conceptual framework of the study.

### 4.1 Demographic characteristics of respondents

#### 4.1.1 Gender of respondents

Socio demographic characteristics of respondents clearly showed more information of the respondent's gender in which the information was collected. The respondents of this study were compassion international Rwanda employees and managers, Africa New Life Ministries manager as well as employees. The table below indicates the number of respondents and their gender:

**Table 4. 2: Gender of respondents**

Organization	Gender	Frequency	Percentage
Compassion international Rwanda	Male	43	54.4
	Female	36	45.6
	<b>Total</b>	<b>79</b>	<b>100</b>
Africa new Life Ministries	Male	63	56.3
	Female	39	43.7
	<b>Total</b>	<b>112</b>	<b>100</b>

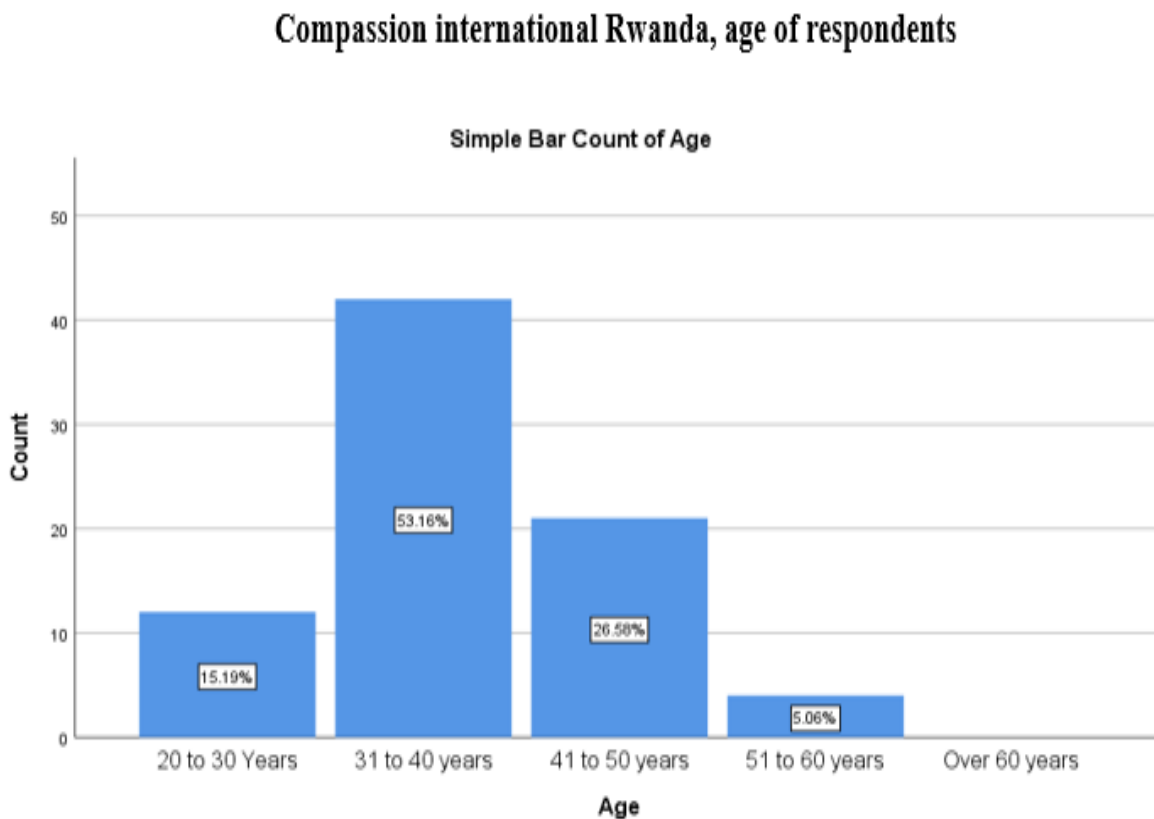
**Source: Researcher, 2021**

Table 4.2 indicates that at Compassion international Rwanda, 43 respondents out of 79 respondents were male which is represented by 54.4% while 36 respondents (45.6%) out of 79 respondents were female. At Africa New Life Ministries, 63 respondents out of 112 respondents were male

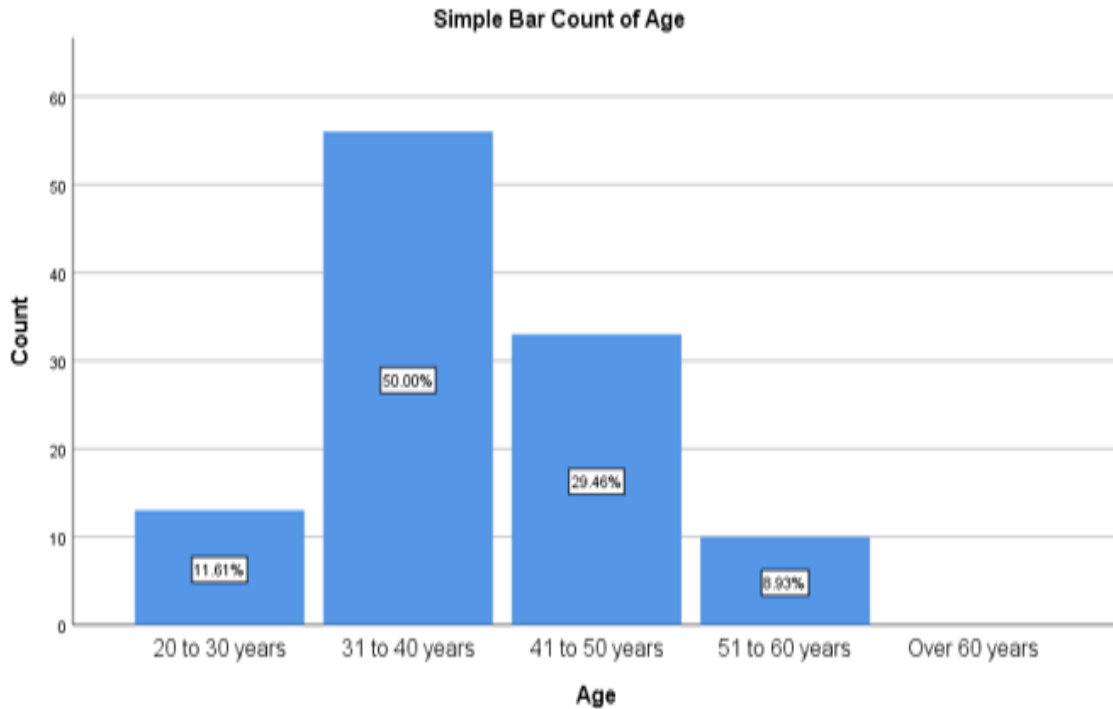
which is represented by 56.3% while 39 respondents (43.7%) out of 112 respondents were female. This clearly indicated that during the study, the all gender were the participants of the study which showed that information was gathered from both gender mostly equally in both organizations.

#### 4.1.2 Age of respondents

During this research, the researcher grouped age into the range of 10 years, this helped the researcher to group the perceptions of different respondents based on the range of their age. The following graphs shows the different frequencies of respondents age in both organizations.



## Africa New Life Ministries, age of respondents



**Figure 4.1 : Age of respondents**

**Source: Researcher, 2021**

The above figures, showed that in both organizations, the respondents were between 31 and 40 years old were in Compassion international Rwanda this group of age were presented at 53.1% and 50% at Africa New Life Ministries which showed that over the half of respondents of this study were young. On the other group of ages, at Compassion international Rwanda, 15.1% were between 20 to 30 years old, 26.6% were in the range of 41 to 50 years while 5% were between 51 to 60 years old. At Africa New Life Ministries, 11.6% were between 20 to 30 years old, 29.4% were between 41 to 50 years, 51 to 60 years were 9.9%.

### 4.1.3 Education level of respondents

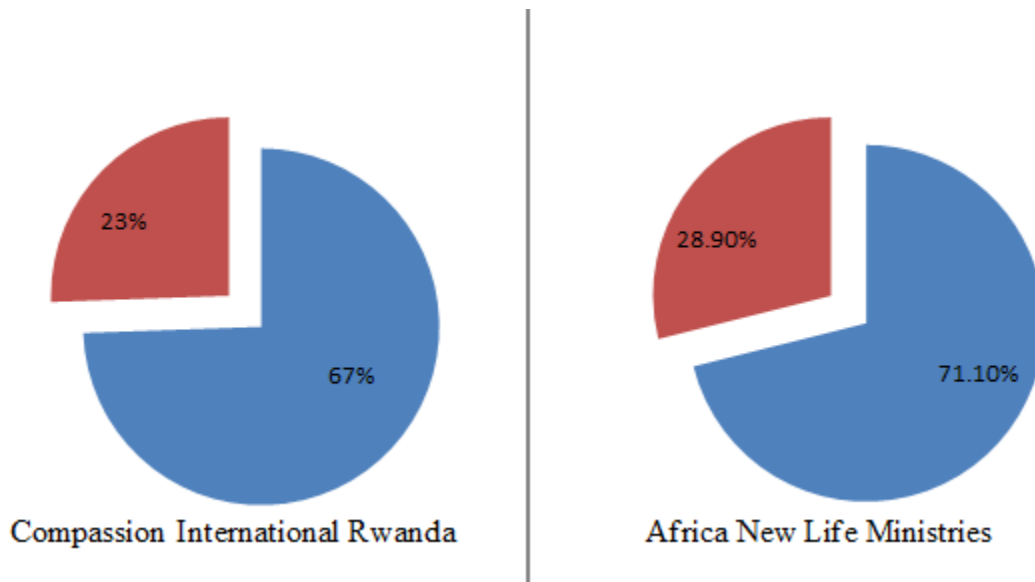
Organization	Level of education	Frequency	Percentage
<b>Compassion international Rwanda</b>	Primary	0	0
	Secondary	0	0
	Certificate	0	0
	Bachelor	47	59.5
	Masters	29	36.7
	PHD	3	3.8
	<b>Total</b>	<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Primary	0	0
	Secondary	0	0
	Certificate	2	1.8
	Bachelor	67	59.8
	Masters	42	37.5
	PHD	1	0.9
	<b>Total</b>	<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.2 indicated that at compassion international Rwanda, 47 respondents (59.5%) out of 79 respondents hold bachelor's degree while 29 respondents (36.7%) hold a master's degree and 3 respondents (3.8%) hold a PDH. At Africa new life ministries, 112 respondents were the population where 2 respondents (1.8%) have a professional certificate, 67 respondents (59.8%) have bachelor's degree, 42 respondents (37.5%) have master's degree and 1 respondent (0.9%) has PHD. This revealed that most of the respondents of this study were highly educated, which means that they really understand what is organizational culture and innovation activities, this ensure that the findings are more significant because it was provided by the educated persons.

#### 4.1.4 Marital status of respondents

In this study, the researcher used marital status of the respondents into two statuses which were single and married. On both organizations, the respondents indicated their gender whether they are married or single. The below figure shows the gender of respondents in both organizations.



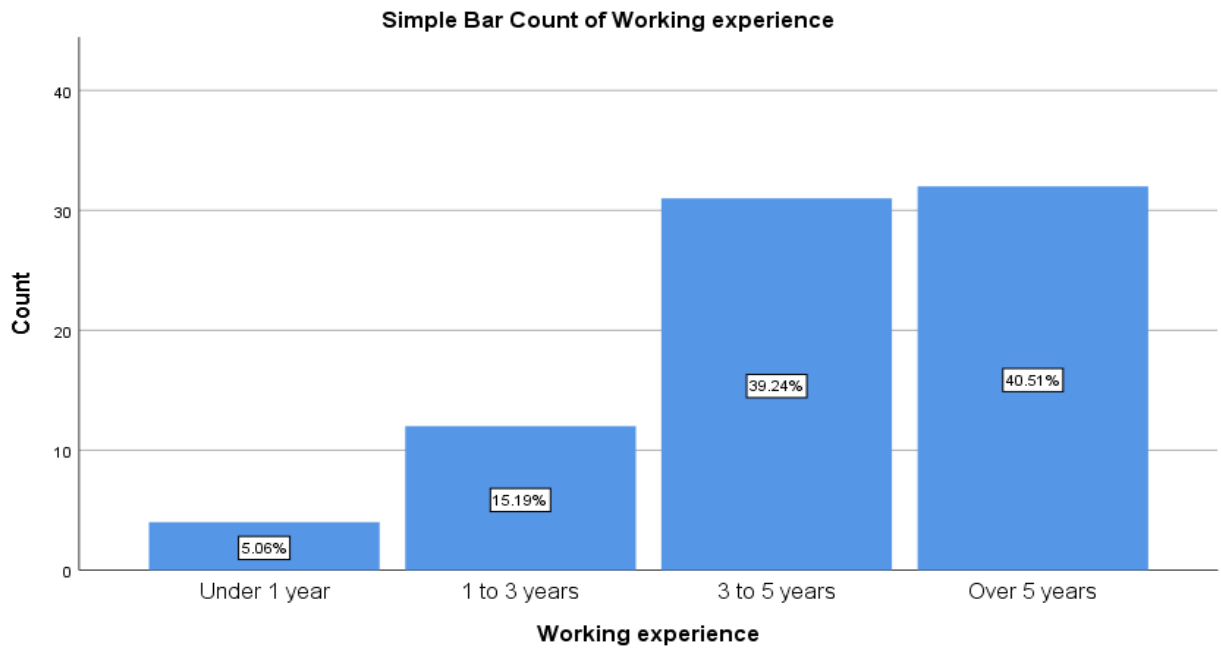
**Figure 4. 5: Martial status of respondents**

**Source: Researcher, 2021**

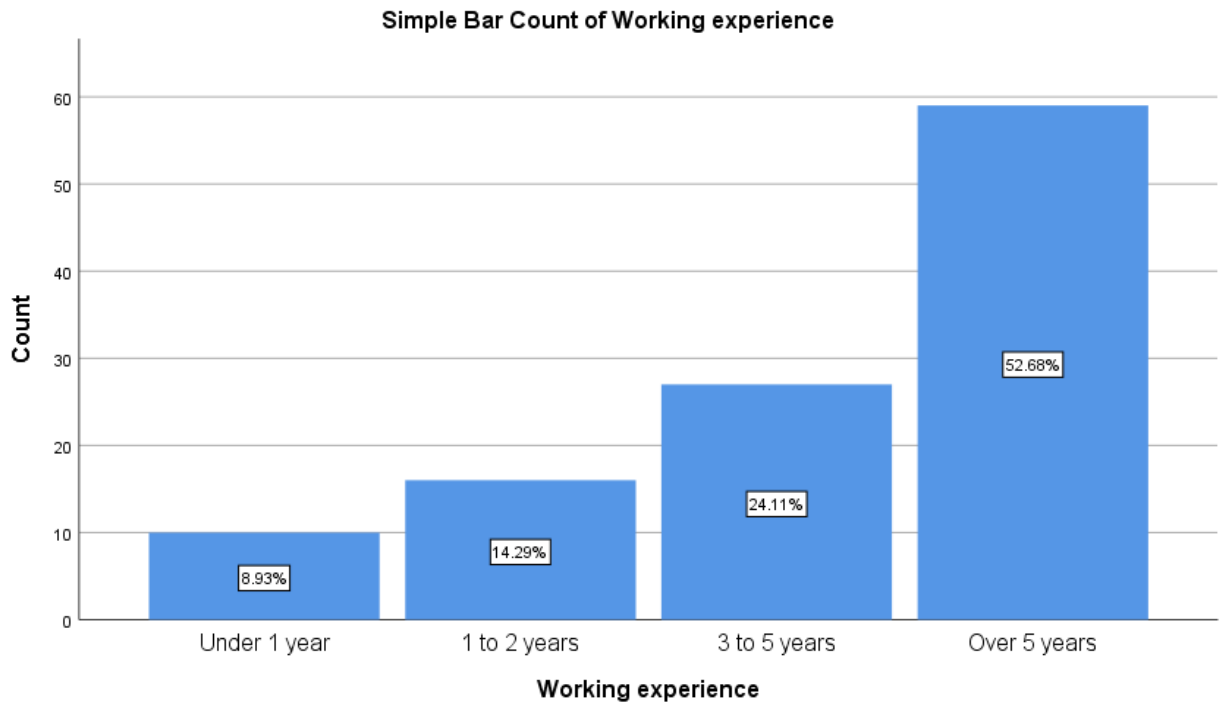
The above figure presents the gender of respondents in both organizations, at compassion international Rwanda, 67% of the respondents were married while 33% were single. At Africa new life ministries, 71.1% of the whole respondents were married and 25.9% were single. This indicates that the perceptions were gathered from married and single in both organizations.

#### 4.1.5 Working experience of respondents

##### Compassion international Rwanda, working experience of respondents



##### Africa New Life Ministries, working experience of respondents



**Figure 4. 6: Working experience of respondents**

Source: Researcher, 2021

The above figures show that at Compassion international Rwanda, 5% of the respondents has under one year of experience in this organization, 15.1% have 1 to 2 years working experience, 39.2% have 3 to 5 years of experience and 40.5% have over 5 years of experience in the same organization while at Africa new life ministries, 8.9% of the respondents has under one year of experience in this organization, 14.2% have 1 to 2 years working experience, 24.1.2% have 3 to 5 years of experience and 52.6% have over 5 years of experience in the same organization. This means that the researcher gave everyone in both organizations to provide his/her perceptions on organizational culture and innovation activities regardless their working experience.

## **4.2 Presentation of Findings**

This part will consist of the presentation of the research findings based on the specific objectives of the study. This study was made up of three specific research objectives; thus, the findings of the study will be presented and discussed in this section.

### **4.2.1 Findings on Objective One: To assess ways in which the top management action adds values on innovation activities.**

The first specific objective was to assess ways in which the top management action adds values on innovation activities in both organizations which were Compassion international Rwanda and Africa new life ministries. To provide the information on the above objective, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1=Strongly disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.



**Table 4. 3: The way top management encourages employees to perform**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	5	6.3
	Agree	21	26.6
	Strongly agree	53	67.1
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	3	2.7
	Not sure	6	5.4
	Agree	40	35.7
	Strongly agree	63	56.3
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.3 indicates that at compassion international Rwanda, 79 respondents provided their perception where 6.3% were not sure if the top management really encourages the employees to perform their best in order toward innovation activities, 26.6% were agreed and 67.1% strongly agreed about the way top management encourage employees. At Africa new life ministries, 112 respondents also provided their perception on the way top management encourage employees where 2.7% disagreed about that, 5.4% were not sure, 35.7% agreed and 56.3% were strongly agreed about the statement. This showed that the way top management encourages employees at compassion international Rwanda is greater than Africa new life ministries, however, both organizations have a way to encourage their employees where more than half agreed with it.

**Table 4.4: The way top management understands and support new challenges**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	6	7.6
	Agree	39	49.4
	Strongly agree	34	43
	<b>Total</b>		<b>79</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	7	6.3
	Not sure	23	20.5
	Agree	54	48.2
	Strongly agree	25	28
	<b>Total</b>		<b>112</b>

**Source: Researcher, 2021**

Table 4.4 shows that top management at compassion international Rwanda understand and support challenge where 91.4% of the respondents (49.4% agreed and 43% strongly agreed) believed that top management has that culture while 7.6% were neutral on that statement. At Africa new life ministries 6.3% disagreed, 20.5% were not sure while 76.2% agreed that top management has that culture of understanding and supporting new challenges, this, this clearly specified that the top management on both organizations understand and support new challenges at working environment.

**Table 4.5: The way top management actions add values to innovation activities**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	10	8.2
	Agree	31	39.2
	Strongly agree	38	52.6
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	4	3.6
	Not sure	28	25
	Agree	43	38.4
	Strongly agree	37	33
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

On the table 4.5, the respondents on both organizations indicated the way they believe in top management actions to add values on innovation activities, at compassion international Rwanda, 8.2% were not sure, 39.2% agreed with top management actions while 52.6% strongly agreed with top management actions; at Africa new life ministries, 6.3% disagreed with top management actions, 25% were not sure, 38.4% agreed while 33% strongly agreed with top management actions to add values on innovation activities. Thus, both organizations have the actions which make the employees to believe in them that they can add values to innovation activities, although, Africa new life ministries must add more action to add value on innovation activities.

**Table 4. 6: Reward to employee who bring innovation**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	5	6.3
	Not sure	44	55.7
	Agree	21	26.6
	Strongly agree	9	11.4
	<b>Total</b>	<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	1	0.9
	Disagree	8	7.1
	Not sure	62	55.4
	Agree	33	29.5
	Strongly agree	8	7.1
	<b>Total</b>	<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.6 presents how both organizations have set the reward on employee who may come up with innovation activities, at compassion international Rwanda, 6.3% disagreed, 55.7% were not sure, 26.6% agreed while 11.4% strongly agreed; on Africa new life side, 1 respondent strongly disagreed, 7.8% disagree, 55.4% were not sure while 29.5% agreed and 1.7% strongly agreed. This revealed that both organizations have no any reward given to employees who come up with innovation activities, however, more than a half of respondents on both organizations were not sure if there are any rewards given to employees with innovative ideas, this implicates that the organizations have to put in place rewards to enhance innovation activities.

**Table 4. 7: The way top management introduces innovation**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	1	1.3
	Not sure	4	5.1
	Agree	23	29.1
	Strongly agree	51	64.6
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	1	0.9
	Not sure	5	4.5
	Agree	48	42.9
	Strongly agree	58	51.8
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.7 indicates the way top management on both organizations have a clear way of introducing innovation activities in organization, at compassion international Rwanda, 1.3% of respondents were disagreed, 5.1% were neutral while 93.7% (29.1% agreed and 64.6% strongly agreed) believed that top management has a clear way of introducing innovation. At Africa new life ministries, 1 respondent disagreed on how top management introduce innovation, 4.5% were not sure while 94.7% (42.9% agreed and 51.8% strongly agreed) were good on the way top management introduce innovation. The study found that both organizations have an effective way of introducing innovation activities at good level.

**Table 4. 8: The overall findings on objective one**

<b>Organization</b>		<b>Does the top management encourage employees to perform their best?</b>	<b>Does top management understand and support new challenges?</b>	<b>Do you believe in top management actions to add values on innovation?</b>	<b>Is there any reward to an employee who comes up with new innovation?</b>	<b>Does the management has a clear way of introducing innovation?</b>
<b>C.I.R</b>	Valid	79	79	79	79	79
	Mean	4.61	4.35	4.46	3.43	4.57
	Std Dev	0.60	0.62	0.63	0.77	0.65
<b>A.N.L.M</b>	Valid	112	112	112	112	112
	Mean	4.46	3.92	4.01	3.35	4.46
	Std Dev	0.72	0.84	0.85	0.75	0.62

**Source: Researcher, 2021**

Table 4.8 presents the overall findings on objective one on both organizations; it shows that at compassion international Rwanda, the respondents were 79 respondents while on Africa new life ministries were 112 respondents in total. The average mean on compassion international Rwanda was 4.28 while the average standard deviation was 0.654 (64.4%). At Africa new life ministries, average mean was 4.04 while average standard deviation was 0.756 (75.6%).

Thus, the research revealed that to assess the ways in which the top management action adds values on innovation activities, at compassion top management actions add values on innovation activities

at 65.4% while at Africa new life was at 75.6%. this means that both organizations must keep enhancing the top management actions so that they can contribute on innovation activities at high level.

#### **4.2.2 Findings on Objective two: To evaluate the innovational activities in Africa New Life Ministries and Compassion International Rwanda**

The second specific objective of the study was to evaluate the innovational activities in both organizations which were Compassion international Rwanda and Africa new life ministries. To provide the information on the above objective, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1=Strongly disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.

**Table 4. 9: Clear structure of empowering innovation**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	11	13.9
	Agree	30	38
	Strongly agree	38	48.1
	<b>Total</b>	<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	9	8
	Agree	33	29.5
	Strongly agree	70	62.5
	<b>Total</b>	<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.9 indicates how the respondents think about the clear structure of both organizations to empower innovation activities, at compassion international Rwanda, 13.9% were not sure about the structure while 86.1% (38% agreed and 48.6% strongly agreed) believed in the structure to empower innovation activities in the organization. At Africa new life ministries, 8% were not sure about the structure while 92% (29.5% agreed and 62.5% strongly agreed) believed in the structure to empower innovation activities in the organization. This shows that both organizations have the clear structure of empowering innovation activities at good level.

**Table 4. 10: The team to support in innovation implementation**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	31	39.2
	Agree	44	55.7
	Strongly agree	4	5.1
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	41	36.6
	Agree	53	47.3
	Strongly agree	18	16.1
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.10 shows if the organization has a team to help in implementation of new innovation during the organizational process, this revealed that at compassion international Rwanda, 39.2% were not sure if there is a team, 55.7% agreed that there is a team while 5.1% strongly agreed that



there is a team to help in innovation implementation. At Africa new life ministries, 36.6% were not sure, 47.3% agreed while 16.1% strongly agreed that there is a team, this revealed that both organization has the team which help in implementation however it is in human resource department this made many of the respondents to be not sure if there is a team or not.

**Table 4. 11: Employees’ platform to introduce and discuss about new challenges**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	7	8.9
	Agree	23	29.1
	Strongly agree	49	62
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	5	4.5
	Agree	52	46.4
	Strongly agree	55	49.1
	<b>Total</b>		<b>112</b>

**Source: Researcher, 2021**

On the above table 4.11, compassion international Rwanda employees they are sure that they have a platform to introduce and discuss about new challenges where 91.1%(29.1% agreed and 62% strongly agreed) while 8.9% were not sure; at Africa new life ministries, 4.5% were neutral, 46.6% agreed while 49.1% were strongly agreed that they have a platform. However, both organizations have a platform for their employees to introduce and discuss about new challenges at good percentage, they have to empower that platform so that employees may come up with many innovation activities.

**Table 4. 12: Ability of organization to deal with new challenges**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	15	19
	Agree	39	49.4
	Strongly agree	25	31.6
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	23	20.5
	Agree	36	32.1
	Strongly agree	57	42.4
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.12 shows how the respondents on both organizations judge the ability of organization to deal with new challenges and come up with innovation to enhance the organizational performance, at compassion international Rwanda, 19% were not sure about the ability of organization, 49.4% agreed while 31.6% strongly agreed about the ability to deal with new challenges; 20.5% of respondents at Africa new life ministries were not sure about the ability, 32.1% agreed about the ability while 42.4% strongly agreed about the ability to deal with new challenges. This implicates that it is better for the organization to enhance the ability to deal with new challenges in this changing working environment.

**Table 4. 13: Accountability of employees to bring innovation in organization**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	0	0
	Agree	33	41.8
	Strongly agree	46	58.2
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	2	1.8
	Agree	50	44.6
	Strongly agree	60	53.6
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.13 indicated how employees of both organizations felt responsible to bring innovation in organization, compassion international Rwanda felt more responsible of bringing innovation in organization where both 41.8% agreed while 58.2% strongly agreed. At Africa new life, 1.8% were neutral while 44.6% agreed and 53.6% strongly agreed. This means that it more profitable for the organization when the employees feel more responsible on bringing innovation in the organization, thus, the organization has to give them the platform and encourage them to bring those innovations.

**Table 4. 14: The overall findings on objective two**

<b>Organization</b>		<b>Does the organization structure have a clear way of empowering innovation activities?</b>	<b>Does the organization have a team to support and help in implementation on innovation?</b>	<b>Do the organization have a platform to introduce and discuss about new challenges?</b>	<b>Does the organization have the ability to deal with new challenges and come up with innovation?</b>	<b>Do the employees feel responsible of coming up with innovation ?</b>
<b>C.I.R</b>	Valid	79	79	79	79	79
	Mean	4.34	3.66	4.53	4.13	4.58
	St Dev	0.714	0.575	0.657	0.705	0.496
<b>A.N.L.M</b>	Valid	112	112	112	112	112
	Mean	4.54	3.79	4.45	4.27	4.52
	St Dev	0.642	0.699	0.583	0.782	0.537

**Source: Researcher, 2021**

Table 4.14 shows the overall findings on objective two, the second specific of the study was to evaluate the innovational activities in both organizations which were Compassion international Rwanda and Africa new life ministries, at compassion international Rwanda, the average mean was 4.24 while the average standard deviation was 0.629 (62.9%). Average mean at Africa new life ministries was 4.31 while average standard deviation was 0.648 (64.8%).

The study revealed that the innovation activities in both organizations is not at good level like where the organizations must increase the way to deal with new challenges and set up a clear structure to empower innovation activates in organizations process as well as to empower the

platform of employees to introduce new innovation and discuss in new challenges they are facing with in their daily operations.

#### **4.2.2 Findings on objective three: To assess the relationship between organizational culture and innovation activities**

The third specific objective of the study was to assess the relationship between organizational culture and innovation activities in both organizations which were Compassion international Rwanda and Africa new life ministries. To provide the information on the above objective, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1= strongly disagree, 2= disagree, 3=Not sure, 4=Agree and 5=Strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.

**Table 4. 15: Organization culture to encourage innovation activities**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	0	0
	Agree	28	35.4
	Strongly agree	51	64.6
	<b>Total</b>	<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	0	0
	Agree	39	34.8
	Strongly agree	73	65.2
	<b>Total</b>	<b>112</b>	<b>100</b>

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**Source: Researcher, 2021**

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Table 4.15 presents how the respondents on both organizations think about the relationship on how organizational culture can encourage innovation activities in organization, 35.4% of the respondents at compassion international Rwanda agree about the relationship and 64.6% strongly agreed that there is a relationship between organizational culture which can encourage the innovation activities. At Africa new life ministries, 34.8% agree that while 65.2% strongly agreed. This means that all respondents they believed that organizational culture can encourage the innovation activities.

**Table 4. 16: Importance of innovation to improve organizational process**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	1	1.3
	Not sure	3	3.7
	Agree	30	38
	Strongly agree	45	57
	<b>Total</b>	<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	1	0.9
	Not sure	9	8
	Agree	50	44.6
	Strongly agree	52	46.4
	<b>Total</b>	<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.16 indicates how respondents think about the importance of innovation activities to improve organizational process or performance, at compassion international Rwanda, 1.3% were

disagreed, 3.7% were not sure while 95% (38% agreed and 57% strongly agreed) believed that innovation is really necessary to improve organizational process. At Africa new life ministries, 0.9% disagreed, 8.1% were not sure while 91% (44.6% agreed and 46.4 strongly agreed) believed the statement. This revealed that most of employees believe that innovation activities are really essential to improve organizational culture in every organization.

**Table 4. 17: Role of organization employees in decision making**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	10	12.7
	Agree	29	36.7
	Strongly agree	40	50.6
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	0	0
	Not sure	15	13.4
	Agree	46	41.1
	Strongly agree	51	45.5
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

Table 4.17 indicates how the respondents on both organizations they have role in decision making on innovation activities strategies and plan which contribute to organizational culture, 12.7% of compassion respondents were not sure that they have role in decision making, 36.7% agreed while 50.6% were strongly agreed. At Africa new life ministries, 13.4% were not sure, 41.1% agreed that they have role in decision making while 45.5% strongly agreed that they have role in decision

making. This means that the organization has to enhance the culture of letting employees have the role in decision making especially on innovation activities.



**Table 4. 18: The implementation of innovations in all department**

<b>Organization</b>	<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Compassion international Rwanda</b>	Strongly disagree	0	0
	Disagree	7	8.9
	Not sure	5	6.3
	Agree	40	50.6
	Strongly agree	27	34.2
<b>Total</b>		<b>79</b>	<b>100</b>
<b>Africa New Life Ministries</b>	Strongly disagree	0	0
	Disagree	2	1.8
	Not sure	9	8
	Agree	49	41
	Strongly agree	52	49.2
<b>Total</b>		<b>112</b>	<b>100</b>

**Source: Researcher, 2021**

On the above table 4.18, it represents the respondent's perception on how the innovation activities have the chance to implementation in all department as department is one of the organizational culture, 8.9% of compassion international Rwanda respondents disagreed, 6.3% were not sure while 50.6% agreed and 34.2% strongly agreed. At Africa new life ministries, 1.85 disagreed, 8% were not sure, 41% agreed while 49.2% strongly agreed that the innovation activities may have the chance to be implemented in all organizational department. This implies that the innovation may help the whole organization whenever all department implemented that innovation so that this can enhance the organizational performance through is culture.

**Table 4. 19: The overall findings on objective three**

<b>Organization</b>		<b>Do you think that organizational culture can encourage the innovations</b>	<b>Is the innovation really necessary to improve organization process</b>	<b>Do the organizational employees have the role in decision making on innovation strategies and plan</b>	<b>Does the activities have the change to be applied in all department</b>
<b>C.I.R</b>	Valid	79	79	79	79
	Mean	4.65	4.51	4.38	4.10
	St Dev	0.481	0.638	0.704	0.871
<b>A.N.L.M</b>	Valid	112	112	112	112
	Mean	4.65	4.37	4.31	4.38
	St Dev	0.479	0.671	0.700	0.712

**Source: Researcher, 2021**

Table 4.19 presents the overall findings on specific objective three of this study which was to assess the relationship between organizational culture and innovation activities on both organizations. At compassion international Rwanda, the average mean was 4.41 while the average standard deviation was 0.673 (67.3%); at Africa new life ministries, the average mean was 4.42 while the average standard deviation was 0.640 (64%).

This study revealed that the respondents believe in the relationship between organizational culture life structure, department and process and innovation activities, this means that the organization has to make the organizational culture more effective and significant so that the employees see their participation in bringing the innovation activities in the organization through is culture.

**Table 4. 20: Correlation matrix of study variables at Compassion international Rwanda**

		Correlations				
		Top managem ent actions	Structur e	Platfor m	Accounta bility	Process
Top managem ent action	Pearson	1	-.012	-.241*	.087	.122
	Correlation					
	Sig. (2-tailed)		.917	.032	.445	.283
	N	79	79	79	79	79
Structure	Pearson	-.012	1	.045	-.026	.094
	Correlation					
	Sig. (2-tailed)	.917		.694	.819	.411
	N	79	79	79	79	79
platform	Pearson	-.241*	.045	1	.061	-.100
	Correlation					
	Sig. (2-tailed)	.032	.694		.595	.381
	N	79	79	79	79	79
Accounta bility	Pearson	.087	-.026	.061	1	.029
	Correlation					
	Sig. (2-tailed)	.445	.819	.595		.802
	N	79	79	79	79	79
Process	Pearson	.122	.094	-.100	.029	1
	Correlation					
	Sig. (2-tailed)	.283	.411	.381	.802	
	N	79	79	79	79	79

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

**Source: Researcher, 2021**

Table 4.20 indicates the correlation matrix of compassion international Rwanda between the study variables. The correlation between the study variables were on some variables found to be negative and positive on some variables, like there is a weak negative relationship between the top management actions and platform at -0.241 like the top management may do all the best but the employees may not use the platform, there is also a weak correlation between management actions

and structure at -0.012 which means that there may be a strong structure but the actions of top management may not encourage innovation.

There is a strong positive correlation between top management actions and employee's accountability 0.087 to bring innovation into organization which mean that they may feel more comfortable when there are actions of top management level which encourage innovation; a positive relationship also was found between actions and the process in the organization at 0.12.

The study also found that accountability of employees to bring innovation into organization may be affected by the top management or structure as they have a positive correlation at 0.087 while accountability have a positive correlation at 0.061 with platform which means that as long as there is platform to introduce and discuss new innovation employees may feel more comfortable to bring innovation in the organization. The study also revealed that there is a strong positive relationship between process and structure at 0.094 because as long as the structure is well defined will help the innovation in the process while there is a strong negative correlation between process and platform at -1 which means that process may not be affected or affect the platform to introduce and discuss new innovation challenges in the organization at compassion international Rwanda.

**Table 4. 21: Correlation matrix of study variables at Africa new life ministries**

		Correlations				
		Top manag ement actions	Structure	Platform	Accountab ility	Process
Top manageme nt actions	Pearson	1	.063	-.231*	.177	-.031
	Correlation					
	Sig. (2-tailed)		.512	.014	.063	.745
	N	112	112	112	112	112
Structure	Pearson	.063	1	-.078	-.120	.056
	Correlation					
	Sig. (2-tailed)	.512		.415	.208	.559
	N	112	112	112	112	112
Platform	Pearson	-.231*	-.078	1	-.055	-.053
	Correlation					
	Sig. (2-tailed)	.014	.415		.568	.578
	N	112	112	112	112	112
Accountab ility	Pearson	.177	-.120	-.055	1	.019
	Correlation					
	Sig. (2-tailed)	.063	.208	.568		.841
	N	112	112	112	112	112
Process	Pearson	-.031	.056	-.053	.019	1
	Correlation					
	Sig. (2-tailed)	.745	.559	.578	.841	
	N	112	112	112	112	112

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

**Source: Researcher, 2021**

Table 4.21 represents the correlation matrix of study variable at Africa new life ministries, the study found like there is a weak negative relationship at -0.231 between the top management actions and platform like the top management may do all the best but the employees may not use the platform as well as the process, the study at Africa new life ministries also found the positive relationship between top management actions and structure at 0.6 which is different from compassion international Rwanda, the study also found the negative correlation between structure

and accountability at -0.12 and platform at -0.78 and process. The study also revealed a positive correlation between process and structure at 0.056 and 0.019 at accountability.

## **CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATION**

### **5.0 Introduction**

The chapter indicate the summary of the research findings. The presentation of data findings done based on the specific objectives of the research which help to make an effective conclusion and recommendations regarding organizational culture and innovation activities. The specific objectives of the study were:

- i. To assess ways in which the top management action adds values on innovation activities
- ii. To evaluate the innovational activities in Africa New Life Ministries and Compassion International Rwanda
- iii. To assess the relationship between organizational culture and innovation activities

### **5.1 Summary of findings**

The research was a comparative study on impact of the organizational culture on innovation activities, the study was done into two different organizations, those organizations were compassion international Rwanda and Africa new life ministries. Compassion international Rwanda had the total number of respondents of 79 while for Africa new life ministries was 112 respondents. All respondents participated in answering questionnaires which was structured based on research specific objective and they have all answer every question. The researcher distributed 79 questionnaires in compassion international Rwanda, and all the questionnaires were returned well answers; the researcher also distributed 112 questionnaires in Africa new life ministries and all were returned with answers.

The research respondents were male where they were 54.4% at compassion international Rwanda and 56.3% at Africa new life ministries (see table 4.1), the majority of the respondents between the age range of 31 to 40 years where they were 53.1% at compassion international Rwanda (see figure 4.1) and 50% at Africa new life ministries (see figure 4.2). Most of the study respondents hold a bachelor's degree where they were 59.5% at compassion international Rwanda and 59.1% at Africa new life ministries (see table 4.2); about the marital status of the respondents, most of them were married, 67% at compassion international Rwanda were married while 71.1% at Africa new life ministries were married (see figure 4.3). Many respondents of the study had more than 5 years of working experience where it 40.5% at compassion international Rwanda (see figure 4.4) and 52.6% at Africa new life ministries (see figure 4.5).

#### **5.1.1 Findings on objective one: to assess ways in which the top management action adds values on innovation activities**

The first specific objective of the study was to assess ways in which the top management action adds values on innovation activities, the findings revealed that 6.3% of the respondents at compassion international Rwanda were not sure if the top management really encourage the employees to perform their best in order toward innovation activities while 93.7% believed that the top management encourage employees to perform their best and at Africa new life ministries, 2.7% disagreed about that, 5.4% were not sure and 92% ( 35.7% agreed and 56.3% were strongly agreed) believed that top management encourage employees to perform their best (see table 4.3). the research also found that top management at compassion international Rwanda understand and support challenge where 91.4% of the respondents (49.4% agreed and 43% strongly agreed) believed that top management has that culture while 7.6% were neutral on that statement while at



Africa new life ministries 6.3% disagreed, 20.5% were not sure while 76.2% agreed that top management has that culture of understanding and supporting new challenges (see table 4.4).

The research also indicated that at compassion international Rwanda, 8.2% were not sure if the top management actions add value to innovation activities when 39.2% agreed and 52.6% were strongly agreed with top management actions; at Africa new life ministries, 6.3% disagreed with top management actions, 25% were not sure when 38.4% agreed and 33% strongly agreed with top management actions to add values on innovation activities (see table 4.5). the study found that at compassion international Rwanda, 6.3% disagreed that there is any reward to an employee who bring innovation while, 55.7% were not sure and 37% approved that there is any reward; on Africa new life side, 55.4% were not sure while 31.2% agreed (see table 4.6). This study also showed that at compassion international Rwanda 93.7% (29.1% agreed and 64.6% strongly agreed) believed that top management has a clear way of introducing innovation while at Africa new life ministries 94.7% (42.9% agreed and 51.8% strongly agreed) were good on the way top management introduce innovation (see table 4.7).

The overall findings on specific objective of assessing the ways in which top management actions add values to innovation activities in both organizations showed the average mean on compassion international Rwanda was 4.28 while the average standard deviation was 0.654 (64.4%) and at Africa new life ministries, average mean was 4.04 while average standard deviation was 0.756 (75.6%) (see table 4.8).

### **5.1.2 Findings on objective two: To evaluate the innovational activities in Africa New Life Ministries and Compassion International Rwanda**

The second specific objective of the study was to evaluate the innovational activities in Africa New Life Ministries and Compassion International Rwanda, the findings found that at compassion international Rwanda, 13.9% were not sure about the structure to empower innovation activities while 86.1% (38% agreed and 48.6% strongly agreed) believed in the structure to empower innovation activities in the organization and at Africa new life ministries, 8% were not sure about the structure while 92% (29.5% agreed and 62.5% strongly agreed) believed in the structure to empower innovation activities in the organization (see table 4.9); the findings also found that if the organization has a team to help in implementation of new innovation during the organizational process it can help where at compassion international Rwanda, 39.2% were not sure if there is a team while 60.1% approved that there is a team to help in innovation implementation meanwhile at Africa new life ministries, 83.9% approved that there is a team to help in innovation implementation (see table 4.10).

The findings also revealed that at compassion international Rwanda, 91.1%(29.1% agreed and 62% strongly agreed) while 8.9% were not sure while at Africa new life ministries, 4.5% were neutral, 95.5% approved that they have a platform to introduce and discuss about new challenges (see table 4.11); the study found that at compassion international Rwanda, 19% were not sure about the ability of organization to deal with challenges, 81% agreed about the ability to deal with new challenges; 20.5% of respondents at Africa new life ministries were not sure about the ability of the organization to deal with new challenges and 79.5% believed in the ability of the organization to deal with new challenges and come up with innovation (see table 4.12) finally the findings showed that employees of both organizations felt responsible to bring innovation in organization,

compassion international Rwanda felt more responsible of bringing innovation in organization where 100% of employees felt responsible to bring innovation while at Africa new life, 1.8% were neutral and 98.2% approved that they are responsible to bring innovation in the organization (see table 4.13).

The overall findings on the second specific objective found that at compassion international Rwanda, the average mean was 4.24 while the average standard deviation was 0.629 (62.9%). Average mean at Africa new life ministries was 4.31 while average standard deviation was 0.648 (64.8%) (see table 4.14).

### **5.1.3 Findings on objective three: To assess the relationship between organizational culture and innovation activities.**

The last specific objective of the study was to assess the relationship between organizational culture and innovation activities, the study found that 35.4% of the respondents at compassion international Rwanda agree about the relationship and 64.6% strongly agreed that there is a relationship between organizational culture which can encourage the innovation activities and at Africa new life ministries, 34.8% agree that while 65.2% strongly agreed (see table 4.15); the study also showed that at compassion international Rwanda, 1.3% were disagreed that innovation is really necessary to improve organizational process, 3.7% were not sure and 95% (38% agreed and 57% strongly agreed) believed that innovation is really necessary to improve organizational process while at Africa new life ministries, 0.9% disagreed, 8.1% were not sure while 91% (44.6% agreed and 46.4 strongly agreed) believed that innovation is really necessary to improve organizational process (see table 4.16).

The findings also indicated that 12.7% of compassion respondents were not sure that they have role in decision making, 36.7% agreed and 50.6% were strongly agreed while at Africa new life ministries, 13.4% were not sure, 41.1% agreed that they have role in decision making while 45.5% strongly agreed that they have role in decision making on innovation strategies and plan (see table 4.17); the study finally found that 8.9% of compassion international Rwanda respondents disagreed that innovation can have the chance to implemented in all department, 6.3% were not sure and 84.6% approved with statement while at Africa new life ministries, 1.85 disagreed, 8% were not sure, 90.2% agreed that the innovation activities may have the chance to be implemented in all organizational department (see table 4.18).

The overall findings on specific objective three of this study which was to assess the relationship between organizational culture and innovation activities on both organizations. At compassion international Rwanda, the average mean was 4.41 while the average standard deviation was 0.673 (67.3%); at Africa new life ministries, the average mean was 4.42 while the average standard deviation was 0.640 (64%) (see table 4.19).

## **5.2 Conclusion**

The researcher came up with the study conclusion based on the findings and discussion from the last chapter. First and foremost, the two study organizations were NGOs, they are not aiming to have a profit in their organization operations, thus, organizational culture is more important for every organization because it guides the organization to achieve its overall objectives. This means that, innovation is also more important in this changing environment.

The main purpose of this study was to make a comparative study on impact of organizational culture on innovation activities where the case studies were compassion international Rwanda and

Africa new life ministries, the study found that it is better for an organization to have top management actions which can encourage the innovation activities which will make employees to feel more accountable to bring innovation into organizational process.

The organization has also to set a clear structure which may give innovation activities the place like having a platform where employees will introduce and discuss about new challenges they are facing which may help the organization to have ability to deal with those challenges and come up with innovation.

Finally, the study found that there is a meaningful relationship between the organizational culture and innovation when the organizational management build a clear way of introducing innovation so that everyone in the organization can contribute to the implementation of that innovation in the organizational process.

### **5.3 Recommendations**

Based of the above study findings, the researcher recommends the following recommendations to the study organization in order to enhance innovative activities through organizational culture:

1. The organizations must have the way to reward the employees who come up with innovation activities, thus, this will help the employees of the organization to fell more accountable of comping up with ideas which leads to innovative activities in the organization
2. The organization has to empower the platform of employees to introduce new innovation and discuss in new challenges they are facing with in their daily operations. This will help the organization to know how to deal with challenges they are facing in daily operations through the ideas of employees who usually perform those operations.

3. Finally, the organization has to give the employee the role in decision making regarding innovations in the organizations so that they can work together towards the targets as a team.

#### **5.4 Suggestions for Further Studies**

Based on the discussed findings, further research can be done on focusing on:

- i. The role of innovation activities on organizational performance
- ii. The importance of making employees more responsible to bring innovation in the organization

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# APPENDICES

## **APPENDIX I: QUESTIONNAIRES**

This questionnaire consists of two-main part, the first part is the respondent's bio data, the second part, the respondent will be choosing one answer on how they disagree or agree with the statement.

### **PART I: RESPONDENT'S BIO DATA**

Please tick any which applies

#### **Gender**

Male [ ] Female [ ]

#### **Age**

20-30 years old [ ]

31-40 year old [ ]

41-50 year old [ ]

51-60 years old [ ]

60 years and above [ ]

#### **Education level**

Primary [ ]

Secondary [ ]

Certificate [ ]

Bachelor [ ]

Masters [ ]

PHD [ ]

#### **Marital status**

Single [ ]

Married [ ]

#### **Working experience**

Under 1 year [ ]

1-3 years [ ]

3-5 years [ ]

5 years and above [ ]

**PART II: Open questions**

**Please Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement**

**Where: 1 is strongly disagree, 2 is disagree, 3 is not sure, 4 is agree and 5 is strongly agree**

STATEMENT	1	2	3	4	5
<b>Objective one: To assess ways in which the top management action adds values on innovation activities</b>					
Does the top management of the organization encourage the employees to perform their best?					
Does the top management of understand and support new challenges in the organizational process?					
Do you believe that the top management actions can add valued to the innovational activities in the organization?					
Is there any reward of the employee who come up with new innovation in organizational process?					
Does the organizational management has a clear way of introducing n innovation activities on the employees?					
<b>Objective two: To evaluate the innovational activities in the organization</b>					
Does the organizational structure has a clear way of empowering innovation activities?					
Do the organization have the team of supporting and helps in implementation of new innovation?					
Does the organizational employees have a platform to introduce and make discussion of new challenges faced by the organization?					
Does the organizational has the ability to deal with new challenges and come up with innovation in the process?					

Do the employees feel responsible of coming up with innovation to improve the organizational process?					
<b>Objective three: the relationship between organizational culture and innovation activities</b>					
Do you think that the organizational culture can encourage the innovation in the organization?					
Is the innovation activities really necessary to improve the organization process?					
Do the organizational employees have the role in decision making on innovation strategies and plan?					
In your organization, the innovation activities has the chance to be well improved and applied in all department of the organization?					

**APPENDIX II: INTERVIEW GUIDELINES**

**Interviews questions**

- 1. How do you say organizational culture have an impact on innovation activities in your organization?

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- 2. What are the challenges faced by the organization in the innovation process?

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- 3. What are the factors that can convince you that there are innovational activities in your organization?

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- 4. Describe the importance of organization culture in improving innovation activities?

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