Article

Effect of Corporate Culture on Organizational Innovativeness

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Abstract

The relationship between corporate culture and organisational innovation has been the subject of debate by researchers for over four decades. The objectives of the study were to: evaluate the influence of an organization's mission as an element of organisational culture on product and service innovation; examine the effect of consistency as an element of organisational culture on process innovation; and a questionnaire was designed using structured questions to obtain data from employees in the five branches of Guarantee Trust Bank in Ilorin metropolis, Kwara State, Nigeria. A total of 150 copies of questionnaires were administered, of which 132 were properly filled out and returned. The formulated hypotheses were tested using regression analysis with the aid of SPSS version 25. The findings revealed that organisation mission has an effect on product and service innovation with an R2 value of 0.683; consistency influences process innovation with an R2 value of 0.609. Therefore, the study recommended, among other things, that organisational mission should be shared amongst employees to enable them to contribute innovatively to the achievement of organisational goals. Organizational value should also be shared amongst employees as it will enable them to act in the interest of the organisation at all times.

Keywords: Corporate Culture, Organization's Mission, Consistency, Employee Involvement, Organizational Innovativeness, Element of Organizational Culture.

Introduction

Culture is the consistent way for organizations to carry out their activities to sustain their existence. It is the way organizations work and adapt to both internal and external environments and the realities of work. Organizations generate their own culture, which embodies the values that organizations seek to be known for and identify and define their consistent pattern of behaviour (Schein, 2005). Activities and missions of organizations that have worked well in the past and which translate into norms, behaviour, and expectations about what is desirable can influence organizational culture (Kotter & Hesket, 2016). It is already known that the most successful companies are those directed and managed within a very strong culture and values. Some organizations in the banking sector are performing below expectations notwithstanding their high funding since they do not operate under the strong values of the corporate culture. Most cultures are sidestepped and manipulated in pursuit of selfish interests, and this, in the long run, devastates the organization.

Innovation has long been cited as essential for organizational competitiveness and success. This awareness of innovation has generated a great deal of literature on the subject of innovation. As a result, innovation has become an extensive concept that can be perceived in several different ways. Innovation can be radical, incremental, product, process, administrative, or technical. By drawing these two definitions together, innovation in the context of this research work can be thought of in its broadest sense, considering various types of innovation.

Organizations in Nigeria operate cultures that are not consistent and have no pattern or protection for the future. Because of the manipulative notoriety associated with our culture, people have continued to wonder if anything works in our organizations and society. A cultural system is not supposed to be manipulated for selfish interests. Organizational culture should define appropriate behaviour, motivate employees and proffer solutions where there is a problem. Corporate culture governs the way organizations process information and values and the way they do business. The massive failure in the banking sector that brought about distress is traceable to a lack of a strong culture. The culture of credit analysis and trust was destroyed. There was a period when there was no recognized culture in the legal regime of banking, especially in the deregulation of the foreign exchange market. Banks can only grow where there is a strong culture, which reinforces the pillars of their perpetual existence. The pulling down of the cultural pedestal upon which banks stand just for self-aggrandizement by executives, directors, and employees has resulted in the collapse of many banks (Strickland, 2009).

The Nigerian banking sector sent new intakes to training centers to learn how to render services to customers, acquire job skills and technical knowledge, and become familiar with rules and regulations, managerial behaviour, and the profession's objectives and ethical codes of conduct. Various banking schools are owned by individual commercial banks in Nigeria. They aim to guide and shape employees' attitudes towards work and their expected behaviour. Ojo (2016) maintains that the core values in the Nigerian banking sector are positively associated with employees' work behaviour. However, the author's silence on the cultural dimensions that are positively associated with employees' work behaviour created the need for further investigation.

1.1 Problem Statement

Service organizations globally are faced with the challenges of technological innovation and sustainable competitive advantage. The Nigerian banking sector is no exception. In Nigeria's banking industry, the banking services provided by different commercial banks are more or less the same, making it difficult to compete based on a product. For banks to remain competitive, they need to create a culture where longevity and success depend upon innovation, creativity, and flexibility. To gain a competitive advantage, organizations have to be innovative, create a suitable culture for employees, and managers have to search for employees with useful knowledge and motivate them to use it for the benefit of the organization. When these employees are not given the room to generate, share, and execute valuable ideas, they become less committed and may leave the organization, thus taking their knowledge and skills elsewhere. This constitutes an issue for such an organization, as the cooperative ability of such an organization is reduced.

However, some of the issues faced by organizational culture range from being slow to react to external or internal changes as systems are designed for stability; too many structural layers slow down and reduce communication effectiveness; authority is maintained centrally, reducing the effectiveness of front-line staff; problems take too long to solve and keep recurring, wasting time and resources. Most people are excluded from the decision-making and thinking processes, thereby limiting the potential to change and adapt quickly. People are not involved or included in the purpose of the organization and feel apart from it rather than a part of it.

With these current situations of senior leaders being the prime determinant of corporate culture, and culture is related to consequential organizational outcomes, the study, therefore, seeks to address the gap between the current scenario and the ideal situation by investigating the factors influencing organizational culture. The main objective of this research work is to assess the effect of corporate culture on organizational innovativeness in the Nigerian banking industry. In this regard, the study evaluates the influences of an organization's mission as an element of organizational culture on product and service innovation and examines the effect of consistency as an element of organizational culture on process innovation.

2. Literature Review

2.1 Denison's Organizational Culture Model

This model measures the association between four cultural values and firms' effectiveness (Denison, Lief, & Ward, 2004). It assesses culture in business organizations using four distinctive dimensions: mission, consistency, involvement, and adaptability (Kotrba, Gillespie, Schmidt, Smerek, Ritchie & Denison 2012). Involvement as a cultural dimension assesses the extent to which workers are dedicated to their responsibilities, and their level of commitment and participation in group activities, leading to the realization of business goals and objectives (Kotrba et al., 2012). Consistency enhances shared values and directs workers' behaviour in line with corporate strategies (Denison, Nieminen, & Kotrba, 2014). Kotrba et al. (2012) referred to adaptability as firms' ability to direct internal operations to meet business demands or variations in the external environment. On the other hand, the mission showcases the extent to which an establishment or business empire has been able to clearly define or structure its purpose for existence (Kotrba et al., 2012).

Adaptability refers to high performing organizations distinguishing themselves from low-performing organizations by their ability to understand and react to the competitive environment and customers. In addition, they restructure behaviour and processes that help them adapt. Moreover, high-performing organizations encourage new ideas and different solutions for solving problems. In addition, employees seek new and better ways to meet customer expectations continuously. Controlled risk-taking is encouraged as organizations learn from both successes and failures. Mission represents the successful organizations have a clear mission statement that explains to employees why they are doing their jobs and how the work they do contributes to the overall performance of the organization. Strategic direction and intent are about multi-year strategies and establishing high priorities. In successful organizations, goals and objectives are short-term terms. In addition, specific goals are defined so that employees understand how their daily routines relate to the vision of the organization. A vision represents the main reason an organization exists and competes in a certain market. Consistency represents the main source of integration, coordination, and control. In addition, it helps organizations develop a set of procedures that create an internal system of governance that is based on consensual support. Successful companies have a clear set of values that support employees and managers in making consistent decisions. When facing difficult issues and misunderstandings, the members discuss them openly and try to reach an agreement. In these organizations, each employee is aware of the fact that their work impacts others and how the work of others impacts them. The employees always make sure that their work is aligned with the organizational goals and objectives. Involvement is reflected when highly involved organizations differentiate from the rest of the companies by creating a sense of responsibility. This particularity creates a greater commitment to the organization and autonomy. In these organizations, employees know the kinds of decisions they are allowed to take and which ones are beyond their responsibility. In other words, employees are empowered to make decisions in an informed framework. Employees are encouraged to work in teams and they support each other to attain their work goals. Last but not least, the highly involved companies use training and coaching to develop employee capability.

Today, a lot of organizations are searching for a way to be more innovative. A lot of organizations have a culture that is concentrated on "process excellence" and is striving to avoid any risks (Phillips, 2007). When in an organization where such a corporate culture already exists, the most challenging issue for a company nowadays is "changing corporate culture to accept and embrace innovation" (Phillips, 2007). Phillips (2007) determines five substantial aspects that facilitate change of culture within organizations. The first factor is *senior management*. It is very important when senior managers themselves believe innovation is an integral part of organizational culture. When senior managers continuously reinforce the importance of innovation and promote it on a strategic level, an organization becomes oriented toward innovation and prosperity. These senior managers, in most cases, are leaders who advocate innovation. They must be strong and consistent. It is impossible to have an innovative culture in which leaders are committed to innovation from time to time. Innovation must be a constant value. Of course, there are also some obstacles to overcome when an atmosphere of innovation is created. Delusive expectations about the return on investment for innovation by senior managers can block innovative processes. It is important to understand that innovations require a certain amount of time to be implemented and mature. This period can largely vary. What sometimes happens in organizations is that when a senior manager does not see a quick change and comes back from innovation, he or she stops the project. The senior manager must realize how much time and resources are needed for the innovation process. This gives a leader an understanding of what place innovation is going to take within corporate strategy. Phillips (2007) asserts that investigating the "life cycle" of a product helps to comprehend what time and investment are going to be required.

The second factor is *compensation*. People do things that have consequences. Compensation motivates people to do certain things. When a corporate culture is striving for process excellence, it encourages employees to conduct the same operations and not to take risks. Moreover, employees are so involved in conducting regular operations that they do not have any free time to work on other projects, and they are not willing to because their compensation is built on these regular operations. On the contrary, the innovative culture encourages people to come up with new ideas. Such a culture is ready to take the risk of developing a new product, service, or process. In this case, compensation is based on active participation. In a company with an innovative culture, employees are expected to take part in the innovation-creating process. For leaders, it is important to identify innovators in an organization and ensure their compensation. The Human Resources department can promote innovation by developing new "compensation models" and defining roles and liabilities related to innovation.

The third factor is *communication*. It means that communication at various levels within an organization facilitates change. The messages that are addressed to employees in an innovative culture should contain innovation. It has to exist in some program that aims to reach every employee in the organization with a message that puts emphasis on innovation. Leaders are those who are responsible for such continuous and repeating communication. The channels and tools for communication could be different. These are e-mails, corporate magazines, and video clips. Another aspect of communicating certain messages is actions based on these messages. Leaders have to show with their behaviour how others should behave and represent a certain pattern of behaviour. This significantly strengthens those messages.

The fourth factor is *training*. Training can provide employees with tools and methods for innovation. Such training should consist of different techniques that lead to "new methods and processes for idea generation, new roles and responsibilities for idea capture and evaluation, and new attitudes and approaches for innovation" (Phillips, 2007). To get new results, it is important to teach people new processes.

The fifth factor is *measurements*. It is important to think strategically and to have a plan according to activity. In the case of innovation, it is necessary to measure the number of ideas that appear, how many people are involved, how much time is needed, etc. Moreover, innovation aims have to be aligned with strategic aims. Measurements also clearly show the process of innovation.

2.2 Innovation Culture Dimensions

Shani and Divyapriya (2011) define six essential dimensions of innovative culture. *The "Relationships"* dimension means that innovations are usually a collective outcome and they appear within the environment, which encompasses different people with different perspectives, environments, and so on. Such an environment facilitates innovation and growth. The "*Risk-taking"* dimension refers to the issue of building an organizational culture that encourages people to try new ideas and not punish them for failures, rather than perceiving failure as an opportunity to learn. "Resources" refers to more than just money and can be interpreted broadly. Resources can also be time, autonomy, and power to produce innovations. It is important that "*knowledge"* and information within the organization are smoothly shared and accessible to every employee. "*Rewards"* are needed to encourage and motivate people to innovate. Finally, *tools* are methods and techniques that are used for "creative thinking, idea management, and implementation" (Shani and Divyapriya, 2011).

An element of the company's organizational culture is an innovation-oriented culture, which consists of innovation-oriented motivation, innovative competence, and behaviour in an innovative situation, as well as the style and quality of management determining the climate for innovation. An innovation-oriented culture may be defined as the need for the maximum number of innovative ideas to appear within a certain period. An innovative culture is a way of thinking and behaving that creates, develops and establishes values and attitudes within a firm, which may in turn raise, accept and support ideas and changes involving an improvement in the functioning and efficiency of the firm, even though such changes may mean a conflict with conventional behaviour. To build an innovative culture, certain requirements must be met, involving six kinds of attitudes: the ability of managers to take risks; encouraging creativity; participation of all employees in building an innovation-oriented culture, the responsibility of both managers and employees for their actions; allowing employees to develop their interests and use their unique talents; developing the company's mission, which the employees will identify with; providing employees with a sense that their work is meaningful and has a positive impact on the achievement of objectives (Claver, 2008).

2.3 Theoretical Foundation

2.3.1 Schein's Theory of Organizational Culture

The theory consists of three domains: basic underlying assumptions, espoused values, and artefacts. Artefacts are the surface level of organizational culture; they are tangible, easily seen and felt manifestations such as products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies (James & Jones, 2005). Espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. According to James and Jones (2005), basic underlying assumptions are the basis of organizational culture and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge to these assumptions will result in anxiety and defensiveness.

2.3.2 Organizational Excellence Theory

This study will also be guided by the theory of organizational excellence by Edwinah (2018). The theory maintains that the culture that an organization adopts is directly linked to its success. Therefore, successful companies are characterized by cultural practises that emphasize action, closeness to customers, entrepreneurship, productivity, value-based, simplicity, lean staffing, and economic utilization of resources. This implies that organizations are likely to stay in business if their cultural values provide individuals associated with the organization room to perform.

Organizational excellence in commercial banks in Nigeria can be traced to its corporate cultural attributes, which include continuously developing innovative ways of meeting customers' needs, facilitating novelty and risk-taking undertakings via incentives for both the customers and employees, and showing conviction in the employees' ability to be involved in the process of making decisions, avoiding rigidity in the command process, and trusting the subordinates. This also involves listening to and adopting employees' and customers' suggestions, paying attention to their cultural variables, and promoting and clarifying the core values of the organization to the workers (Achua & Lussier, 2016). This theory has been selected to guide this study because many commercial banks in Nigeria have embraced some of these characteristics, which have led to improved innovation. In addition, strong cultural values in an organization that emphasizes high achievement levels for employees can provide individuals throughout the organization room to perform.

2.4. Empirical Framework

Using the survey method, Giti, Suhaida, Zaidatol, and Abdullah (2013) examine the association between organizational culture and organizational innovativeness in private universities in Iran. A sample of 485 full-time faculty members was selected based on simple one-stage cluster sampling. The findings indicated that significant positive relationships were found between the three types of organizational culture and organizational innovativeness. They were the adhocracy, the market, and the clan cultures, respectively. However, the hierarchy culture showed a non-significant correlation with organizational innovativeness. In addition, the adhocracy culture contributed most to predicting organizational innovativeness. This study once more showed that each organization has its own organizational culture. It is proposed to identify and develop the appropriate organizational culture that makes it possible for the administrators, academic members, and students to engage in innovative activities. Masood, Sadia, Shakeel, and Imran (2012) carried out a study to reveal the effects of organizational culture on employee performance via organizational innovation in banks operating in Pakistan. A quantitative survey method was adopted to serve the purpose. The data of 167 respondents, including mostly managers, sales officers, and front desk employees, was elected through an adapted survey questionnaire. The results expressed that elements of organizational culture, i.e., organization mission and concern for employees and trust, have a direct and strong influence on productivity at work, while core values and organizational learning and empowerment influence productivity at work indirectly via organizational innovation. Hence, the results have acknowledged most other hypotheses presumed in the investigation that culture has an impact on productivity at work, whether directly or through organizational innovation. Managerial implications, along with limitations and future research directions, have also been discussed. Ojo (2016) conducted an empirical analysis of the association between culture and performance in selected manufacturing companies in India. The study adopted Denison's Organizational Culture Model as well as the measuring instrument. The study found that there is a positive relationship between cultural dimensions and the effectiveness of manufacturing firms in India. This supports Denison's propositions. The relevance of these cultural dimensions in the 21st-century design of organizational culture should not be underestimated. Based on the considerations of flexibility in responding to external variations as embedded in Denison's organizational culture model, the current study shares these principles in investigating the relationship between culture and performance in the Nigerian banking sector. Kambiz and Aslan (2014) conducted a study on the impact of organizational culture on organizational innovation at University Technology Malaysia using a research model. Their findings reveal that organizational culture exerts a completely mediating effect on organizational innovation through organizational learning. On the other hand, members of the organization with great experience and corporate culture will enhance the performance of the organization. Based on their article, it is clear that organizational culture plays a significant role in innovation. Both innovation and organizational culture professionals need to understand the systemic relationship between these concepts and the value that they can generate in terms of creating and maintaining a sustainable competitive advantage for organizations.

3. Methodology

This study adopted a survey research design, which was based on the usage of primary sources of information. A questionnaire was used for collecting the primary data. To be fair and representative, 150 respondents were staff of Guarantee Trust Bank in the Ilorin metropolis of Kwara State, Nigeria. The chosen staff were chosen from a population of 239 staff, using the random sampling method, using Taro Yamane's (1964) formula, and maintaining the estimable error at a 5% significant level. All collected data were coded and subjected to appropriate statistical analysis, such as descriptive statistics and analysis of variance. Meanwhile, the hypotheses were tested using regression analysis at a 0.05 level of significance (i.e. 95% confidence interval). Their level of agreement with the statement is graded on a 5-point Likert scale as follows: Strongly Agree (SA), Agree (A), Undecided (UN), Disagree (D), and Strongly Disagree (SD).

4. Results and Discussion

4.1 Hypothesis Testing

H_{01}: An organization's mission as an element of organizational culture has no significant relationship with product or service innovation.

Table 1: Summary of the Model

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
	.827[a]	.683	.681	.37900

a. Predictors: (Constant), Organizational Mission
Source: Field Survey, 2019

From the results shown in table 1, it can be seen that R is 0.827, R square is 0.683, adjusted R square is 0.681, and the standard error of the estimate is 0.37900. The correlation coefficient (R) is observed as 0.827, which means that there is a positive correlation between the independent variable (organizational mission) and the dependent variable (product/service innovation). In other words, the work-valueR value of 0.827 indicates that organizational mission accounted for 82.7% of the variation in product/service innovation. The R square value of 0.683 shows that organizational mission contributes 68.3% to product/service innovation while the remaining 31.7% is due to other variables other than the variables in the model.

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.297	1	40.297	280.544	.000[b]
	Residual	18.673	130	.144		
	Total	58.970	131			

a. Dependent Variable: Product or Service Innovation
b. Predictors: (Constant), Organizational Mission
Source: Field Survey, 2019

The ANOVA table is analyzed to see if any of the variables are significant. It can be seen in Table 2 that the probability (P) value is equal to 0.000 0.05 (sig), which indicates that the regression relationship was highly significant in predicting how organizational mission influences product or service innovation. Also, since the p-value is less than 0.05, the rejection of the null hypothesis that an organization's mission as an element of organizational culture has no significant relationship with product or service innovation and the acceptance of the alternative hypotheses that an organization's mission as an element of organizational culture has a significant relationship with product or service innovation is justified. Thus, the model is fit.

Table 3 Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.316	.079		4.002	.000
	Organizational Mission	.829	.049	.827	16.749	.000

a. Dependent Variable: Product or Service Innovation
Source: Field Survey, 2019

The coefficients of the independent variable indicated that organizational mission (.829) affects product or service innovation. In addition, the probability and t-statistics values of.000 and 16.749 further suggest that the relationship between organizational mission and product or service innovation is significant since the alpha level of 0.05 is greater than the p-value of 0.000. The conclusion, therefore, is that the null hypothesis is rejected and the alternative hypothesis is accepted.

4.2 Decision Procedure

Since the t calculated of the organization's mission is greater than the t tabled at 5% level of significance and the p-value is less than 0.05, which is a critical value, the null hypothesis that says the organization's mission has no significant effect on product or service innovation is rejected and the alternative hypothesis is accepted. This is supported by the findings of Edwinah (2018), which stated that there is a positive relationship between an organization's mission and organizational innovation.

H_{02}: There is no significant relationship between consistency as an element of organizational culture and process innovation.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781[a]	.609	.606	.47125

a. Predictors: (Constant), Consistency

Source: Field Survey, 2019.

From the results shown in table 4, it can be seen that R is 0.781, R square is 0.609, adjusted R square is 0.606 and the standard error of the estimate is 0.47125. The correlation coefficient (R) is observed as 0.781, which means that there is a positive correlation between the independent variable (consistency) and the dependent variable (process innovation). In other words, the R-value of 0.781 indicates that consistency accounted for 78.1% of the variation in process innovation. The R square value, which is an indication of the coefficient of determination, is 0.609, showing that consistency contributes 60.9% to process innovation while the remaining 39.1% is due to other variables other than the variables in the model.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.039	1	45.039	202.806	.000[b]
	Residual	28.870	130	.222		
	Total	73.909	131			

a. Dependent Variable: Process Innovation

b. Predictors: (Constant), Consistency

Source: Field Survey, 2019

The ANOVA table is analyzed to see if any of the variables are significant. It can be seen from Table 5 that the probability (P) value = 0.000 0.05 (sig), which indicates that the regression relationship was highly significant in predicting how consistency influences process innovation. Also, since the p-value was less than 0.05, the rejection of the null hypothesis that there is no significant relationship between consistency as an element of organizational culture and process innovation and the acceptance of the alternative hypotheses that there is a significant relationship between consistency as an element of organizational culture and process innovation is therefore justified. Thus, the model is fit.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.381	.083		4.596	.000
	Consistency	.689	.048	.781	14.241	.000

a. Dependent Variable: Process Innovation

Source: Field Survey, 2019.

The coefficients of the independent variable revealed that consistency (.6) has the greatest impact on process innovation. In addition, the probability and t-statistics values of.000 and 14.241 further suggest that the relationship between consistency and process innovation is significant since the alpha level of 0.05 is greater than the p-value of 0.000. The conclusion, therefore, is that the null hypothesis is rejected and the alternative hypothesis is accepted.

Since the t calculated for consistency is greater than the t tabled at a 5% level of significance and the p-value is less than 0.05, which is a critical value, the null hypothesis that says consistency has no significant effect on process innovation is rejected and the alternative hypothesis is accepted. This is supported by the findings of Gambi, Gerolamo, and Carpinetti (2013), which stated that there is a significant positive relationship between consistency and job effectiveness.

4.4 Discussions

The hypothesis 1 finding revealed that there is a positive impact of the organization's mission on product or service innovation since the coefficient of trend analysis was 0.829. The t-statistic (16.749) was also greater than 0.316 at a degree of freedom of 131. This demonstrated that the organization's mission had a positive influence on product or service innovation. The significant level was specified at (p-value = 0.0001 0.05) in the product/service innovation as shown in table 1, and this implies that an 82.9% increase in product/service innovation was significantly caused by a 17.1% increase in organization mission in the bank, equally significant at a 5% level. Therefore, null hypothesis 1 is rejected and the alternate hypothesis is accepted by positing that there is a significant impact of the organization's mission on product or service innovation at a 95% confidence level.

Therefore, this finding is related to the findings of Edwinah (2018), who stated that there is a positive relationship between organizational mission and organizational innovation, whose results showed that a unique corporate culture provides value to the organization and is, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organization has to have a mission statement and values that have meaning; a statement that people will take seriously; and a set of overarching beliefs that serve as powerful guides for everyday activities and that are reinforced in a hundred different ways, both symbolic and substantive.

Findings from hypothesis 2 indicate that a 60.9% increase in process innovation is caused by an increase in consistency, and the remaining 39.1% is attributed to other factors not accounted for in this model. The regression analysis in table 2 shows that there is a positive impact of consistency on process innovation since the coefficient of trend analysis was 0.689. The t-statistic (14.241) was also greater than 0.381 at a degree of freedom of 131. This demonstrated that consistency had a positive impact on process innovation. Therefore, null hypothesis 2 is rejected and the alternate hypothesis is accepted. This implies there is a significant impact of consistency on process innovation at a 5% level of significance.

Therefore, this study is related to the finding of Achua and Lussier (2016), who stated that there is a significant positive relationship between consistency and job effectiveness where they thought that consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members reach consensus and take concerted action to have a positive impact on performance. Such a high degree of unity within an organization can save on manpower, materials, financial and other resources, whilst boosting performance.

5. Conclusion

Based on the findings, the study concluded that an organization's mission has a significant effect on product or service innovation. According to the findings of the study, for any organization to be successful, it must have a clear sense of purpose and direction that defines its goals and objectives and looks to the future by being innovative in its dealing methods. The organization's mission defines the business, products, or services, and customers. It also allows the organization to differentiate itself from competitors by creating new or improved products or services.

It was also concluded that consistency has a significant effect on process innovation because the study found that organizations that have shared values (consistency) develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. Such organizations tend to have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of dos and don'ts, which leads to an improved process and method of doing things in the organization and the overall performance of such an organization.

The study further concluded that employee involvement has a significant effect on strategy or business concept innovation. It was found that involvement entails building human capacity, ownership and responsibility. It is very necessary as it leads to a united vision, values, and purpose. Adequate employee involvement allows employees to share information, knowledge, rewards, and power throughout the organization, which allows the bank to make an overall change in the business regularly.

5.1 Recommendations

Based on the findings of the study, the following recommendations are made:

1. The study recommends that management should play a pronounced role in influencing organizational culture that is aligned to its strategy and structure. Management should focus more on the adherence to the organization's mission by making sure that those in leadership positions are conversant with the organization's mission to be able to pass it down to their subordinates. Likewise, management should work on the ethical practices of the organization, like credibility and integrity, which promote a highly innovative culture.

2. We recommended that the organization should have a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. An organization must have a clear set of values that support employees and managers in making consistent decisions. Management should know that strong cultures that are highly consistent, well-coordinated, and well-integrated tend to be innovative.

3. Also, employees should be involved in decision-making as it will make them committed to the achievement of the decisions taken. The organization should empower their people, build the organization around teams, and develop human capability at all levels. Management must let employees know the kinds of decisions they are allowed to take and which ones are beyond their responsibility.

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