

# The Moderating Role of Innovation on Organizational Culture and Employee Motivation

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## Abstract

The purpose of the study was to examine the influence of innovation in moderating organizational culture and employee motivation. The specific objectives were to: determine the relationship between organizational norms and employee commitment, examine the relationship between organizational vision and employee retention, investigate the relationship between organizational values and employee morale, assess how innovation moderate the influence of organizational culture and employee motivation. Survey research design was employed in the study. Primary data was collected through the use of structured questionnaire instrument. The study employed Pearson Product Moment Correlation analysis to test the hypotheses formulated. Based on the analysis of the results, the major findings were summarized as follows: there was a significant relationship between organizational norms and employee work commitment, there was a significant relationship between organizational vision and employee retention, and there was a significant relationship between organizational values and employee morale. In line with the findings of this study, the study recommended thus; organizations should implement policies that will make employees conduct themselves in an organized way by conforming to regularities of perception and behavior. Organizational values are so important, and it's clear that organizational values must be closely linked to overall organizational success. To achieve its objectives, an organization must establish its values.

**Keywords:** organizational culture, employee motivation, organizational norms, employee commitment, organizational vision, employee retention, organizational values, employee morale, innovation

## 1. Introduction

Every organization is guided by a culture where activities are carried out in the organization. According to Schein (2020), culture is a significant element that is needed to support the growth of an organization. Culture is the foundation and pillar on which visionary organizations are built. The importance of culture cannot be overlooked; thus, it becomes an interesting area of research in management practice. Organizational culture is one out of many dynamic capabilities that organization can manipulate to retain competitive edge in the business environment. The interest in organizational culture stems from the belief that culture influences behavior, decision-making, organizational strategies, and individual and organizational performance. Non-motivated employees, generally portray a dissatisfied attitude at work, hence are less committed, and are most likely to quit from the organization. Even if opportunities to quit do not avail, they are likely to have a detached attitude or emotionally and psychologically withdrawn from the organizational.

Employee motivation is one of the characteristics to determine the employee's intention in an organization. It is the organization's orientation towards its employees and customers. Organizational culture involves employees,

and even customers. In an organization, the employees' behavior is guided by rules, values and beliefs by the employees as a code of conduct. Contiu, Gabor and Oltean (2012) contend that employees are conscious of organizational culture, and they learn it in their life at workplace, then align their professional goals with the organization's goals. These values, rules, beliefs and principles also govern the management practices and systems used by an organization (Sokro, 2012). Organizational culture helps the organizational members understand what the organization stands for, how it operates, and what is its area of focus and scope of practice (Ehteshamu & Muhammad, 2011).

Managing organizational culture is emerging as one of the key managerial challenges in the organization. However, it is important to note that change is inevitable and constant in all aspects of its connotation. In some organizations, the manner in which things are done, where some norms and values are not favorable to employees. Essentially, most times, it constitutes a hindrance to employee motivation. When the culture of an organization depicts hostility, there is lack of unity and this actually leads to problem within the organization. Organizations want to obtain the commitment of their employees as they operate in a dynamic environment. Management would like its employees to identify with its value, vision, norms and artifacts of the organization, hence the need to explain and imbibe its culture will enable the employee to get familiar with the organizational system. Management of human resource in organization has become indispensable in attaining the mission and vision statement. Since employees are seen as the greatest and valuable assets that implement and complement other factors in an organization. Therefore, this study intends to examine the influence of innovation in moderating organizational culture and employee motivation.

## 2. Theoretical Framework

The study is anchored on Adaptability theory.

This theory was propounded by Wei & Lau in 2010. The theory states that norms and beliefs enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes and will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time. Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change. Such organizations are continuously changing their systems to promote improvements and provide value for their customers. Increased globalization and international commerce, rapid technological advances, changing business ethical values and stakeholder demands, greater diversity in the workplace.

Regarding this growing attention to organizational adaptability, the nature of a firm's culture has received considerable attention by academic researchers as well as practitioner commentators. One reason for this attention is the functionality of organizational culture, in particular its presumed relationship with organizational, effectiveness, and performance. Specifically, the shared values and assumptions associated with organizational culture are seen to drive collective perceptions and behavior of employees that may support or hinder the enactment and coordination of strategic responses to environmental demands. These strategic benefits presume that the basic values and assumptions underlying a firm's culture are aligned with the environmental demands confronting the firm.

## 3. Organizational Culture

In the last two decades, there has been a great deal of insight sharing and research concerning culture within organizations, and its impact on various aspects of the organization. Organizational culture is the organization's orientation towards its employees and customers, and includes written and verbal circulated rules that guide the employees' behavior. Organizational culture does not only involve employees, but even customers. In an organization, the employees' behavior is not only guided by rules but time values and beliefs develop as a code of conduct, hence it can take some time before these values and beliefs are enshrined in the organization. Contiu, Gabor & Oltean (2012) posit that employees are conscious of organizational culture, and they learn it in their life at workplace, then align their professional goals with the organization's goals. These values, rules, beliefs and principles also govern the management practices and systems used by an organization.

Organizational culture helps the members understand what the organization stands for, how it operates, and what is its area of focus and scope of practice (Ehteshamul & Muhammad, 2011). Thus, organizational culture becomes the underlying factor of member's decisions, choices; and is very vital since it can either unite or divide the organization's members. Therefore, it forms an integral part of an organization's environment. The power and importance of organizational culture cannot be overemphasized. Arifn (2015) argues that organizational culture determines organizational behavior much more than directives from senior management and it affect the implementation of strategies. This emphasizes the power of organizational culture in the organization's operations.

Culture establishes the regulations within which members of the organization act and communicate, and know what is required of them in various situations (Kalaw, 2014). Organizational culture is not a superficial concept, but a dynamic aspect in all organizations. Since all organizations have culture, it is only logical that some organizational cultures stand lofty than others. Organizational culture can take one of two forms: strong or weak. The extent to which members of the organization adopt the organizational culture mainly depends on the type of culture that prevails in the organization. According to Madu (2012), a strong organizational culture refers to the set of values and beliefs that are strongly adhered to and shared widely within the organization, but such a culture requires the organizational to do more culture specific investments, and such a culture is unlikely to change. This implies that in this form of culture, organization should take serious actions to instill and spread its norms and values to its employees.

### *3.1 Employee Motivation*

Motivation is very important in the success of every organization. Motivated members of an organization are likely to be persistent, creative and productive (Contiu, Gabor & Oltean, 2012). Whereas non-motivated members are inefficient and costly. However, the biggest contention on how to motivate the members still exists. Wani (2011) argues, initially an employee may be satisfied and motivated by the monetary compensation he/she receives, but over time other factors need to be considered to keep the employee motivated.

Hence managers have a vital duty to identify their subordinate's motivational factors and implementing them as a culture in the organization. Motivation is the influence on direction, persistence of action, and vigour. Mihaela & Catalin (2014) add that motivation governs one's choice among alternative voluntary activities. According to Arifn (2015), voluntary activity influences the extent and persistence of one's behaviour, while continuing relentlessly with the effect of ability, skill, and understanding of the task, within the restraints in the operating environment. Motivation occurs within the individual (intrinsic motivation) or can be stimulated through external forces (extrinsic motivation).

Intrinsic motivation is the behavior performed out of interest, and one requires no reimbursement other than the experience of interest and enjoyment that accompanies it. Intrinsic motivation in the work place can be triggered by different individual's needs such as the need to feel competent, desire to master the environment, desire for autonomy or desire for a positive feedback from a performed task (Yusof, Said & Ali, 2016). It can be concluded, then, that intrinsic motivation cannot be influenced directly but can be triggered through indirect ways such as ensuring that the employee feels valuable and respected at the workplace.

### *3.2 Organizational Culture and Employee Motivation*

In this time of vicious competition in the business world, it is even more imperative that organizations reach their goals in order to survive and grow. Understanding the interaction and impact of organizational culture can enable organizations to achieve their goals. Many studies have shown that culture affects performance, to the extent that some businesses succeed and failures have been attributed to corporate cultures that there is a link between culture and motivational factors, which are essential for the organization's performance.

Organizational culture plays an important role in an organization pertaining how people feel about the job, their level of motivation, commitment, and in turn job satisfaction (Sokro, 2012). It can encourage employees to give out their best for the sake of organizational goals, or it can discourage or demoralize them with a subsequent detriment to the organization's success. Organizational culture impacts on working operations as it impacts on organizational behavior as well as employees' motivation. Hence, understanding organizational life is important as it is widely acknowledged that organizational culture has an impact on organization's performance. There is a mutual interdependence between the organization and its employees, and both parties have an impact on each other's success (Sokro, 2012).

Some researchers even emphasize the importance of organizational cultures for performance, growth, and success of the organization (Uddin, Luva & Hossian, 2012). There is, therefore, a need to prompt organizational culture to ensure employee motivation and to achieve organizational goals. According to Koesmono (2014), organizational culture consists of basic assumptions that the organization as a group has developed, discovered, or invented in order to be able to function, cope with its problems from the external environment, or adapt.

These assumptions have been observed to work well enough within the organizations and to be considered valid. Based on the fact that human beings can identify with organization and internalize values and norms of behavior, and the interest of others (Sokro, 2012). It can be deduced that employees can feel involved in the organization and identify with its culture. Organizational culture is argued to have a significant role in providing a framework where motivational factors operate (Sokro, 2012). For instance, organizational culture provides five sources of motivation, namely: mission which provides inspiration to employees to believe in the importance of their work; agenda control which enables employees to control their careers; shared value creation which involves rewarding the employee for successful efforts; provides learning opportunities; and gives employees reputation, that is,

employees have the opportunity to make a name for themselves in that field or profession. Based on the above-mentioned evidence, there is a strong interaction between organizational culture and motivation, and more so in strong cultures which often results in motivated work force (Sokro, 2012).

Besides motivation, organizational culture facilitates important aspects of organizational life such as unity among employees and overall wellbeing. It is for that reason, argues that organizational culture can be viewed as the total sum of all needed organizational activities in order to fulfill its purpose. The effectiveness of organizational culture in stimulating motivation varies between strong and weak organizational cultures.

### *3.3 Organizational Values*

Organizational values represent basic convictions, and it is a specific mode of conduct and state of existence. Organizational values have moral undertones as they carry individual's ideas as to what is right, good or desirable individuals, set of values from the values systems. Values and what we think influence our attitudes and our behavioural values. The sources of values, which are similar to those that influence attitude formations are culture and important personalities in the society. Values are important to the study of organizational behaviour because they lay the foundation for understanding of attitudes, perception, personality and motivation.

### *3.4 Organizational Norms*

Organizational norm is a set of rules from human behaviour in the organization. Organizational norms are centered on how hard a person should work in a given group. They are informal cues, if you will, that tells a person or helps a person understand how hard they should work and what type of output they should have. Organizational norms exist in a company and will govern how employees behave, think, make judgements and perceive the world. The shared norms are what defined a culture or subculture. A subculture may be a team who knows how to work effectively together, and their norms include a solution to their organization. Norms can be represented in all kinds of signs, whether in oral communication or behavior, in order to preserve, to spread and to follow them.

### *3.5 Organizational Vision*

Organizational vision is a clear, comprehensive photograph of an organization at some point in the future. It provides direction because it describes what the organization needs, to be successful within the future, vision describes what you are trying to achieve in the future. Vision tells people what you want to accomplish overtime and how your business can make things different through its purpose and activities. It provides the outside world with some insight about your goals and how you want to be perceived. Vision is typically inspirational in nature, they encourage stakeholders, employees and customers to think in terms of what you're doing and where the company is headed.

### *3.6 Employee Commitment*

Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Commitment had been used by organizations to predict desired employee behavior in the area of performance, absenteeism and emotional attachment.

### *3.7 Employee Retention*

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic. However, many consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce. Employee retention is an effort by a business to maintain a working environment which supports current staff in remaining with the company. Employees could be retained when they know they are respected and appreciated, rewarded and giving their responsibilities that allow them to grow. Employees retention is positive and it motivates employees for the organization's success, high employee turnover increases the expenses and also have a negative impact on the organization's morale.

### *3.8 Employee Morale*

Employee morale is the attitude, satisfaction and overall outlook of employees during their association with an organization or a business. An employee that is satisfied and motivated at workplace usually tend to have a higher morale than their counterparts. Employee engagement and employee satisfaction play an important role for employees to be happy in their workplace. On the contrary, employees who are not happy in their workplace, who constantly complain and crib about the various attributes in an organization, like employee polices, workplace culture, facilities at work etc., tend to have a low employee morale.

### *3.9 Innovation on Organizational Culture*

Nowadays, organizations need to operate in business environments, which are characterized by fast technological changes, intensive international competition and continuous changing client's preferences. Given

these complexities, innovation is seen as one of the critical factors for achieving organizational success and sustaining competitive advantage. It is well known that innovative organizations have more flexibility and can respond quickly to changes, in order to take advantage of business opportunities. Innovation is considered as a competitive mechanism for organizations' performance and success, and is regarded as an important instrument to adapt to a continuously changing business environment.

#### 4. Empirical Review

Maseko (2017) studied on strong versus weak organizational culture: assessing the impact on employee motivation. He found out that weak organizational cultures are argued to be less successful than strong organizational cultures in achieving organizational goal due to the perceived link of culture and motivation. The study recommended that, since organizational culture has a great impact on motivation, and motivated employees take pride in their job and feel responsible for success of the organization, it is important for managers to identify proper ways to use organizational culture to motivate their employees.

Ojo (2009) assessed the impact of corporate culture on employee job performance. The objectives of the study were to ascertain if organizational culture affects employee job performance; and to determine empirically the relationship between corporate culture and employee job performance. Using the survey research design and chi-square analytical tool, the study found that, there is a positive relationship between corporate culture and employee job performance. Also, there is also a positive relationship between organizational culture and corporate culture and organizational productivity. The study recommended that, in cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance. Also, organizational culture of must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

Olawuyi (2017) examined organizational culture as factor affecting employee performance and increased productivity in tourism organizations. The specific objectives for this research were to examine the employees job performance in the last one year; examine general importance of organizational factors to the employees; and highlight indicators for employee performance. Using correlation matrix, the study found that there is significant correlation between organizational culture and increased productivity in Agodi Gardens and Ibadan Zoological Garden. And that there is significant correlation between organizational culture and employee performance in Agodi Gardens and Ibadan Zoological Garden. Based on the findings, the following recommendations were made: the culture of these organizations (Agodi Gardens and Ibadan's Zoological Garden) should be improved upon, most especially, its aspects that is connected to the welfare and performance of the employees; the organizations should establish a standard to measure the effectiveness of their organizational culture from time to time. Lastly, the remuneration of the respondents should be improved upon in regard to its digits and consistency because it has a ripple impact on employee performance.

Abbah (2014) studied on employee motivation: the key to effect organizational management in Nigeria. The focus of the paper was to review a few important concepts and theories of employee motivation. It was claimed that money, like security of job, good working condition, amicable relation in work place are also factors which can motivate an employee. The study, therefore, geared towards finding solutions to the problems facing Nigerian employee redundancy and lukewarm attitude towards work. This study concludes that employee motivation is an intricate and sophisticated subject; however, contemporary managers must face and deal with it to obtain organizational success. To enhance understanding of employee motivation, managers must recognize the imperativeness of employee motivation, its concepts, and differences in individual needs. Subsequently managers need to be aware of a variety of employee motivational factors and the changes in priorities of these factors overtime. Moreover, managers have to learn previous or current motivational programs, examples, and theories behind them because understanding of these fundamentals can enhance their ability to identify rewards system that can be matched with employee needs. The study recommended that, Nigerian organizations must realize that employee motivation is the panacea for most organizational conflict, such as strikes, go-slow, grapevine etc. and it also serve as the key to effective organizational management. Therefore, employee input must be valued and included throughout in other to achieve effective organizational management.

Omoregbe and Umemezia (2017) investigated organizational culture and employee performance in the Nigerian banking sector. The dependent variable of the study was employees' performance while leadership styles, employee training and work process were used as independent variables. The study used the survey research design and Pearson correlation coefficient analytical technique. The empirical results indicated that an organizational culture that supports leadership style, training, work process and commitment significantly and positively impacts employee performance. Generally, there is a strong view in the literature that organizational culture fosters increased employee performance. Based on the study's data analysis and empirical findings, the recommend that, firms adopt leadership styles that is favourable to workers so as to enhance employee

performance; firms put into operation management practices that foster staff training and internal career development in order to keep turnover low, and maintain those organizational culture (values, beliefs, norms, assumptions) within the organization so as to ensure employees' performance; and policies and strategies that tend to boost work process should be put in place as introduction of such policies will heighten employees' performance, etc.

## 5. Research Methods

Survey research design typically employs questionnaire and interviews in order to determine the opinions, attitudes, preference and perceptions of persons of interest to the researcher. This research study is carried out in Calabar metropolis. Data for this study was gathered from primary sources. The primary data is collected through the use of structured questionnaire instrument. Information was obtained through the use of textbooks, published journals, libraries, internet etc. The study employed Pearson Product Moment Correlation analysis to test the hypotheses. The choice of this statistical tool is justified as it is to establish the relationship between independent variables and dependent variables.

## 6. Data Analysis

A total of one hundred and eighty-seven (187) copies of questionnaire was produced and randomly administered to respondents in Transcorp hotel, Channel view, Pyramid hotel and Monty suites. One hundred and fifty-three (153) copies representing eighty-two percent were completely filled and returned to the researcher, which helped to facilitate the study and was considered to be the true representative of the study population.

### 6.1 Test of Hypotheses

Hypothesis one:

H<sub>0</sub>: There is no significant relationship between organizational norms and employee work commitment.

Independent variable: Organizational norms

Dependent variable: Work commitment

Test statistic: Pearson's product moment correlation coefficient

The analysis showed a correlation coefficient of 0.872 indicating the existence of strong positive relationship between organizational norms and work commitment. It shows that the test was significant at 0.01 significant level and led to the rejection of the null hypothesis which states that there is no significant relationship between organizational norms and employee commitment. Consequently, the alternative hypothesis was accepted and conclusion reached that there is a significant relationship between organizational norms and employee commitment.

Table 1. Correlation result of relationship between organizational norms and employee work commitment

		Norms	Commitment
Norms	Pearson correlation	1	.872**
	Sig. (2-tailed)		.000
	Sum of squares and cross-products	138.58	171.21
	Covariance	.250	.236
	N	153	153
	Pearson correlation	.872**	1
Commitment	Sig. (2-tailed)	.000	
	Sum of squares and cross-products	176.41	622.44
	Covariance	.336	151
	N	153	153

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

Source: Researchers' computation, 2023.

Hypothesis two:

H<sub>0</sub>: There is no significant relationship between organizational vision and employee retention.

Independent variable: Vision

Dependent variable: Employee retention

Test statistic: Pearson's product moment correlation coefficient.

The analysis showed a correlation coefficient of 0.845 indicating the existence of strong positive relationship between organizational vision and employee retention. It shows that the test was significant at 0.01 significant level, and led to the rejection of the null hypothesis which states that there is no significant relationship between organizational vision and employee retention. The alternative hypothesis was consequently accepted and conclusion reached that there is a significant relationship between organizational vision and employee retention.

Table 2. Correlation result of relationship between organizational vision and employee retention

		Vision	Retention
Vision	Pearson correlation	1	.845**
	Sig. (2-tailed)		.000
	Sum of squares and cross-products	301.74	116.94
	Covariance	.421	.305
	N	153	153
	Pearson correlation	.845**	1
Retention	Sig. (2-tailed)	.000	
	Sum of squares and cross-products	176.94	159.32
	Covariance	.305	.201
	N	153	153

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

Source: Researchers' computation, 2023.

Hypothesis three:

H<sub>0</sub>: There is no significant relationship between organizational values and employee morale.

Independent variable: Values

Dependent variable: Morale

Test statistic: Pearson's product moment correlation coefficient

The analysis showed a correlation coefficient of 0.809 indicating the existence of strong positive relationship between organizational values and employee morale. The test was significant at 0.01 significant level. This led to the rejection of the null hypothesis in favor of the alternative hypothesis which states that there is a significant relationship between organizational values and employee morale. The conclusion was that there is a significant relationship between organizational values and employee morale.

Table 3. Correlation result of relationship between organizational values and employee morale

		Values	Moral
Values	Pearson correlation	1	.809**
	Sig. (2-tailed)		.000
	Sum of squares and cross-products	33.32	124.92
	Covariance	.517	.404
	N	153	153
	Pearson correlation	.809**	1
Moral	Sig. (2-tailed)	.000	
	Sum of squares and cross-products	127.92	318.28
	Covariance	.404	.649
	N	153	153

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

Source: Researchers' computation, 2023.

Hypothesis four:

H<sub>0</sub>: Innovation does not significantly moderate the influence of organizational culture on employee motivation.

Dependent variables: organizational culture and employee motivation

Test statistic: Multiple regression analysis

The analysis showed the test was significant at 0.01 significant level, and led to the rejection of the null hypothesis which states that innovation does not significantly moderate the influence of organizational culture on employee motivation. From table 4.38, the first Beta (B) represent intercept of the relationship and is the unstandardized coefficient showing the value of .738 and increase of .814 for every one-unit increase in Innovation. The second Beta (B) is the standardized coefficient for the influence of innovation on performance. It indicates effect of independent value in standard deviation form. It shows number of standard deviations dependent variable decrease where there is increase in one unit. The value .172 shows the slope while .738 and .787 show increase for every one unit of the dependent variable.

Table 4. Multiple regression analysis of moderating influence of innovation on organizational culture and employee motivation

Variable	R	R <sup>2</sup>	Adj R <sup>2</sup>	B	Standard error	B	T	Sig
Constant				.172	.068		2.962	.003
Culture	.865	.071	.665	.738	.632	.814	23.564	.000
Motivation	.784	.087	.082	.787	.761	.283	8.437	.000

Note: Independent variable = Innovation

Source: Researchers' computation, 2023.

## 6.2 Summary of Findings

Based on the analysis, the major findings are summarized as follows:

- 1) There is a significant relationship between organizational norms and employee work commitment.
- 2) There is a significant relationship between organizational vision and employee retention.
- 3) There is a significant relationship between organizational values and employee morale.

## 7. Conclusion

The study revealed that organizational norms, organizational vision organizational values have a significant relationship on employee motivation. Culture is a significant element that is needed to support the growth of an organization. Culture is the foundation and pillar on which visionary organizations are built. Organizational culture is one out of many dynamic capabilities that organization can manipulate to retain competitive edge in the business environment. Organizational culture involves employees, and even customers. In an organization, the employees' behavior is guided by rules, values and beliefs by the employees as a code of conduct. Organizational culture helps the organizational members understand what the organization stands for, how it operates, and what is its area of focus and scope of practice. Thus, organizational culture becomes the underlying factor of member's decisions, choices; and is very vital among the organization's members.

## 8. Recommendations

In line with the findings of this study, the following are recommended.

- 1) Organizations should implement policies that will make employees conduct themselves in an organized way by conforming to regularities of perception and behavior.
- 2) Defining the vision requires developing a mental image of the organization at a future time, therefore management should provide direction with some insights about goals and objectives.
- 3) Organizational values are so important, and it's clear that organizational values must be closely linked to overall organizational success. To achieve its objectives, an organization must establish its values.

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