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# The Relationship between Organizational Culture and Innovation Management: A Case Study Hormuud Telecom

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**ABSTRACT**

**Purpose –** The primary goal of the study is to determine how organizational culture affects innovation management. The study used Hormuud Telecom, one of the private businesses in Mogadishu, Somalia. The study's specific objective is to look into how organizational culture affects innovation in the following areas: resources, product, processes, organizational, market, and culture.

**Design/methodology/approach –**230 employees of Hormuud Telecom participated in this study, which used a questionnaire and a random sample to collect data from the respondents. To achieve the study's goal, the descriptive test, correlation, and regression were used.

**Findings –** The study discovered that organizational culture has a good impact on innovation management, which keep the company relevant in the market.

**Discussion –** Organizational culture supports innovation, which helps the organization maintain its competitive advantage.

## 1. INTRODUCTION

The study was conducted on organizational culture and innovation management, A case study of Hormuud Telecom Mogadishu Somalia. Increase in competition in the industries has brought turbulences and changes in uncertainty connected to business in the 21st century with the focus on development of innovations. The organizations have continued to operate in an environment with features of global competitions, changes in customer demands and rapid technological changes with uncertainty occurrence being high (Lin, et al, 2013). To enable the attainment of competitiveness in the environment of companies, there is need for constant innovations necessary to attract the people in the development agenda. Drucker (1985: 86) provides that innovation is response to the changes in the environment through the attainment of extra mile coming and creation of opportunities and use of the existing ones successfully. This development for strong innovation management requires effective focus and changes in organizational cultures that are fundamental in stimulating innovations.

Organizational culture is a variable necessary and provide consistent identification of the key driving forces for innovations in the several industries (Büschgens, et al 2013:1). According to Bröring, and Herzog, (2008:330) provides that the understanding of the theory and practices for innovation is sufficient and improve the means for inventions as the inventions are determined for the aspects in the development avenues. Innovation is a quantitative form of products or process making in the provision of different scheme of the processes in status for the invention development in supporting innovations other than inventions that has a commercial validation of the exploited mechanisms for the invention in the form of the introduction of the new products for the processes in innovations support.

Organizational culture is set as affecting the key issues in development and superiority in business performances (Szymańska, 2016: 142). The function of cultures is to encourage the acquisition of vital advances for the objectives of development and advancements, which are done via mergers, acquisitions, internal

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cohesiveness, and worker improvements. For a firm to stand out from its competitors in terms of creative management, transformation, risk taking, consistency and decisiveness, it must have a unique culture. There are a lot of cultural differences between the people in an organization and those who don't belong to an organization. By contrast to theory, culture is a more powerful force that will continue to amplify the predominance of technologies developed in vast attainable pasts in an organization, Schein (2010: 336). Culture, according to him, is more important than technology in becoming the powerful forces that determine how far technology will spread in the future.

In Somalia, the aspects of innovation management are not highly emphasized especially in the organization flexible scheme of works that could see the organizational cultures designed to suit the performance of the organizations. The focuses in the organizational culture are increased becoming the major aspect of the daily organization function for the performance depending on the cultures. The culture on the organization shows the work in the same environment guided for the ideas for the business (Racelis, 2016: 29).

The study is to be conducted in Hormuud Telecommunication Company a big telecommunication company managing the functionality of the communication and national communication business. According to Schein (2010: 236) the culture in the companies presented in values, beliefs, customs and traditions members in the organizational culture necessary vital in the advent of the becoming the formidable forces in the further determination of the amplified prevailing technology greater than the achieved forms in the past.

The study assessed the impact of organizational culture on innovation management in Hormuud Telecom Mogadishu Somalia. The basis was on the dimensions of innovation management are product, process, organizational, culture, market and resource innovation in Hormuud. The study was conducted in Hormuud Telecommunication company a company that deal in communication and money transfer services located in central business district of Mogadishu Somalia. Time scope is intended to inform the respondent on the time when the study is done. It has been determined that the time period covered by the research is long enough to allow for the gathering of data and the presentation of conclusions, which will result in the acquisition of knowledge useful for both academics and decision making.

## 2. LITERATURE REVIEW

### *Organizational Culture*

Magee (2002:8) argued that organizational culture is an assumption in the organization needed for the subscription in the organization needs for the beliefs and values needed. The focus of the reality is the experience of the values needed in the desire for the striving to the specific assortments of the principles for the share of the organization. The turn in the controls in the ways for the people intermingled for the people in and outside the organization. The share of the beliefs and values are needed in the business cultural expansion needed for the organization (Azhar, 2003:35). Robbins and Judge (2012: 146) provides the cultures in the homogeneity in the discernment for the basis of the outstanding in the separation of the organization. The organizational culture has a pervasion in the effect of the organization context due to the definition of the relevance in employees, customers, suppliers and competition in how interaction for the key actions taken (Barney, 2012:6). The cultural intensity is hence the strength of the adoption in the components for the enabling the meeting of the demands in internal consistency for the external flexibilities (Schein, 2010: 238).

Shared values are the key individual issue in the organizational cultures (Schein 2010: 240) argues that there are clear structures in the rules and communication for the features of the social interactions for the community members in the images for the casual needs in presumption. The people have the same form of values for the feel in interception of the occurrences for the situation in the same manner for the reduction of doubt arguing that the disputes occur in the error free forecast in the people for the features in making the prosperity in the communication to highlight the values. Owino and Kibera (2015: 132) contend that the effective execution of the duties is not provided without the cultural values. There are instruments needed in inclusion of the instruments and terminal values. The desire for the behaviors needed is instrumental in the values for the

attainment of the forms. The company cultures are hence in inclusion for the outcomes for the firm in the attainment of the values in the manner of encouraging the instruments needed (Lunenburg, 2011; 1).

Organizational culture hence serve as a control tool needed in directing the behaviors towards the desires needed in forms of features needed in the character for the norms in the schemes provided in the organization (Schein, 2010: 236), noted that culture is a form of strength needed in weakening the measures. The strength for enabling the decisions needed in making the company and hinder the implemented master plan for the purposes of bringing the opposition changes needed in the organizational culture to attain a strong or moderate form of factors depending on the factors for the organization longevity in the existing sizes for the levels of the cultures and circulation between the employees. Cameron and Quinn (2011) contend that organizational culture is a coordination of the company in the day-to-day activities involved in the employees and internal unification in attaining a task satisfactory for the employees in the negative influences.

***Innovation Management***

Innovation can be described as an implementation in discovering the interventions and processed by which the results in the products systems and processes are in being provided and implemented (Gloet and Terziovski, 2004: 402). Innovation is the process that includes new idea invention in the updated systems needed in the creation of the new things needed in explaining the innovation. Innovation is hence a technology-based issue in research that has a significant component, in the daily life this is used. Innovation is hence the result of the reforms; reforms are also the main forces of economic development in factors that promote the innovation as an essential form of operations.

Tidd and Bodley (2002: 127) argued that innovation management is the process designed in new ideals needed in organizing the practices in wide form, the research provides that there are several innovations that are a focus on the change level innovation in the processes, positions and paradigm innovations needed in attaining the future of the innovation management. Innovation processes are viable in the development of the processes needed in turning the efficiency into high forms. There are key issues shown in the innovation management (Audretsch, 1995:441).

Management innovation is the process needed in the processes for the inclusion in the market demand for the technologies needed in the inclusion for the enterprises for the cultures in qualities needed for the organization innovation in the aspects. The companies needed are significant for the effect in innovation behaviors (Mosey, 2005: 114).

***Product Innovation***

The term "product innovation" refers to items that are brought to an existing market and add at least one new aspect to that market (Angelmar, 1996:14). All new goods, opening up wholly new markets, to even marginally different inventions, opening only marginally new markets, are examples of product innovation. Product innovation can be considered as a competitive advantage tool alongside price reductions on current items, the creation of new customer services, and the introduction of new communication and distribution initiatives (Angelmar, 1996:14).

This kind of product innovation is often the starting point for new businesses or corporations. To answer the question of whether a pioneering business can maintain its dominant position in the face of competition, we must look at the company as a whole. A more long-term perspective is typically required when evaluating whether a competitive advantage gained via business innovation can be sustained over the long term as compared to a single product innovation. Inventions of new goods are called product innovations, although not all new products may be deemed inventions since not all inventions are new products. It's well-known that introducing a new product to the market is fraught with danger (Crawford, 1987:20).

Creating and introducing more innovative products is becoming more popular as a means of maintaining a competitive advantage. In part, this is due to the increased competition. There is still a lot of risk, hurdles, and

historical failures involved in the process of producing new goods, though (Cooper and Kleinschmidt, 1987:169). These are goods that have either failed commercially or were never made available to customers in the first place, depending on the case (Cooper, 1984:247).

***Process Innovation***

"Process innovation" is the use of a new production method or major changes to specific techniques, equipment, and/or software with the goals of lowering production and distribution costs, improving the quality, production, or distribution of new or improved products, increasing the efficiency or flexibility of a productive or supply activity, and lowering environmental risks (Maier, 2014). Process innovation is a business strategy that focuses on using new ideas to improve an organization's basic processes. The goal is to cut production costs or shorten the time it takes to get a product or service to a customer (Maier 2014).

According to Cohen and Malerba (2001:587), firms have "technical goals" that include innovation objectives or strategies, although the innovation literature for SMEs has historically focused on the determinants (drivers or impediments) that lead to new product introductions. Despite the fact that many companies have "technical goals" that include certain sorts of innovation goals or strategies, (De Jong and Vermeulen, 2006:587). Research in the field of innovation management has been mostly focused on predicting process innovators (Reichstein and Salter 2006: 656), which is typically done in conjunction with the adoption of product innovation (Santamaría et al. 2009: 507). Only a limited number of studies have examined the inventive performance implications of adopting process innovations or the impacts of simultaneously adopting process technology and organizational innovations. It hasn't had any effect on the adoption of process technological and organizational innovations at the same time.

Identifying the origins of process innovations is critical for at least three reasons, according to Reichstein, and Salter (2006: 653). In the first place, process innovations are an essential source of increasing productivity, and understanding the numerous reasons that motivate organizations to innovate may lead to deeper information about the causes of economic progress. Because process innovation may help businesses develop and maintain competitive advantage, a deeper knowledge of process innovation can help us better understand how firms earn and maintain their competitive advantage. As part of the government's innovation strategy, process innovations are an essential component, and studying the situations that elicit process innovations shows the processes that encourage private sector innovation.

***Organizational Innovation***

To succeed in today's hyper-competitive and fast-paced environment, one must have the ability to influence the direction of change and transformation. To do this, a company's ability to innovate and be innovative while yet preserving a competitive advantage is essential (Drucker, 1985: 86, Woodman et al., 1993: 293). Organizations, particularly those that are heavily reliant on technology, must be more innovative and pioneering than ever before in order to succeed in today's economic climate (Jung et al., 2003: 525). There are several ways in which an organization's success may be measured, and innovation is one of the most important factors (Gumusluoglu and Ilsev, 2009: 461). Developing an innovation-oriented business plan and authorizing higher expenditures in the growth of an organization's ability to create new products is a major focus of this approach. Rather of focusing just on innovation management, the second approach emphasizes the importance of a dynamic organizational development and emphasizes a focus on the company's environment and working circumstances rather than innovation management. The third technique recognizes the importance of innovation but stresses the need of maintaining a healthy balance between innovation and the other factors that contribute to a successful corporate performance (Lawson and Samson, 2001: 377).

Organizational innovation" is a term used to describe a process by which companies respond to changing market conditions, technological advancement, and competition by developing new products and processes and systems (Utterback, 1994: 233, Dougherty and Hardy, 1996:1120). Oldham and Cummings (1996: 607) linked organizational innovation with human creativity. This contrast has been highlighted in a large number

of studies, although a few researchers have characterized organizational and individual creativity together. Since individuals are the ultimate source of each new notion, (Shalley and Gilson, 2004: 33).

***Market Innovation***

Marketing innovation must be included into a marketing strategy that is significantly different from standard marketing methods in order to succeed. To be successful in today's oversaturated markets, it's not enough to just follow the marketing norms currently in place. This is where the idea of "marketing innovation" comes in. (Kotler, 2005: 28) The three pillars of lateral thinking, which is the cornerstone of marketing innovation, are playfulness, limitlessness, and provocativeness. All of the subfields of innovation in marketing, such as guerrilla, ambush, buzz and viral marketing, viral product placement, product placement, mobile marketing, even marketing, word-of-mouth marketing, neuro marketing, geo marketing, behavioral marketing, and more, are always evolving. The definitions and categorizations of these emerging domains are sometimes inconsistent since they evolve at a rapid speed. (Churwiruch et al 2015:82) Researchers like (Son et al, 2012: 180, Prahalad and Ramaswami, 2004: 5) argue that there are six main types of creative marketing: Innovative ideas based on the most advanced technology Product innovation is a direct outcome of the utilization of important technologies. A new way of delivering traditional controls that relies on a unique delivery system. Customer-satisfying innovation that meets previously unmet needs. Inventions that are the result of a person's imagination may sometimes be used as a means of promoting their creative endeavors. both scientific research-based innovation and operational excellence-based innovation. Marketing innovation, as defined by the authors (Muangkhot and Ussahawanitchakit, 2015: 189, Moreira et al., 2012; 177), is based on market-based concepts that originate from a range of client wants (Muangkhot and Ussahawanitchakit, 2015: 190). A more precise definition of marketing innovation is the act of creating new concepts in relation to goods, services, and/or technology.

In competitive marketplaces, marketing innovation is facilitated by the use of technology and information (Freeman, 1995; 5, Sood and Tellis, 2009: 442). In the words of Rodríguez-Pose and Crescenzi (2008: 371), technology may be used to improvise, modify, supplement, or change current channels of commerce. Instead of relying on technology for innovative marketing in a trading arrangement, resource-based advantages are needed to initiate the interchange of knowledge and information about market prospects (Grewal, et al 2004; 703, Grimes, 1995:83). When buyer and seller businesses share field notes, new possibilities and innovative approaches to addressing unexpected challenges might be discovered (Levitt, 1960: 24).

***Culture Innovation***

The first term in the definition of the word 'organization' specifies the need of the presence of an objective, administrative, and economic objectives, as well as the logical ordering of processes, resources, and people in the same direction (McAuley, et al 2007). Relegating organizational players to the background is a need for rationalist and instrumental imperatives. Either they are just resources or facilitators of these processes (Casey, 2002). A complete knowledge of an organization necessitates consideration of the culture, since an organization without sociocultural goals is reduced to nothing more than a piece of technical equipment. Since its inception in cultural anthropology, "culture" has found its way into behavioral theories of organizations, marketing, management and even innovation (Morrill, 2008: 15). (Hogan and Coote, 2014: 1609).

***Resource Innovation***

According to (Halme and Korpela 2014: 547), a company's assets, liabilities, professional knowledge, intellectual property, R&D cooperation, and reputation are all examples of available innovative resources that support responsible innovation. These include the number of shares issued, assets, and liabilities of the company. According to Petraite and Ceicyte (2014: 121), monetary help, researchers and developers, corporate reputation and social ties may all be classified as resources. Corporate capital, as described by Chou (2018:10), has a significant impact on responsible innovation since it connects enterprises, society, and stakeholders. These academics' studies show that the innovative resources necessary for responsible innovation include not

only the resources directly affecting innovation (money, knowledge, and technology), but also external relationship capital that indirectly affects the innovation activities of enterprises.

The importance of corporate resources, such as financial resources, in contributing to business innovation has long been understood (Bierly et al., 2009:481). Firm-level slack resources, which are readily accessible resources that may be used for a number of purposes, have been shown to be crucial to innovation in the form of research and development initiatives by recent studies. In fact, this was discovered at the company level (Chen et al., 2012;1544, Mousa and Chowdhury, 2014: 369). Studies have highlighted the importance of a firm's network links, such as local R&D partnerships (Wang and Li-Ying, 2015: 997) and management ties, in driving innovation. Inter-firm, or network, studies have been done in these studies. As shown by the work of researchers such as Ahuja (2000: 425), companies' capacity to innovate is positively influenced by the network elements, whether they be direct ties or structural defects and indirect relationships.

## 3. METHODOLOGY OF THE STUDY

In order to examine the organizational culture and its influence on innovation management at Hormuud Telecom, the research used a cross-sectional survey design that represented the opinions and feelings, experiences, and facts connected with the study. This kind of research technique was selected by the researcher since it does not need a great deal of time or money to conduct and may offer a picture of a certain time period. Quantitative techniques were used by the researcher in order to collect information from the many study participants. Due to the researcher's use of the quantitative research design, which included giving statistical values to the various variables, the study's objectives were accomplished (Kothari, 2004: 95). The model of the study utilized linear regression analysis to analyze the impact between the variables of the study.

The study was based on primary data, which was obtained from the study's target population by means of a questionnaire with limited response options. The questions were taken from the original scale. The study has dependent variable of organizational culture and The measures for the organizational culture scale have already been used successfully in the Turkish context (Bilir, 2005:18). Organizational culture was measured by 24 items and uses 5-point Likert scale. The independent variable of study innovation management, this scale was measured by (Calik, et al 2017:69), with 27 items and six sub dimension such as product innovation, process innovation, organizational innovation, market innovation, culture innovation and as well as resource innovation. This measure likewise uses the 5-point Likert scale, with 1 = Strongly Disagree and 5 = Strongly agree.

A random sample approach was utilized to distribute the survey to respondents who were targeted by the study's population, so that all respondents had an equal chance of being selected for the study. Hormuud Telecom in Mogadishu, Somalia, completed 230 questions to arrive at the results. The research was conducted after gathering primary data from Hormuud Telecom in Mogadishu, Somalia, as well as a close ended questionnaire as a means of data collecting. The software known as SPSS 26.0 was used to do the analysis on the data that was collected from the internet by means of the questionnaire. The findings of the investigation were analyzed, and then those interpretations were used to get the outcome that was wanted.

*Framework of the Study*

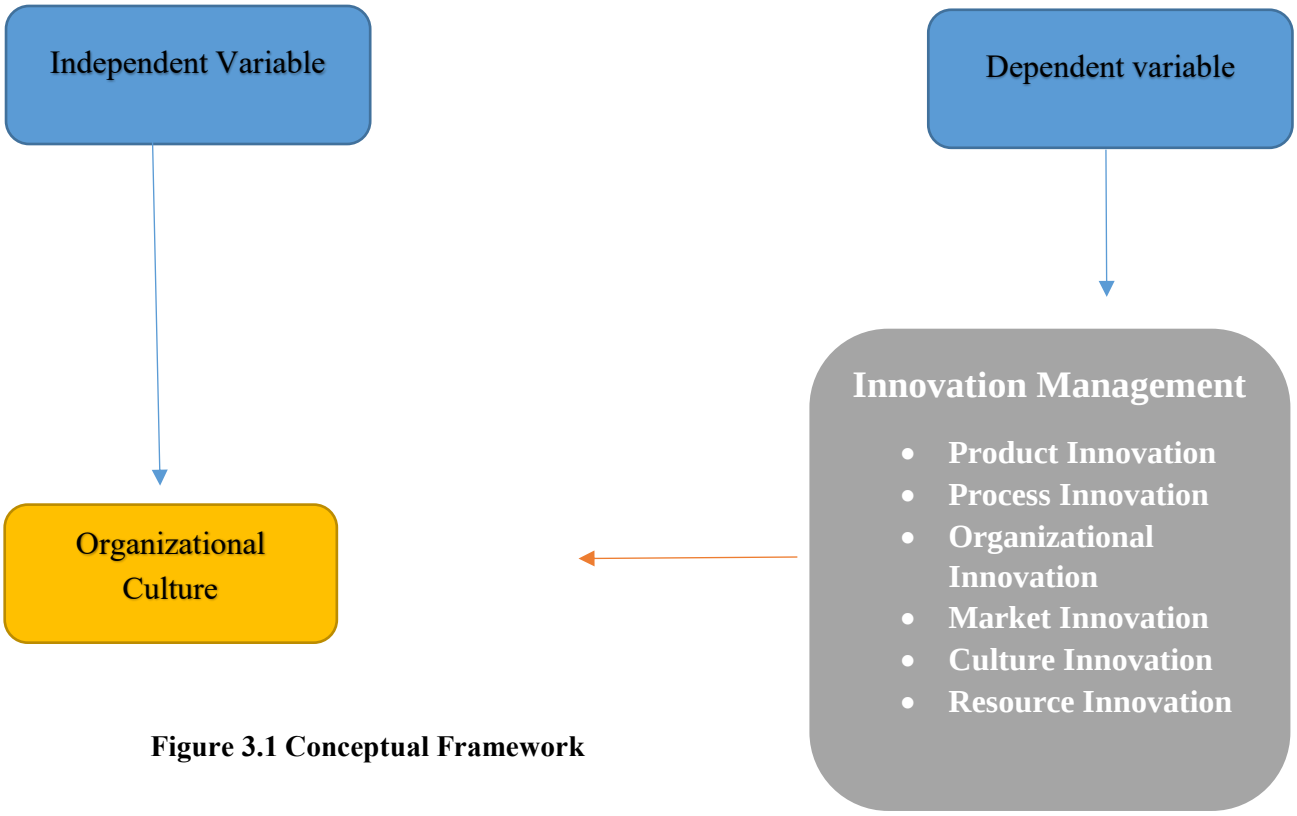


**Figure 3.1 Conceptual Framework**

*Statement of the Problem*

Organizational culture is important in enhancing innovation management. Therefore, there is need to promote a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives (Byrne and Hochwarter, 2012: 23). Even though culture in organizations is related to performance, it has enabled attainment of relative and inadequate investigations in the telecom sector. The telecommunication industry is operating on guidance in the different forms constituting the organizational culture as n evident because of the differences in telecommunication companies serving as clients in an evidence form for the established client stances. The pervasion impact on the performance of the companies is due to the spell in the legitimacy of the employees and other stakeholders in the way of interacting with the major actors (Njugi and Agusioma, 2014: 85). The need for development of innovation is necessary for companies such as Hormuud in order to attain a well oriented changes in cultures directed for completion shared values and entrepreneurship development among others (Omorodion and Umemezia, 2017: 10). The prevalence of the state of innovation in the organization is necessary inducement for the indications in worries connected to the study as performance can be developed well if the innovation systems are developed further and improved hence a study on assessing the influence of organizational culture on innovation management in Hormuud Telecom Somalia. The main question that the study based to determine the impact of organizational culture on innovation management in Hormuud Telecom Mogadishu Somalia. The following statements will be the specific research questions:

- How does organizational culture affect product innovation at Hormuud Telecom Mogadishu, Somalia?
- What impact does organizational culture have on process innovation at Hormuud Telecom Mogadishu, Somalia?
- Is there a relationship between organizational culture and organizational innovation at Hormuud Telecom Mogadishu, Somalia?

- What is the impact of organizational culture on market innovation in Hormuud Telecom Mogadishu Somalia?
- What impact does organizational culture have on cultural innovation at Hormuud Telecom Mogadishu, Somalia?
- What is the relationship between organizational culture on resource innovation in Hormuud Telecom Mogadishu Somalia?

## 4. FINDINGS OF THE STUDY

### *Demographic Frequency Analysis*

Demographic data from those who took the survey was analyzed statistically, the results were shown that 230 people are participated in this study were 116 people which is (70.3) percent of the participants are male, and 40 of the participants are female, which is equivalent to (29.7) percent of the entire population of the study. The age of the respondents has been analysis and the result indicates that the age group between (18-25) are 7 participants of the study which is (8.2) % of total study population, where the majority participants are aged between (26-30) which is equal to (57.6)% of population of the study, the second highest age group is between (31-35) which is 23 person that equal to (27)% of the whole population of the study, while the minority participants are aged between (36-40) which is 5 participants that is equal to (5.9) % and the group age that above 40 which is only one participants that is equal to (1.2)% of total population of the study. The education level of respondents has been analysis and the result reveals that the most of respondents had a bachelor degree education, which stands for 98 (42.6%) of the total participants in the survey. While the second highest participants of the study had a master degree, which is 73 (31.7) percent of the total respondents of the study, where 36 participants had secondary school education which is (15.7) percent, and 23 people of the respondents had other type of education, which is (10) percent of total study respondents. Also, working experience of the respondents has been analysis and the result indicates that 131 people had (1-5) years of experience which is (57) % of total participants of the study that means this is highest group of the respondents, where the 67 people had (6-10) years of working experience which is (29.1) % of whole population of the study and is the second majority group of the participants. The minority group of the participants are 32 people who had above 10 years of working experience which is (13.9) % of total population.

### *Descriptive Statistics*

Descriptive coefficients are used to characterize a sample of data that may be representative of the whole population or a specific subset of the population.

**Table 1. Descriptive Analysis**

| | Organizational Culture | Product Innovation | Process Innovation | Organizational Innovation | Market Innovation | Culture Innovation | Resource Innovation |
|---|---|---|---|---|---|---|---|
| Mean | 82.1830 | 15.105 | 11.416 | 11.640 | 15.171 | 14.890 | 11.838 |
| Median | 85.2083 | 15.800 | 12.000 | 12.000 | 15.800 | 15.800 | 12.250 |
| Mode | 92.17 | 16.80 | 13.00 | 13.00 | 16.80 | 16.80 | 13.00 |
| Std. Deviation | 18.7510 | 3.6392 | 3.0876 | 2.8986 | 3.6511 | 3.8910 | 2.8736 |
| Variance | 351.603 | 13.244 | 9.534 | 8.402 | 13.331 | 15.140 | 8.258 |
| Skewness | -1.154 | -1.057 | -.911 | -.999 | -1.128 | -1.114 | -.973 |
| Std. Error of Skewness | .160 | .160 | .160 | .160 | .160 | .160 | .160 |
| Kurtosis | 1.679 | 1.278 | .615 | 1.042 | 1.465 | 1.064 | 1.188 |
| Std. Error of Kurtosis | .320 | .320 | .320 | .320 | .320 | .320 | .320 |
| Minimum | 23.04 | 4.20 | 3.25 | 3.25 | 4.20 | 4.20 | 3.25 |
| Maximum | 115.21 | 21.00 | 16.25 | 16.25 | 21.00 | 21.00 | 16.25 |
| Sum | 18902.0 | 3474.2 | 2625.7 | 2677.2 | 3489.4 | 3424.8 | 2722.7 |
| N Valid | 230 | 230 | 230 | 230 | 230 | 230 | 230 |

The table above indicates the descriptive test and the result shows that organizational culture as dependent variable of the study which has the mean average value of (82.1830) and (SD=18.75109), the data range between 23.04 to 115.21, Product Innovation is one of subscales of innovation management has the mean of value of (15.1052) with (SD=3.63927), and the data span 4.20 to 21.00. Also, Process Innovation is subscale of innovation management which the mean value of (11.4163) with (SD=3.08766) and the range date of this variable between 3.25 to 16.25, while Organizational Innovation has mean value of (11.6402) with (SD=2.89861) and the data span between 3.25 to 16.25, whereas market Innovation has mean value of (15.1713) with (SD=3.65117) and the data span between 4.20 to 21.00. Culture Innovation has mean value of (14.8904) with (SD=3.89103) and the data span between 4.20 to 21.00, resource innovation has mean value of (11.8380) with (SD=2.87363) and the data span between 3.25 to 16.25, it seems most subscale variables of this study have similar results when it come minimum and maximum of the data. The descriptive shows where the tail of the data is located, and the results of the skewness indicate that all of the variables in the study have a negative skew value with less than 1. This indicates that the tail of the data is located on the left side of the distribution, which indicates that it is longer or fatter than the tail on the right side of the distribution. The study's mode is higher than the mean and the median of the data. In addition, the data indicate that there is a positive kurtosis, which indicates that the distribution of the data has peaked and thick tails.

**Table 2. Tests of Normality**

| | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| Organizational Culture | .129 | 230 | .000 | .918 | 230 | .000 |
| Product Innovation | .116 | 230 | .000 | .921 | 230 | .000 |
| Process Innovation | .124 | 230 | .000 | .926 | 230 | .000 |
| Organizational Innovation | .137 | 230 | .000 | .922 | 230 | .000 |
| Market Innovation | .129 | 230 | .000 | .914 | 230 | .000 |
| Culture Innovation | .168 | 230 | .000 | .899 | 230 | .000 |
| Resource Innovation | .109 | 230 | .000 | .929 | 230 | .000 |

Table above demonstrations the result of the Kolmogorov-Smirnov and Shapiro-Wilk tests. The Shapiro-Wilk test reveals the largest potential difference between two similar cumulative distributions. They have the same p-value since they were chosen from the same population. The t-statistics of Shapiro-Wilk's sample shows is greater than t-statistics of KS. In certain instances, the Kolmogorov-Smirnov test may be used in place of the Chi-square test. Kolmogorov-increased Smirnov's sturdiness is to fault for this. Additionally, limiting the number of samples obtained is a potential alternative. When a test for normality was performed on the data, it was discovered that the distribution was normal. A normality investigation was conducted using Shapiro-Wilk to perform normality study. The data was demonstrated to follow a normal distribution since their values did not exceed a sig level of 0.01.

***Reliability Analysis***

Reliability is the ability of a scale to show the thing being measured in an accurate way over time. Reliability analysis was used to figure out how consistent a variable was on its own.

**Table 3. Reliability Analysis**

| **Scales** | **Cronbach alpha** | **N of items** |
|---|---|---|
| **Organizational culture** | 0.967 | 24 |
| **Product Innovation** | 0.863 | 5 |
| **Process Innovation** | 0.864 | 4 |
| **Organizational Innovation** | 0.853 | 4 |
| **Market Innovation** | 0.847 | 5 |
| **Culture Innovation** | 0.886 | 5 |
| **Resource Innovation** | 0.833 | 4 |

As seen in the study's reliability analysis in the table above, the Cronbach alpha score of (0.886) suggests that organizational culture is very trustworthy. The table also demonstrates that innovation management includes

subscales, and the result suggests that the value of Cronbach alpha coefficients of product innovation as the first dimension of innovation management is (0.863). This suggests that there is a strong relationship between the first-dimension items. Process innovation is Cronbach alpha coefficients of (0.864). This implies that there is a strong relationship between the items in the inter dimensional space. Cronbach alpha coefficients of organizational innovation (0.853). As a result, there is a strong connection between the items in the third dimension. Market innovation, the Cronbach alpha coefficients value of (0.847), which is high reliable. Culture innovation fifth dimension is Cronbach alpha coefficients (0.886), which is high reliable. The Cronbach alpha coefficients of resource innovation, according to the table above (0.833), there is a high degree of dependence between the sixth-dimensional items.

**Table 4. Correlations Analysis**

| | Organizational Culture | Product Innovation | Process Innovation | Organizational Innovation | Market Innovation | Culture Innovation | Resource Innovation |
|---|---|---|---|---|---|---|---|
| Organizational Culture | 1 | | | | | | |
| Product Innovation | 0.929** | 1 | | | | | |
| Process Innovation | 0.903** | 0.750** | 1 | | | | |
| Organizational Innovation | 0.918** | 0.987** | .757** | 1 | | | |
| Market Innovation | 0.900** | 0.770** | .732** | .742** | 1 | | |
| Culture Innovation | 0.927** | 0.826** | .931** | .842** | .743** | 1 | |
| Resource Innovation | 0.890** | 0.925** | .677** | .873** | .828** | .719** | 1 |
| N | 230 | 230 | 230 | 230 | 230 | 230 | 230 |

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

The table above show the calculation of correlation analysis between the variables of the study and the result reveals that there is positive relationship between organizational culture and product innovation with the coefficient value of (0.929**), also there is a substantial positive association between organizational culture and process innovation with the value of (0.903**), and also the result showed that organizational culture has positive and strong correlated with organizational innovation with the value of coefficient (0.918**). There is positive significant relationship between organizational culture and market innovation with the value of (0.900**), as well as the study shows there is a positive strong relationship between organizational culture and culture innovation with value of (0.927**), the result of the table shows that there is a positive and strong association between organizational culture and resource innovation, these found by statistically significant.

***Regression Analysis***

Analysis of the relationship between two or more variables using regression analysis is an advanced statistical approach. One of the advantages of regression analysis is that it allows organizations to see into the future. Using the regression approach of forecasting, and even future obstacles.

**Table 5. Linear Regression Analysis between product innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 9.880 | 1.962 | | 5.036 | .000 |
| | Product Innovation | 4.787 | .126 | 0.929 | 37.906 | .000 |
| F= 1436.872, Sig, 0.000 | | | | | | |
| .R= 0.929 | | | | | | |
| R Square= 0.863 | | | | | | |

The table above show the calculation of linear regression analysis between the variables and the result indicates that The F value of the model is 1436.872 with significance value of 0.000 which is less than p-value of 0.01 means that the model parameters are statistically significant. The model's explanation ratio is 0.863, indicating that the model's variability is considerable, the independent variable has a coefficient of 0.929 and its corresponding sign. As a consequence, the coefficient's influence on the dependent variable was statistically significant., the H1 hypothesis is supported.

**Table 6. Linear Regression Analysis between process innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 19.607 | 2.047 | | 9.576 | .000 |
| | Process Innovation | 5.481 | .173 | .903 | 31.657 | .000 |
| F= 10002.153, Sig, 0.000 | | | | | | |
| .R= 0.903[a] | | | | | | |
| R Square= 0.815 | | | | | | |

The table above show the calculation of linear regression analysis between the variables and the result indicates that The F value of the model is 10002.153 a significant value of 0.000 that is less than p-value of 0.01 indicates that its parameters are statistically significant. The model's explanation ratio is 0.815, indicating that the model's variance is very high. The coefficient of the independent variable is 0.903, and its corresponding sign is positive. Since the value is 0.000 is less than p-value of 0.01, this coefficient's influence on the dependent variable was statistically significant. In this case, the H2 hypothesis is supported.

**Table 7. Linear Regression Analysis between organizational innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 13.062 | 2.039 | | 6.407 | .000 |
| | Organizational Innovation | 5.938 | .170 | 0.918 | 34.937 | .000 |
| F= 1220.580, Sig, 0.000 | | | | | | |
| .R= 0.918[a] | | | | | | |
| R Square= 0.843 | | | | | | |

The results of the linear regression analysis between organizational culture and organizational innovation are shown in the table above. The model's F value of 1220.580 with significance value of 0.0000 that is less than p-value 0.01 this indicates the model equations are statistically significant. The model's explanation ratio is 0.843, indicating that the model's variation is substantial. The coefficient of the independent variable is 0.918, with significance value of 0.000 <0.01, the impact of this coefficient on the dependent variable is statistically significant. The H3 hypothesis is supported in this circumstance.

**Table 8. Linear Regression Analysis between market innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.076 | 2.315 | | 5.216 | .000 |
| | Market Innovation | 4.621 | .148 | 0.900 | 31.141 | .000 |
| F= 969.748, Sig, 0.000 | | | | | | |
| .R= 0.900[a] | | | | | | |
| R Square= 0.810 | | | | | | |

The results of the linear regression analysis between the variables are shown in the table above, and the conclusion is that The Model's F value is 969.748 and its sig. value is 0.000 <0.01, which indicates that the parameters of the model are statistically significant. The model's explanation ratio is 0.810, indicating that the model's variation is high. The coefficient of the independent variable is 0.900, and it has the same sign as the dependent variable. The impact of this coefficient on the dependent variable was statistically significant since the value is 0.000 <0.01. The H4 hypothesis is supported in this scenario.

**Table 9. Linear Regression Analysis between culture innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 15.652 | 1.840 | | 8.506 | .000 |
| | Culture Innovation | 4.468 | .120 | .927 | 37.368 | .000 |
| F= 1396.345, Sig, 0.000 | | | | | | |
| .R= 0.927[a] | | | | | | |
| R Square= 0.860 | | | | | | |

The table above shows the results of a linear regression analysis between variables, and the F value of the model is 1396.345 with sig. the value of 0.000 <0.01 indicating that the model parameters are statically important. The independent variable's coefficient is 0.927, as is its corresponding sign value of 0.000 which is less than p-value of 0.01, the influence of this coefficient on the dependent variable is statistically significant. The H5 hypothesis is supported in this case.

**Table 10. Linear Regression Analysis between resource innovation and organizational culture**

| Dependent Variable: Organizational Culture | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 13.413 | 2.397 | | 5.595 | .000 |
| | Resource Innovation | 5.809 | .197 | .890 | 29.517 | .000 |
| F= 871.269, Sig, 0.000 | | | | | | |
| .R= 0.890[a] | | | | | | |
| R Square= 0.793 | | | | | | |

The table above show the calculation of linear regression analysis between the variables and the result indicates that The F value of the model is 871.269 with significance level of 0.000 <0.01 means that the model equations are statistically supported. The explanation ratio of the model is 0.793 which mean the variation of the model it too high. The coefficient of the independent variable is 0.890 And its corresponding sign. Since the value is 0.000< 0.01, the effect of this coefficient on the dependent variable resulted to be statistically important. In this case, there is evidence to accept the H6 hypothesis.

## 5. CONCLUSION AND DISCUSSION

According to the findings of the study and the data analysis of the research, it was found that the majority of employees at Hormuud Telecom were male, while the minority of workers are female. This is not exclusive to Hormuud Telecom rather, it is widespread across the nation and the majority of neighbor's countries as well. The findings also disclose the ages of the people who took part in the research; the majority of respondents were young, and the majority of them held bachelor's or master's degrees. Given that the majority of workers had sufficient education and experience to comprehend their jobs as well as the real significance of organizational culture, the findings indicate that the majority of employees are young. This research performed a correlation analysis, and the results reveal that all of the variables in the study are connected with each other with strong positive coefficient value and Cronbach value, which were determined to be high reliability of the scale items.

***H1*** ***Organizational culture affects positively product innovation*** *Supported*

The results of the study suggest that organizational culture has a beneficial influence on product innovation at Hormuud telecom, as shown by an examination of the data. The findings were shown to be statistically significant when analyzed using regression and correlation, so the H1 is supported. Hormuud telecom's developing organizational culture will lead to an increase in product innovation that will keep the company relevant in the market while also allowing the company to grow and improve over time. It is widely supported that a company's ability to innovate is essential to its long-term success. New product development is a critical strategic endeavor for many businesses looking to acquire an advantage in the market (Koufteros, et al 2005: 97). Entrepreneurs of all sizes must challenge themselves to think beyond the box when producing new products. Corporate culture may be used as a technique to influence and train the mentality of workers, obtain their support for the organization's rules and processes, reduce resistance to change, and improve the quality of work. Managers employ organizational culture as a means of influencing and controlling strategic management practices. " Additionally, there is evidence to the contrary of this study's conclusions, such as (Koufteros, et al 2005; 97, Acar, and Acar, 2012; 4, Satsomboon and Pruetipibultham, 2014: 110).

***H2*** ***Organizational culture affects positively process innovation*** *Supported*

According to the findings of the research, organizational culture has a beneficial influence on the process innovation. The findings were shown to be statistically significant by use of regression and correlation analysis; hence, the study's H2 can be supported. This indicates that increasing one aspect of organizational culture will lead to increased levels of process innovation. These methods of process innovation are essential for accurately anticipating the future outcomes of a product. As a consequence, better choices can be taken to enhance the product before it is introduced to the market. It enables a corporation to establish plans that are efficient with both their time and their money. Technology is used in process innovation methods with the goal of improving a company's overall efficiency, in particular by relieving employees of the load of time-consuming manual tasks. Employees are able to work on many projects concurrently because to the reduction in time. There is more research that is in line with this study that includes (Naranjo-Valencia, et al 2016; Acar, and Acar, 2012: 4).

***H3*** ***Organizational culture affects positively organizational innovation*** *Supported*

The results show that organizational culture has a beneficial influence on organizational innovation. The study's H3 is approved since the findings were proven to be statistically significant using regression and correlation analysis. This means that if Hormuud telecom's corporate culture improves, then organizational innovation will also improve. This makes distinguish an organization and its products from the competition in an oversaturated market or industry, innovations in workplace organization involve implementing new methods for the distribution of responsibilities and decision-making among employees for the division of work within and between firm activities. Company executives must be able to think creatively and integrate innovation into their business models if they are to spur development, remain relevant in changing times, and stand out from the crowd. As a result, leaders must not only have a drive to create, but also a grasp of how to bring that innovation to fruition. Research shows that organizational culture has an impact on organizational innovation (Tang and Yeh, 2015: 461, Muffatto 1998: 836).

***H4*** ***Organizational culture affects positively market innovation*** *Supported*

According to the findings of the research, the organizational culture at Hormuud telecom has a beneficial impact on market innovation. According to the findings of regression and correlation analysis, the hypothesis H4 is supported. Hormuud telecom will be able to expand into new areas as a result of this element, which should lead to an increase in sales and profitability for the company. New ideas are generated on a daily basis, and it is via this process that new innovations are introduced into corporate culture. Marketing tactics are needed to turn these concepts into concrete steps that will succeed in the marketplace. As a result of the two

departments working together, unique marketing is created. The findings are in line with prior research on the relationship between organizational culture and innovation, (Acar and Acar 2012; 4, Naranjo-Valencia et al. 2016: 30, Uzkurt et al. 2013: 92).

***H5 Organizational culture affects positively culture innovation*** *Supported*

The results show that organizational culture has a beneficial impact on culture innovation. Under regression and correlation analysis, the findings were determined to be statistically significant, and the study's H5 hypothesis was supported. This suggests that a firm's innovation cycle may be accelerated by the implementation of an innovative culture. Collaboration across departments, teams, and individuals makes it simpler to regularly generate and advance innovative ideas to the next stage of development. The greatest predictor of creativity and success is a company's culture. This research is supported by empirical evidence (Naranjo-Valencia, et al 2016: 31).

***H6 Organizational culture affects positively resource innovation*** *Supported*

The results of the research show that organizational culture has a beneficial impact on resource innovation. Mogadishu Regression and correlation analysis indicated this finding to be statistically significant, and H6 of the research was approved. This suggests that a favorable organizational culture can lead to increased resource innovation at Hormuud Telecom. The culture of an organization shapes the environment in which it operates and the long-term goals it sets out to achieve. According to the findings of previous research, such as (Koufteros, et al 2005; 97, Acar, and Acar, 2012: 4). A company's rules and procedures are also influenced by its culture, which affects how it carries out its goal daily. The work environment that executives develop to foster unconventional thinking and the execution of it is known as an innovation culture. People who work in settings where innovation is rewarded are more likely to hold the belief that it can originate from any element of the company and is not limited to the most senior levels of management.

***Recommendation and Further Research***

Hormuud Telecom should improve a culture of innovation begins with a leadership style that places an emphasis on open and honest communication among team members. In order to foster a creative workplace, individuals must have access to ongoing education and training in their respective fields.

Hormuud Telecom's innovation marketing should be part of a successful marketing strategy to ensure that customer and market orientation is matched with technological growth, which often leads to the employment of innovative marketing strategies.

A study of the literature has shown that workers have adopted innovation methods as fundamental values and norms, and it is also proposed that the performance of the firm would be affected if innovation approaches spread as an organizational culture. There are likely to be more synergistic impacts on company performance from organizational culture and innovation. It's been left out of the scope of this study for future research. It's also being translated to future research to answer the conflicting findings on innovation types and organization performance. The link between organizational culture and innovation has to be studied in more detail in the future. Consider the stage of the invention process as an idea. For future study, it would be interesting to see whether various forms of organizational culture are needed to facilitate the production and implementation of innovation.

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