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ASSESSING THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND INNOVATION IN NIGERIAN QUANTITY SURVEYING FIRMS IN KADUNA METROPOLIS

Jatau James D[1], Maigida Patience S[2], Buba Simon-Peter G[3]

[1,2,3]*Department of Quantity Surveying, Kaduna State University Nigeria; jamesjatau@hotmail.co.uk*

ABSTRACT

Quantity Surveying firms in contemporary times have evolved into structurally standard organizations where there is the understanding of organizational culture as an essential management philosophy that drives innovation. This study sought to analyse specifically, the relationship between organizational culture and innovation in quantity surveying firms. Using a quantitative research approach, this research examined the relationship between organizational culture and innovation in Quantity Surveying firms. Forty five (45) quantity surveyors from fifteen (15) firms completed the questionnaires used for this research. Mean score was used to identify the organizational culture and innovation types dominant in quantity surveying firms. Spearman's rank correlation was used to evaluate the relationship between organizational culture and innovation types. The study revealed that quantity surveying firms exhibited multiple types of innovation with "market innovation" being most dominant. The study further revealed that quantity surveying firms exhibited multiple types of organizational culture with "supportiveness culture" being most dominant. "Social responsibility culture", "emphasis on rewards culture", "stability culture" and "competitive culture" have the highest number of relationships with innovation types in quantity surveying firms. "Supportiveness culture", "innovation culture" and "performance orientation culture" have the least association with innovation types. The study concluded that organizational culture has a significant relationship with innovation in quantity surveying firms.

Keywords: *Quantity Surveying, Innovation, Organizational Culture. Firms, Relationships*

INTRODUCTION/BACKGROUND

Olatunji (2012) suggests that an innovative and efficient construction industry contributes to a stable global economy. However, the construction industry is notorious, conservative and slow to adapt to change, further stating quantity surveying practice as an integral part of the construction industry is not free from these shortcomings. The outputs of construction industry have significant impacts on standard and quality of living (Olatunji, 2007), to achieve these significant impacts, strategic improvements have to be welcomed in the construction industry by means of innovation and improvement in organizational culture. The need for continuous innovation in organizations has become an important question that every organization seeks to answer in order to survive in today's competitive business world. One of the most important factors of improvement that organizations are paying attention to is organizational culture which help to create and support an environment in which innovation can flourish (Yesil and Kaya, 2012). Innovation is important in maintaining a competitive advantage as it redefines the way that profits can be made (Lee, 2004). Innovation is defined as a new or significantly improved product (good or service), process (production or delivery method), marketing method (packaging, promotion, or pricing) or managerial method (internal practice) (Manley and McFallan, 2008). Innovation is further defined as the application of knowledge to create additional value and wealth (Page et al., 2012). The underlying problem of this study is due The

increasing complexity of modern construction infrastructure (Page et al., 2014) and the demand for prompt completion of construction projects at reduced cost,coupled with the need for value-added services by clients have all combined to necessitate innovations in the operations and service delivery of quantity surveying practice. Researches in the past revealed that continuous improvement in an organization is associated with innovation, thus, the firms are seeking for strategies and tools to improve the quality of their services. Every profession evolves in response to the ever-increasing changes in the global business environment (Frei, M. and Mbachu, J.,2012). In order to remain relevant, globally competitive and successful, Quantity Surveyors need to constantly scan their business landscape to discern new directions and to adapt to imminent changes in their professional practice (Fort and Jeune 2012). Innovation is seen as the tool for improving the quality of services of the firms in Nigeria (Aderemi, Hassan, Siyanbola and Taiwo. 2009). Innovation is generally considered to be one of the key drivers of corporate success as suggested by Frambach and Schillewaert (1999). This may suggest that organizational culture could affect the way innovation and creativity solutions are encouraged. Organizational and environmental factors are known to have influence on innovation capabilities of an organization. This study therefore, seeks to assess specifically, the relationship between organizational culture and innovation in Nigerian quantity surveying firms.

The Concept Organizational Culture

Yeşil and Kaya (2012) suggested that organizational culture is an important construct that affects both individual and organizational related process and outcomes. The present day organization is faced with a major challenge of the requirement to innovate, not just occasionally but often, quickly and with a solid success rate". This requirement puts pressure on organizations to look for new ways of being creative and innovative. The factors that motivate and enable innovation in organizations have become an important question that every organization is seeking to answer in order to survive in today's business world. The Many management problems have their roots in the culture of an organization and those that impede progress toward achieving high performance bedevil organizational practitioners. Largely, innovation has become the gateway to growth, economic transformation and decrease in poverty. The capability to inculcate an idea of innovation is a vital requirement that provides an organization with the necessary ingredients for increased performance. The ability to build and sustain competitive advantage strategically depends mostly on how firms handle changes in their environment and demonstrate innovative behavior. In a dynamic environment, innovation is a means to adapt to change, surmount organizational weaknesses, and add value to the organization's products and services. Most organizational scholars recognize that culture (culture) has a powerful effect on the performance and long-term effectiveness of service organizations (Ozigbo, 2012). Schein (2004) emphasizes that understanding of organizational culture is fundamental to what goes on in the organization in today's rapidly changing environment, organizational culture has become an important component to organizational effectiveness. Organizational culture evolution begins when individual in organizations start to question their effectiveness and wants to obtain and develop clearly defined goals and objectives. No organization in the twenty-first century would boast about its constancy, sameness, or status quo compared to ten years ago. Stability is interpreted more often

as stagnation than steadiness, organizations that are not in the business of change and transition are generally viewed as recalcitrant. The sustained success of these firms has had less to do with market forces than with organizational values, less to do with competitive positioning than with personal beliefs, and less to do with resource advantages than with vision. In fact, it is difficult to name even a single highly successful organization, one that is a recognized leader in its industry that does not have a distinctive, readily identifiable organizational culture. Virtually every leading firm you can name, small or large, has developed a distinctive idea that is clearly identifiable by its employee (Cameron and Quinn, 2006)

Definition of Organizational Culture

Culture is a theory or set of beliefs or principles, especially one on which a political system, party or organization is based (Cambridge Advanced Learner's Dictionary Third Edition). There seems to be no agreed upon definition of culture in the literature (Yesil and Kaya, 2012). OI has been defined from different perspectives. Organizational culture is defined as "the shared, basic assumptions that an organization learns while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems" (Page et al., 2014). (Schein, 2004) defined organizational culture as "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

Models for Measuring Organizational Culture

The model that consist the two basic approaches as put forward by Liu et al., (2006) cited in (Olanipekun, 2016) (Typological- cultural types and Trait-cultural dimensions) to studying organizational idea is adopted for this research which ensures intensive, robust and comprehensive study. In making a choice for a model used in measuring organizational idea, various models that have been applied by other researchers were considered before choosing the model used for this study. The models were further considered based on their intensity, robustness and comprehensiveness in both typological and trait approach.

The Concept of Innovation

Innovation is an important contributor to economic growth and the ability to innovate is considered to be a fundamental requirement for long-term business success in nearly all industries. However, the need for innovation has been undervalued among the construction industry professionals in general. Innovation is now widely found to improve the competitive advantage of nations, industries and firms (Manley and McFallan, 2008).

To determine the essence of innovation in the context of the quantity surveying profession within the construction industry, a combined definition is assembled from a variety of sources with related and diverse view: it is noteworthy that innovation requires the invention of products, processes, systems or services, followed by the implementation of new concepts as well as the renewal and continuous non-trivial improvement of products, processes, systems or services. Innovation occurs for the most part within an organization.

Types of Innovation

Table 1: Types of Innovation in Quantity Surveying Firms

Innovation Types	Mean	Mean Rank
Service Innovation	3.77	1
Organizational Innovation	3.75	2
Market Innovation	3.70	3
Process Innovation	3.62	4
Resource Innovation	3.47	5

Source; Barrett and Sexton, (2016)

RESEARCH METHODOLOGY

The data for this research was collected using questionnaires distributed to Quantity Surveying firms in Kaduna metropolis. The population for the study was the number of registered firms with QSRBN in Kaduna. The targeted number of respondents per firm was 3 respondents which comprised of junior staff, the senior staff and the Partners. This is to help prevent the overlapping of responses for each hierarchy and to get an opinion n= 303/1+303(0.1)2 = 75

Thus, the sample size was 75

across the three management levels. It was therefore assumed that the opinion of these Quantity Surveyors will help in providing the detail assessment of organizational culture and innovation within the firms.

The total population of the firms provided by NIQS Kaduna chapter was reported to be three hundred and three (303) the sample size formula used is given as n=N/ (1+N (e) 2) (Yamane, 2013) where

Questions were asked on a 5-point Liker scale with 5 being the highest and 1 the lowest where; (5 = strongly agree; 4 = agree; 3 = somewhat agree; 2 = disagree and 1 = strongly disagree). The liker scale was chosen for ease and uniformity of response. Liker scale also provides a broader and user-friendly means to investigate individual perceptions of organizational culture and innovation. The SPSS statistical package was used to analyze the research data.

RESEARCH FINDINGS

Table 2: Response rate of respondents and firm

S/NO	Response	Fx (Frequency)	Percentage
1	Returned	45	60
2	Not Returned	30	40 `
	Total	75	100

Source; Field Survey (2019)

Out of the seventy-five (75) questionnaires that were sent out to twenty-five (25) quantity surveying firms, forty-five (45) from fifteen (15) firms were returned. The forty-five (45) questionnaire returned represent 60% of the total questionnaires sent out.

Table 3: Types of organizational culture

ORGANISATIONAL CULTURE TYPES	MEAN	RANK
Supportiveness culture	4.51	1
Performance orientation culture	4.34	2
Competitive culture	4.30	3
Stability culture	4.22	4
Social responsibility culture	4.17	5
Emphasis on rewards culture	4.15	6
Innovation culture	3.99	7

Source; Field Survey (2019)

From Table 4 above, the most prevalent culture type present in Quantity Surveying firms were the Supportiveness culture with a mean of 4.51 and Innovation culture with the lowest with a mean of 3.99.

***Table 4**: Relationship between Organizational Culture and Innovation*

P-Values of Correlation Result		ORGANZATIONAL CULTURE							
		Competitive Culture	Social Responsibility Culture	Supportiveness Culture	Innovation Culture	Emphasis on reward Culture	Performance Culture	Stability Culture	Ranking
INNOVATION	Process Innovation	0.244	0.000	0.073	0.625	0.011	0.190	0.008	1st
	Market Innovation	0.000	0.000	0.572	0.204	0.000	0.217	0.001	2nd
	Resource Innovation	0.000	0.000	0.716	0.112	0.000	0.138	0.000	3rd
	Service Innovation	0.000	0.000	0.671	0.005	0.000	0.039	0.000	4th
	Organizational Innovation	0.006	0.000	0.040	0.072	0.000	0.040	0.003	5th

From table 4 it can be deduced that there exists a positive significant correlation between the types of organizational ideologies and innovation practices, across most of the organizational ideologies except supportiveness culture, which correlates significantly with service innovation. This means that as firms entrench the other types of culture, service innovation automatically increases. Meanwhile, only social responsibility culture, emphasis on rewards culture and stability culture correlates significantly with process innovation. This indicates that as these cultural practices are enhanced within the firms, process innovation tends to increase as well. But an increase in competitive culture, supportiveness culture, and innovation culture and performance orientation culture does not make any difference in process innovation in the firms studied. This accounts for process innovation low level of dominance compared to other innovation types among others. All organizational culture types also correlate positively with organizational innovation except innovation culture. This means that as quantity surveying firms entrenches all organizational culture types, organizational innovation is improved within the firms. But an increase in innovation culture does not have any effect on organizational innovation. Competitive culture, social responsibility culture, emphasis on reward culture and stability culture correlates positively with market innovation showing that any increase in these organizational culture types' results in corresponding increase in market innovation, however, an increase in supportiveness culture and innovation culture does not make any difference on market innovation in the firms studied., social responsibility culture, emphasis on rewards culture and stability culture correlates positively with resource innovation. However, the implication of the significant correlation between these types of organizational culture and resource innovation is that, as these organizational culture increases, resource innovation also increases. Meanwhile, an increase in supportiveness culture, innovation culture and performance orientation culture does not have any effect on resource innovation. This confirm the study of Aderemi et al. (2009); Martins and Terblanche (2003) which suggests that innovation is a veritable tool for improving the quality of services of firms in Nigeria, and that organizational culture is a critical factor in the success of any organization with particular emphasis on the relationship between organizational culture, innovation and creativity.

SUMMARY OF FINDINGS

In summary, it can be deduced from this research that Organizational culture has significant relationship with innovation practice in quantity surveying firms. Therefore, any improvement in any organizational culture, results in significant improvement in one or more innovation practices. Also, Quantity surveying firms exhibit multiple structures as all the types of organizational culture assessed have mean scores above the 2.5 threshold. This means that all organizational culture types are dominant in quantity surveying firms. However, supportiveness culture appeared to be most prevalent, followed by performance orientation culture seen to be second most dominant and competitive culture the third most dominant organizational culture. Lastly, Quantity surveying firms exhibit multiple types of innovation as all assessed had a mean score above the 2.5 threshold, meaning that all innovation types are dominant in quantity surveying firms. However, market innovation is the most predominant innovation type in quantity surveying firms followed by resource innovation being the

second most dominant and service innovation the third most dominant innovation type.

CONCLUSIONS

In Conclusion, this research found that the types of organizational culture (such as competitive culture, social responsibility culture etc), has a positive relationship with innovation in quantity surveying firms studied. This indicates that any improvement in either organizational culture or innovation, will result in corresponding improvement in either innovation or organizational culture. This also suggests that supportiveness culture, performance orientation culture and competitive culture were found to be most dominant among other organizational culture types in Quantity Surveying firms in Kaduna. However, service innovation, organizational innovation and market innovation were seen to be the most dominant innovation types in the firms studied.

RECOMMENDATIONS

Based on the findings of this research, the following recommendations were made:

1. Quantity surveying firms exhibit multiple types of organizational culture. It is therefore recommended that strategic framework should be developed within quantity surveying firms to identify each type of organizational culture per time and the way and when to apply each type in enhancing innovation in quantity surveying firms.
2. Quantity surveying firms exhibit multiple types of innovation. It is therefore recommended that strategic framework should be developed within quantity surveying firms to identify each type of innovation striving at a particular time and the way and how to sustain it as well as enhance the non-growing innovation type in quantity surveying firms.
3. The hierarchies in quantity in quantity surveying firms (Principal partners, seniors quantity surveyors and junior quantity surveyors) shares commonalities on the perception of organizational culture and innovation. This common front should be an approach for advancing the fortune of the firms at individual and organizational levels.

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