



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF BUSINESS LEADERSHIP

**The Impact of Innovative Organizational culture on New Product
Development in Case of Ethio Telecom**

A thesis submitted to School of Graduate Studies of Addis Ababa
University for the partial fulfillment of the requirements for the
degree of Master of Arts in Business Leadership

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Addis Ababa, Ethiopia

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This is to certify that Mikiyas Alemayehu's thesis, titled "The Impact of Innovative Organizational Culture on New Product Development in the Case of Ethio Telecom," was submitted in partial fulfillment of the requirements for the Master of Arts in Business Leadership degree at Addis Ababa University's School of Commerce. To our knowledge, this thesis's topic has never been submitted for a degree or certificate at any other university.

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DECLARATION

I, Mikiyas Alemayehu, declare that this work, "The Impact of Innovative Organizational Culture on New Product Development in the Case of Ethio Telecom," is the result of my own efforts and research, and that all sources of materials utilized in the study have been fully acknowledged. Except for the advice and suggestions of my Research Advisor, I created it entirely on my own. This research has not been submitted for any degree at this or any other institution. It is offered for the partial fulfillment of the degree of Master of Arts in Business Leadership.

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STATEMENT OF CERTIFICATION

This is to certify that Mikiyas Alemayehu has carried out his research work on the topic entitled *“The Impact of Innovative Organizational Culture on New Product in Case of Ethio Telecom”*. The work is original in nature and is suitable for the award of Master’s Degree in Business Leadership.

Research Advisor: Bahren Asrat (Ph.D.)

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LIST OF ABBRIVATION (ACRONYMS)

Telecom -	Telecommunication
CRM-	Customer Relationship Management
NPD-	New Product Development
TTM-	Time to Market
PCS-	Package Credit Service
M2M-	Machine to Machine
CRBT-	caller back ring tone/ calling and caller
VPN –	Virtual Private Network

Abstract

The main objective of the study was to assess the impact of innovative organizational culture on New Product Development Competitive in Ethio Telecom. The study adopted McKinsey 7s Framework to achieve objectives, the study embraced casual survey design. The target population for this study comprised 443 employees working at Telecom Excellence Academy TExA branch of Ethio telecom

The study targeted the employees those have been working in TExA since which is center for new product development in a centralized manner Yamane formula was used to determine a sample size of 210 employees were selected using purposively sampling technique. Data was collected using questionnaires which were structured using closed-ended questions in likert scale form and Piloted five interviews in the manager's research with five key important managers of Ethio Telecom from IT, Engineering, Procurement, Finance and Human resources departments. The reason why the researcher chooses to have interviews with these five managers is that they are the ones who understand the organizational culture of Ethio Telecom and they are also have influence in shaping the culture of the company

Descriptive and inferential analysis was conducted to achieve the objectives of the study. The study findings indicated that the all McKinsey Framework factors including finance or Budget, have a positive and significant impact on New Product Development. Based on the findings, the study recommends that Ethio telecom aim to improve new product development, to ensure that they have put in pace give more consideration to defined and communicated shared values to foster a creative and supportive organizational structure that will allow employees to perform optimally, and enhance their motivation and organizational commitment it's also requires ensures that all its job tasks and roles are aligned with the core values that the company propagates. The firms should also focus on skill this could be improved by paying particular attention to enhancing the skills and capacities of its employees. It arranges regular training and workshops – internally as well as externally managed- to provide growth and development opportunities for its employees.

Key word Organizational Culture, Innovative organizational culture, New Product development, Ethio Telecom

CHAPTER 1: INTRODUCTION

This chapter covers the study's broad background, the organization's background, the study's objective, and the problem statement. The chapter also discusses basic research questions, general and particular objectives, the significance of the study, the scope of the study, the study's limitations, the definition of terms, and the paper's organization.

1.1 Background of the study

The set of shared values, attitudes, expectations, and practices that guide and inform the actions of all team members is referred to as organizational culture which characterize an organization. Which established by leaders and then communicated and reinforced through various methods, these shared values determine what employee see and how respond to their world, when confronted with a problem organizational culture shapes and even, restricts what employee can do by suggesting the correct way to conceptualize define, analyze and solve the problem.

Organizational culture has seven dimensions which encompass innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

Innovative organizational culture is an environment and culture which emphasizes participation and drive growth and performance or a dimension of organizational culture referring specifically to attitude toward innovation technology, knowledge exchange, entrepreneurial activity and part of innovation capabilities and is made up of technology vision, research tradition, value systems, etc....shared by those who take part in the process (Tian et al 2018)

Developing new products provides a means to target new markets, increase market share, sell more and increase revenue streams. Which is through proactive planning and managing their product development activity, they have developed product develop processes tailored to their customer needs and are using techniques that add real value. While listening specifically to what want in term of function, new products and complimentary customer service, this also involves seeking ideas and opinions from all those who interact with the product throughout its life cycle.

Innovative organizational culture is favorable to the development of new product, it's extremely important to shape pro-innovative organizational culture from the point of view of competitiveness of each company because new product development is often element the competitive position in the market Currently there is high demand for new product

development to thrive in a dynamic and competitive business environment and which requires proper cultivation and sustaining innovative organizational culture. Thus, it's important to align all the hard element sand soft elements of innovative organizational culture components in a way that yields a greater outcome, which is a new product that best fit with customer needs and provide a strong, unique and favorable association, Innovative organizational culture helps companies move through the innovation cycle. When multiple people, teams, and departments are working toward creative solution results a new product, it's easier consistently ideate and move ideas with potential to next step of the innovation process. Rather than focusing a all of organizational resource on a single project in development, an innovative organizational culture allows a constant flow of idea that can be brought to market. (Qiao 2019)

A continuo flow of new product is crucial for firms that hope to remain competitive in high-technology industries such as telecommunications. Faced with rapidly shrinking product life cycle these firm must aggressively quest for more effective new product development (NDP). Ongoing success in such industry is dependent on choosing the right mix of new product strategy which is subjected to organizational culture dimension or innovative organizational culture, which consists of strategy, stricter, system, staff, skill and shared values. Innovative organizational culture helps companies move through the innovation cycle. When multiple people, teams, and departments are working toward creative solution results a new product, it's easier consistently ideate and move ideas with potential to next step of the innovation process. Rather than focusing a all of organizational resource on a single project in development, an innovative organizational culture allows a constant flow of idea that can be brought to market. (Qiao 2019)

A research conducted on four China's telecom firms, result shows innovative organization culture is a foundation of core competitiveness through bringing new product (Chen, J & Zhang, Y.,2020), also another research on Kenya telecommunication sector (CAK) revealed that prevailing organizational culture components such as shared value, strategy and organizational structures highly contribute to new product development (Carolinchrop. 2017), Research on Ethio telecom shows there is strong linkage between innovative organizational culture and new product development, pacifically staff, skill strategy and shared value highly affect level of new product development (Abadir A.&shimelis Z. 2020)

Here, Ethio Telecom a multidimensional new product related extensive research are conducted to meet the demand of existing customer and concerning forth coming completion following anew telecom service provider entry yet which is not related with existing organizational

innovative organizational culture and most of the study focus on new product development and neglect innovative organizational culture

Telecommunication service in Ethiopia data back to 1894, when King Minilik II, introduce telephone technology to the country, now, There are 966 public service stations and exchange across the country and has 31,131 employees with 11 infrastructure Zones 54.33 million mobile voice subscribers and 24.9 million data and internet users . Ethio Telecom provide telecom service such as hybrid sim account, VSAT, mobile broadband, VPN service, business mobile and internet, M2M business, Fax, Fixed Wirless CDMA, fixed line service, domain name service, mobile internet, Roaming, ADSL, and mobile

A number of research have been conducted on organizational culture dimension, specifically innovative organizational culture, which is assessed in isolation on the other hand in a dynamic and competitive environment to outstand completion importance of new product development also studied extensively alone thus, here the researcher intended to bring a middle ground in between and to assess the impact of innovative organizational culture on new product development in case of Ethio Telecom

1.2 Statement of the Problem

A dynamic business environment is rapidly changing, in dynamic market business have to adopt quickly to change and develop new Idea, product and service to keep up with technology and new trends, a continuous flow of new products is the lifeblood for firms that hope to remain competitive in high-technology industries such as telecommunications. Faced with rapidly shrinking product life cycles, these firms must aggressively pursue the quest for more effective new product development (NPD). Ongoing success in such industries is dependent on choosing the right mix of new product strategy, organizational structure, and NPD processes, which are subjected to the standing innovative organizational culture,

Innovative organizational culture is an environment and culture which emphasizes participation and drive growth and performance or a dimension of organizational culture referring specifically to attitude toward innovation technology, knowledge exchange, entrepreneurial activity and part of innovation capabilities and is made up of technology vision, research tradition, value systems, etc...shared by those who take part in the process. (Tian et al 2018)

New product is, a product or service with a bundle of with bundles of features that is-as whole-new in the market, or that is commercialized in some way that opens up new uses and consumers groups for it (westland, 2008)

in the recent semiannual meeting regarding product mix and portfolio assessment TExA Expert teams and other significant stakeholders of Ethio Telecom 2022 has stated that 39 new and 26 revamped product and service offered 2021/2022, About 30 to 45% of new products fail to deliver any meaningful financial return. This typically happens due to a number of reasons, from poor product or market fit, failure to understand customer needs or fixing a non-existing problem, prolonged development or delayed market entry, No product point-of-difference, a lack of team and internal capabilities, and poor execution, while, 35 up to 45 percent of revamped and 45 up to 50 percent of new products fall in short at least in a one damnation in the above measurement

Market cannibalization, a loss in sales caused by a company's introduction of new product that displace one of its own older product, the cannibalization of existing product leads to no increase market share despite sales growth of the new product, and fail to align the product and services offered by Ethio Telecom to customer need, which come in a way of company's reputation and in turn on profitability, also some of the offers lunched are the premise behind was simple yet intended to fix a non-existent problem visitor contract plan designed to fulfill short staying visitors in Ethiopia international call, sms and data packages and the modality to access is limited to Ethio telecom sales shops with a hard currency (dollar) only, yet previously there were international package which is perfect substitute for the new offer and has greater accessibility via Ethio gebeta ussd option or my Ethiotel mobile app using airtime

The core problem a student researcher Identifies is the level of new product in Ethio Telecom which fails to meet the demand level of actual and potential customers.

Weak team and internal capability, for instance Ethio Telecom has SLA service level agreement with commercial bank of Ethiopia unable to maintain system down per the given pre-stated time frame .Prolonged development or delayed market entry, taking too long to launch may also cause a product to face challenge to penetrate market or imposed to get a shorter product lifecycle horizon, which is resulted from change in customer need or the market segment evolved CDMA1X, and telebirr mobile money are best examples. Moreover Ethio Telecom planned to deliver 38 new and 12 revamped some of the are launched here are among; flexi package, resource conversion and sharing, data and voice package credit service , student

and family package, public Wi-Fi, calling Crbt , mobile share plan, visitor contract plan, Winn back offer, unlimited hourly package, daily and hourly unlimited package , home 4G,WTTX offer, telebirr mobile money, Asham tele loyalty program, unlimited CUG service for enterprise customer also a massive tariff redaction made on BB-ADSL for the residential and enterprise customers, 4G VPN SERVICE, long validity packages, aire time credit scheme, instalment offers on handsets, modems dongles and routers, here the research aim to assess how innovative organizational cutler impacte the new product development.

Poor execution, when the product and its feature has a bad design, as exemplary a customer who try to get unlimited premium package via telebirr, who previously ethio- gebeta or ussd command enforced to the recurring cancel on ethio gebeta also poor user experience and sloppy implementation come in a way of product diffusion and adaptability as intended. Furthermore Indivisibility of the offers, targeting the wrong market and incorrect pricing aggravate the problem

There are few, if any, studies in this field. Consequently, this study will assessing how innovative organizational culture components, Strategy, structure, system (hard elements) and staff, skill, style and shared value (soft elements) determine product development, this research will try to identify product development trends which emit from its innovative organizational culture

According to Daniel (2019) tries to identify what are the existing organizational culture components and the standing dominant culture in ethio telecom as innovative organizational yet which is studied in isolation, thus fail to show the relationship it has with organizational practice specially with new product development

Bogale(2020) recognized that organizational culture (OC),innovative organizational culture component(IOC), in Ethio Telecom is a source of competitive advantage since it its company latent and abstract ability competitors cannot or will not match,

As a result, according to the researchers' thoughts described above, they are unable to see what they are looking for in their research. what key components of innovative organizational culture are and failed to describe how (IOC) components affect new product development (NDP)

Also several studies have been conducted yet most express (OC) in a general term without assessing seven components of organizational culture and most, investigate its impact on employee engagement, motivation, commitment and job performance while in Ethiopia

innovative organizational culture studies conducted yet most of the assess impact of innovative organizational culture on new product development in banking sector.

Therefore, this study will assessing how innovative organizational culture components, Strategy, structure, system (hard elements) and staff, skill shared value (soft elements) determine product development, identify to new product development trends which emit from its innovative organizational culture the case of ethio telecom

1.3 Research Question

Based on the explanation provide above this study intends to address the following research questions

Based on the explanation provide above this study intends to address the following research questions

1. What is the impact of strategy on new product development in Ethio Telecom?
2. What is the impact of structure on new product development in Ethio Telecom?
3. What is the impact of system on new product development in Ethio Telecom?
4. What is the impact of Finance on new product development in Ethio Telecom?
5. What is the impact of shared value on new product development in Ethio Telecom?
6. What is the impact of staffing on new product development in Ethio Telecom?
7. What is the impact of skill on new product development in Ethio Telecom?
8. What is the impact of style on new product development in Ethio Telecom?
9. What is the perception of employees toward impact of innovative organizational culture components on new product development in Ethio Telecom?

1.4 Objective of the Study

1.4.1 General Objective

This study intends to assess relative impact of innovative organization culture components on new product development in case of Ethio Telecom

1.4.2 Specific Objective

1. To examine the impact of Strategy on new product development in Ethio Telecom
2. To examine the impact of Structure on new product development in Ethio Telecom
3. To examine the impact of System on new product development in Ethio Telecom
4. To examine the impact of Finance on new product development in Ethio Telecom
5. To examine the impact of Shared value on new product development in Ethio Telecom

6. To examine the impact of Staffing on new product development in Ethio Telecom
7. To examine the impact of Skill on new product development in Ethio Telecom
8. To examine the impact of style on new product development in Ethio Telecom
9. To examine identify the perception of employees toward impact of innovative organizational culture components on new product develop

1.5 Significance of the Study

A number of research have been conducted on organizational culture dimension, specifically innovative organizational culture, which is assessed in isolation on the other hand in a dynamic and competitive environment to outstand completion importance of new product development also studied extensively alone thus, here the researcher intended to bring a middle ground in between and to assess the impact of innovative organizational culture on new product development, thus having inclusive and interrelated perspective to study the problem

One enable toEthio Telecom to cultivate innovative organizational culture in a way that yields optimal new product development practice, which intern gives competitive advantage, also enable to shape Hard element such as, strategy, organizational structure and system to bring a conducive environment to new product development and utilize and incorporate staff, skill, style, and shared values soft elements while planning new product development, also let firms in this sector incorporate organizational culture dimensions, identify nurture and cultivate for new product development Finally other researcher can utilize as empirical review also can be input for new model development in this field

1.6 Scope of the study

1.6.1 Geographical Scope

The study's population will be limited to Addis Ababa.,TExA telecom excellence academy which is corporate university of Ethio Telecom, since it's all offers all product development process from ideation to commercialization and any amendment terms conditions and modification at a given product lifecycle of the product along the horizon come out from this faculty in centralized manner.

1.6.2 Theoretical scope

From the theoretical review innovative organizational culture components, Strategy, structure, system, (hard elements) and staff, skill, shared value (soft elements) will considered as determinant of new product development other determinates of new product development was

exclude from this study, here all findings are come out from Ethio Telecom and there salts are only explain and shows the prevailing case in Ethio Telecom only

1.6.3 Methodological Scope

The study use casual approach and applies up to multiple regression model. Data was collected from the participants using structured interview and questionnaires that were provided and administered to them. The investigation was rely on, both utilizing a quantitative and quantitative methods the non-probability sampling technique were used in this study. The respondents were chosen using a purposive sampling method.

1.7 Limitation of the study

According to James H. and Judy Murnan, (20004) limitations are those characteristics of design or methodology that impacted or influenced the interpretation of the findings of a research, are constraints placed on the ability to generalize from the results, to further describe applications to practice, or related utility of findings that are the result of design the study or the method used to establish internal and external validity

Aside from money, one of the expected limitations of this research is that it he staffs they will not be volunteers to answer exam questions, or if they are volunteers, they will answer some questions while hide facts and carelessly. Thus these come in a way of validity and generalization of the finding As the aim of this study is to assess how the prevailing innovative organizational culture determines new product development it will not consider other factors like industry trained and multiplicity impact of globalization;

1.8 Organization of the Study

The Study's Organization the research alienated into five sections. The first chapter contains a basic introduction that covers the study's background, the issue statement, the objectives, meaning, scope, limitation, definition of words, and how the research was organized. The focus of Chapter 2 is on a survey of related material on component of innovative organizational culture and new product development. Chapter three provides the methodology that will apply to achieve the research objectives including the approach that will be used to meet the research objectives, including primary data and analysis methods, is discussed in Chapter 3. The fourth chapter deals with data analysis and presentation. This chapter will go over the findings in relation to the research questions. Finally, in Chapter 5, the findings and conclusions will be discussed. Will provide recommendations.

1.9 Definition of Terms

Organizational culture The right way to conduct inside an organization is defined by its culture. This will consist of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

Innovative organizational culture is an environment that supports creative thinking and advance efforts to extract economic and social value from knowledge, and, in doing so, generates new or improved products, services or process

Product development enable product organization to create a stream of innovative offering that disrupts the completion and delight customers.

Telecommunication is . A telecommunications system provides a group of users with a service provided by a telecommunications service provider or a predetermined set of user information transfer capabilities.

Hard elements and soft elements are components of innovative organization culture Strategy, structure, system (hard elements) and staff, skill shared value (soft elements)

CHAPTER 2: REVIEW OF RELATED LITERATURE

Introduction

Introduction to a Review of Related Literature The focus of this chapter is on a review of related material on the Impact of Innovative Organizational Culture. It focusses on reviewing related theoretical and empirical literatures of New Product Development, its relationship with Innovative Organizational Culture Components, impact of components of innovative organizational culture, and how innovative organizational culture are significant in impacting New Product Development. In this chapter, an empirical review was briefly emphasized, which deals with a review of researches undertaken in the domain of the topic at both the worldwide and national levels. Finally, a conceptual framework was constructed that provided as evidence for the study's variability.

2.1 Theoretical Review

2.1.1 Organizational Culture

Organizational culture has been variously defined. In its simplest form, it can be construed as the way things are done in the organization (Deal & Kennedy, 1982)

Ravasi, Schuttz (2006) gave a very concrete definition of organizational culture as a set of shared mental assumptions that guide interpretation and action in the organization by defining appropriate behavior for various situations. This definition goes further to explain organizational values as beliefs and ideas about what kinds of goals members of an organizational members should use to come up with appropriate kinds of behavior organizational members should use to achieve these goals. Organizational culture regulates the life of the organization as well as the interactions amongst the employees

Omuoso (2010) interrogated the challenges for implementing strategies and revealed that organizational culture was critical. Apparently, every company has its own unique culture that is passed on from one generation to another. While the culture is developed by the management, its implementation determines the way such companies engage with the stakeholders.

In summary, beliefs, feelings, behaviour and symbols make the characteristics of an organization. These characteristics reflect organizational uniqueness. Sources of stress can depend on the characteristics of the culture and depending on the employee's perception; characteristics of organizational culture could alleviate or aggravate stress. Levels of

organizational commitment and communication style seem to have linkage with stress and characteristics of organizational culture Schein. (1984).

Culture is the result of a complex group learning process that is only partially influenced by leader behavior. But if the group's survival is threatened because elements of its culture have become maladapted, it is ultimately the function of leadership at all levels of the organization to recognize and do something about this situation. It is in this sense that leadership and culture are conceptually intertwined

Culture implies some level of structural stability in the group. When we say that something is "cultural," we imply that it is not only shared, but also stable, because it defines the group. Once we achieve a sense of group identity, it is our major stabilizing force and will not be given up easily. Culture survives even when some members of the organization depart. Culture is hard to change because group members value stability in that it provides meaning and predictability Schein. (1984).

2.1.2 Dimension of Organizational Culture

Culture is a collection of shared meanings held by individuals who distinguish one organization from another. They believed that these shared meanings were important characteristics and that the organization's values and the essence of OC could be captured in seven primary characteristics. These are: (1) risk-taking and innovation; (2) people orientation; (3) attention to detail; (4) outcome orientation; (5) aggressiveness; (6) team orientation; and (7) stability. OC, on the other hand, can be defined by the following characteristics: (1) collective; (2) emotional; (3) historic; (4) symbolic; (5) dynamic; and (6) diffuse (Hammer, 2013). Kotter, & Heskett (1992)

Innovative and risk-taking: the extent to which employees are motivated to become innovative, willing to experiment and risks,

- **Attention to detail:** : the standard to which organizations workers are expected to work on precision, analysis and pay attention to details
- **Outcome orientation:** the degree to which the companies management is oriented towards the outcome instead of the strategies and processes employed to achieve them
- **People orientation:** The level to which management considers the influence of a choice and the consequences of that decision on the organization's workers via increased

engagement; hence, it's all about the degree of value and respect for the organization's employees

- **Team orientation:** In the context of collaborative problem solving, team orientation refers to the degree to which successful cooperation is valued over individual efforts and contributions to the organization
- **Aggressiveness;** refers to an employee's attitude toward their work, i.e., how competitive they are rather than taking a casual approach to their employment
- **Stability:** is a factor in determining how adaptable a company is to change. Furthermore, it is all linked to the current state of affairs, i.e. what is now in place company gives preference on maintaining the statement of affairs

2.1.3 Innovative Organizational Culture

Companies naturally develop innovation cultures in which a variety of conventions, values, assumptions, and beliefs battle for control over workers' actual behavior. The dominant ones who win out build the culture in the end. Innovation culture may be defined as a multi-dimensional setting that includes the purpose to be innovative, the infrastructure to support innovation, operational level behaviors required to affect market and value orientation, and the environment in which innovation is implemented. Culture is a key factor of creativity, according to (2018). Positive cultural features provide the organization the necessary elements for innovation. Active firms may incorporate innovation into their culture and management procedures. Culture has a variety of variables that might help or hinder the ability to create. Ahmed is a great guy (1998)

2.1.4 Customer

According to Robert and Graham (2005), Customers are the individual or groups of people, external to the organization, who are receiving and often paying for the service.” Valued customers are those customers who are absolutely willing to the institute and are therefore comparatively easy to handle.

2.1.5 Customer need

According to Greg and Kent (1989), consumers know what they need in the outset. Rather, they discover what they desire. And businesses play an important role in informing buyers about what they require. Different brand challengers offer fresh add new landscapes to their laptops, cameras, and cellphones that buyers may not have seen or requested, and in the

process, buyers gain a better understanding of what they desire. Such businesses are not just market driven (by client demand), but market leading as well (by innovation). In this situation, competition is more of a race to define consumer wants than a race to meet them.

2.1.6 Customer Relationship Management (CRM)

Customer relationship management (CRM) is a word used to describe the management of customer contacts in high-volume consumer service with the goal of making the sector more cost-effective and forming a better understanding of individual customers' requirements (Robert and Graham, 2005). Customer Relationship Management, according to Susan Ward (2009), refers to the processes and technologies that assist businesses in managing customer relationships in a planned manner. Relationship management techniques enable businesses identify their best customers, produce quality sales leads, and plan and target conduct marketing campaigns with defined goals and objectives. Customer Relationship Management (CRM) is the process of analyzing the value of individualized relationships with customers (in order to reclaim customer happiness) and providing the best degree of customer service.

2.1.7 Competitive Advantage

Competitive advantage. The overall aim of strategic intent is to help the organization achieve a sustainable competitive advantage. Competitive advantage refers to what sets the organization apart from others and provides it with a distinctive edge for meeting customer or client needs in the marketplace. Strategy necessarily changes over time to fit environmental conditions, and good managers pay close attention to trends that might require changes in how the company operates. Managers analyze competitors and the internal and external environments to find potential competitive openings and learn what new capabilities the organization needs to gain the upper hand against other companies in the industry.¹² consider how managers at Walgreens are shifting their goals and strategy to maintain a competitive advantage

2.2 New product Development

"New product mean original products, improved products, modified products and new brands which are developed by the firm through its own research and development efforts and includes those products which the consumers see as new. A new product is thus perceived differently by different people. It is a need satisfying concept with benefit for buyers bundle of need

satisfying features, for marketers, a way to add value for intermediaries, an opportunity to design, for R&D and to assemble and process for production department

New Product Development (NPD) is a major idea that fosters innovation and growth with immediate societal, commercial, and economic implications. The size or kind of company that develops new goods is unrestricted. NDP appears to be a privilege reserved for companies who engage heavily in R&D for innovative goods and/or services.

NPD is primarily a management approach rather than a product management procedure. It includes product enhancements, adaptations, extensions, and innovation on new and current goods, as well as marketing, communication, finance, and entrepreneurial disciplines, in a well-balanced attempt to retain organizational market leadership and effect.

More than a quarter of the industry's overall profits are now generated through new product launches. New products contribute on increasing brand loyalty of existing customers via its evolution and alignment on the market needs and trends, but also the creation of completely new markets New products not only help to crate entirely new market.

A new product is a product that is new to the company introducing it even though it may have been made in same form by others. In the area of toilet soaps, different brands introduced by each company are that way, new products as it is new to the company. New products are those whose degree of change for customers is sufficient to require the design or redesign of marketing strategies. Any product that consumers treat as an addition to the available choices could be considered as a new product. However, from the firm's points of view, new products are those that are new to the company and may include major modifications to the existing products, duplications of competitors' products, product acquisitions or innovative original products

A new product is one that is perceived by the majority of people in a given market as new. Its degree of newness depends on the extent to which it involves changes in established purchase or consumption pattern be it an entirely new as original or modified or duplicate or a combination of these.

2.2.1 Type of New Product Development

New-to-the-world products: These are essentially the new products that didn't exist in the world before

New-to-the-firm Products (new product lines): These are new products that didn't exist in the firm's portfolio before. These are not new to the world but are just new to the firm and add a new product line to the existing portfolio.

Additions to existing product lines: These products are supplements to the company's established product lines.

Improvements and revisions of existing products: These are the upgrades that replace current products and provide improved performance and/or higher perceived value.

Repositioning's: Repositioning is changing the existing image of the product in front of the existing target market (and relaunching it) or taking this product to a new market with a new image.

Cost reductions: These are the new products that provide performance similar to the existing products but at a lower cost to the company.

2.2.2 The Need for New product Development

Meeting Changes in Consumer Demand:-Change is a universal phenomenon in today's time of science and technology. The organizations need to keep an eye on these changes taking place in their surroundings. Customers always give preference to the products which are better in terms of quality, fashion, price, etc. An organisation has to proactively respond to such vibrant demands, which in turn results in innovations in products and services. By doing this, the organisations can keep themselves updated and can strengthen their relationship with the customers.

Making New Profits;-Manufacturing new products is important for earning profits; since existing products have less scope for enhancing profit levels, while new products have vast scope for it. On reaching the maturity stage of PLC, the gains acquired from the existing products start decreasing and diminishes gradually till the product reaches the decline stage. Hence, it becomes quite necessary for the organisations to come up with the new and innovative products that can replace the old product which is on the verge of declining. Such new products play an important role in growth of the organization and sometimes they are the only source for the organization to find new prospects of profit.

Handling the Environmental Threats

There are various environmental threats faced by a business organisation. One way to handle these threats is to find out a new product which is capable enough to combat against it. These

threats spring from various environmental factors, like socio-economic, technological, political, and demand and supply, etc. Moreover, the biggest threat that is always present in such environment is competition in the market and products.

Hence, it becomes vital to fight these risk factors by introducing new products. More prospects of growth and development are opened through it, which further ensures endurance and feasibility for the organisation. also distributes the risk factor among the old and new products.

Also the company achieve a competitive advantage. They are capable of ensuring a long-term financial return on investment. They also aid in the most efficient use of existing resources. Research and development are put to the greatest possible use in new goods. They may present fresh chances for the company's strategic intentions to be altered. The marketing techniques and brand equity of new items can be maximized. It improves the organization's/corporate brand's image.

The importance of new product development innovation is clearer from the following points: Ulrich & Smallwood (2004): Company growth: New items are crucial to a company's growth and expansion. It has grown in importance in recent years and will continue to grow in relevance in the future as competition intensifies and the flood of new products shortens the life lifetime of the existing products. Higher profit margins: A primary economic conclusion derived from the analysis of the life-cycles of a large number of products is that every product will be pre-empted by another or will degenerate into profitless price competition sooner or later; this inevitability highlights the importance of careful new product planning to maintain profit margins. Another important aspect to remember is that company success is largely determined by what others do as well as what you do. This suggests that a company's business strategy should be to differentiate its goods and introduce new items with higher profit margins in order to stay ahead of pricing competition. Product plans are a fundamental component of business planning. Sales, cost, capital, facility, and people requirements are all forecasted Higher profit margins: A primary economic conclusion derived from the analysis of the life-cycles of a large number of products is that every product will be pre-empted by another or will degenerate into profitless price competition sooner or later; this inevitability highlights the importance of careful new product planning to maintain profit margins. Another important aspect to remember is that company success is largely determined by what others do as well as what you do. This suggests that a company's business strategy should be to differentiate its goods and introduce new items with higher profit margins in order to stay ahead of pricing

competition. Product plans are a fundamental component of business planning. Sales, cost, capital, facility, and people requirements are all forecasted.

Utilisation of excess capacity: Waste, scrap, and rejections are more common in mass-production lines, even if they only account for a small fraction of total input. Recycling these items will go a long way toward lowering costs. It might lead to new product development

2.3 New product Development process

Upgrading existing products and launching them as new products, adding new products to the existing product mix, etc. are all essential practices for the company as they operate in a dynamic business environment where customer's needs and tastes, technologies, and product life cycles are always changing. But no matter what type of new product the company develops, its process can be easily be broken down into eight stages

First, Idea Generation; Ideas form the spine of the new product development. They stem from market opportunities and can be innumerable. This stage involves creating a large pool of ideas from both internal and external sources, while the purpose of idea generation is to create a large pool of ideas, this stage involves evaluating the pool and drop as many ideas as possible from consideration This is done by determining and evaluating the ideas' – (Compatibility: Relevance, Assumptions: Validity of the assumptions the idea is based on, Constraints: Feasibility: Value: Risks: Internal or external risks that may hinder the idea's progress).second Concept Development And Testing An idea is different from a concept. While an idea is just a mental construct of a business possibility or opportunity, a concept is an idea that has gone through the process of fine-tuning and is less inconsistent. The concept is a presentable version of the product idea which takes into consideration (Potential target audience, Product usage and Potential value propositions moreover Concept Testing Once the concept is developed, it is tested using several methods and processes like –Concept-test surveys and Prototype: third, Marketing Strategy Development Once a promising concept is finalized, the next step involves developing a marketing strategy for the new product. The marketing strategy is divided into three parts: The detailed description of the target market's size structure and behaviors, an outline of the pricing strategy, distribution strategy, and the required marketing budget and the marketing mix strategy and the planned long-term sales and profit goals. Fourth, Business Analysis Once the product and its marketing strategy is finalised, the next step involves the evaluation of business attractiveness of this proposed product. This step of the new product development process involves a review and analysis of

the sales, costs, and profit projections for the new product. In simple terms, this step evaluates the product as a business by reviewing –Costs involved in producing, marketing, and selling projected sales and projected profits the analysis is done either by conducting market surveys, consulting experts, or by analyzing the history of similar products. Once done, this analysis is then compared with the company’s objectives, and the product goes into the production stage only if these factors satisfy the objectives. Fifth Product Development Up to this point, the product only existed as a word description, a drawing, or a prototype. But once the business analysis clears the product, the work is handed over to the research and development department for actual product development. It may take days, weeks, or months to develop the final product as the product goes through a series of testing phases (alpha testing and beta testing) sixth Test Marketing Or Market Testing Once the product development is completed, the product is then dressed up with a brand identity and released in a selected market segment as a pilot for testing this step involves the company to test both the final product and its entire marketing and branding strategy the final stage of new product development process is Commercialization Test marketing provides the management with the information needed to make the final decision about the product launch. Once the final decision is made and the product is decided to be launched in the market, the new product goes into the final stage - commercialization or introduction, and is finally produced in the needed quantity

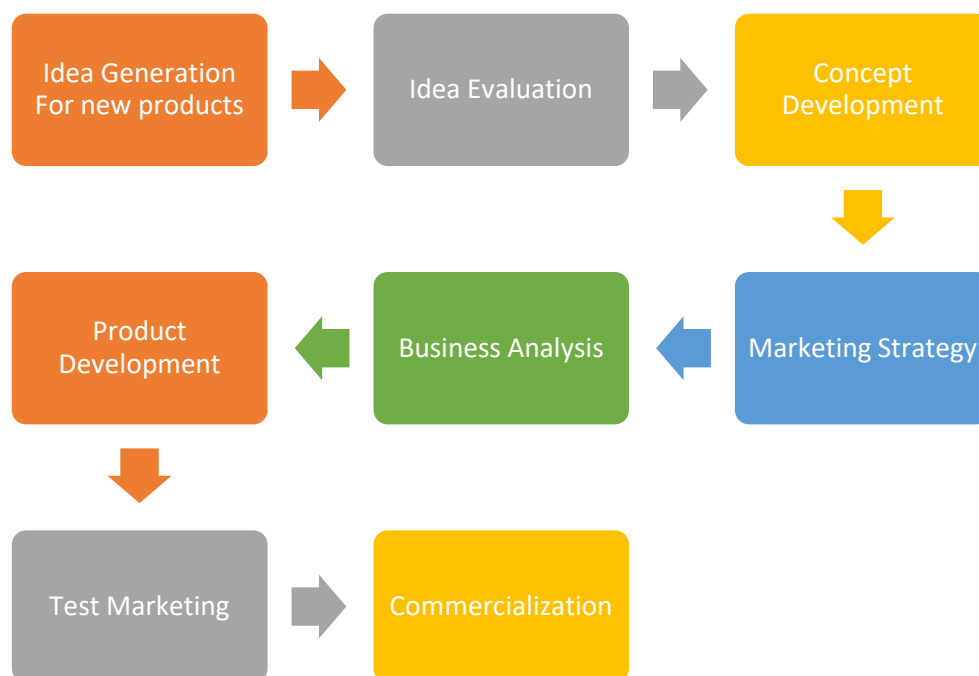


Figure 1: New product Development process

2.4 Components of Innovative organizational culture

2.4.1 Strategy

is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. What does a well-aligned strategy mean in 7s McKinsey model? In general, a sound strategy is the one that is clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. But it is hard to tell if such strategy is well-aligned with other elements when Analyzed alone. So the key in 7s model is not to look at your company to find the great strategy, structure, systems and etc. but to look if its aligned with other elements. For example, short-term strategy is usually a poor choice for a company but if its aligned with other 6 elements, then it may provide strong results. Ravanfar (2015)

Strategy entails a well-formulated business plan that allows the company to create an action plan to realize sustainability supported by the organization's mission and values (Ali& Anwar, 2021). BW Italy must implement a strategy that will provide direction for the whole company, including the top executives and the staff members. Having a clearly defined strategy will help all employees have common goals and follow the mission and values of the company without losing sight. The strategy takes into consideration all the things that a business can do and narrows them to what the business can do best. It also helps determine how money, time, and human resource are going to be applied for the benefit of the company. Odeh (2021)

2.4.2 Organizational structure

represents the way business divisions and units are organized and includes the information of who is accountable to whom. In other words, structure is the organizational chart of the firm. It is also one of the most visible and easy to change elements of the framework. Ravanfar (2015)

Structure refers to the firm's organizational structure in terms of leadership, command, accountability, and responsibility. It depicts how the company is organized into units and divisions, as well as clearly defined information on who is accountable for what. One of the most noticeable aspects of a framework to modify is the structure. Failure to establish a unified and efficient structure jeopardizes the capacity to complete tasks required to meet the specified goals and objectives. The efficacy of an organizational structure may be demonstrated in a variety of ways, including communication, duties, and product and service marketing. odeh (2021) We have a line and staff organization when staff experts are added to a line organization

to "advise;" "serve;" or "help" the line in some way. These experts add to the organization's performance and efficiency. They usually only have the authority to make recommendations to the line organization. This can lead to disagreements. However, such tension may be mitigated by having staff specialists have some line experience, which will help them better grasp the issues that the line managers they support are dealing with. Human resource management and research and development are examples of common staff functions.

2.4.3 Organizational system

System is the processes and procedures of the company, which reveal business' daily activities and how decisions are made. Systems are the area of the firm that determines how business is done and it should be the main focus for managers during organizational change. Ravanfar (2015)

A company's technical infrastructure that promotes workflow and decision-making is referred to as a system. They are the procedures and processes that dictate how the company does business. During organizational transition, managers should concentrate on this area. BW Italy will need a system that encourages employee connection and helps them fit in order to improve individual and organizational effectiveness. It must also create an organizational framework that supports its employees' objectives by collecting and utilizing their input on goal clarity in order to establish its long-term plan (Cummings & Worley, 2014). According to the McKinsey 7s Model, it is critical to have a system in place that monitors the efficacy of the organization's strategic plans on a frequent basis. Odeh (2021)

2.4.4 Finance or Budget

For a company's development and productivity, innovation is critical. Deep financial capacity that is well-functioning promotes innovation by effectively distributing funds to businesses with potential initiatives (Levine, 2005). Firms can employ internal funds (cash flows from retained earnings or fresh capital injections) or external finance in theory (credit or risk capital) Most innovation ventures rely on internal finances for funding. According to a study by Levine (2005), the disparities between organizations with lower and higher innovation are represented by a negative number, indicating that firms that innovate more finance with fewer internal money. Bank funding is also highly and positively linked to the choice to innovate and the intensity of firm-level innovation.

2.4.5 Staff

is concerned with the types and numbers of personnel that a company will require, as well as how they will be hired, taught, motivated, and rewarded. Ravanfar (2015) staffing is a fictional character from the Persian novel staff are all human resources, including management and personnel, are referred to as the "staff." It's the part that deals with the type and amount of personnel the company requires, as well as how they'll be hired, taught, and motivated. Hiring personnel who are culturally and ethically compatible, as well as those who can foster corporate ideals and operate as a team. Cooper, (2017)

2.4.6 Skill

Skills refer to the competences and capabilities of the company that help the employee perform at their best and achieve their objectives for the company's overall success are the abilities that firm's employees perform very well. They also include capabilities and competences. During organizational change, the question often arises of what skills the company will really need to reinforce its new strategy or new structure. Ravanfar (2015)

2.4.7 Style

Represents how top-level executives operate the company, how they communicate, what actions they take, and what symbolic value they hold. To put it another way, it relates to a corporation's leadership style. Ravanfar is a character in the Persian tale Rav (2015) Style refers to the tone and attitude toward work that senior management creates via how they interact with other employees and make decisions. Managers may demonstrate their commitment to leadership and boost performance, employee engagement, and happiness by establishing policies that foster collective planning. (Shumi & Begum, n.d) (2021).

2.4.8 Shared Values

Values are at the core of McKinsey 7smodel. They are the norms and standards that guide employee behavior and company actions and thus, are the foundation of every organization. Ravanfar (2015) The shared values refer to the mission, values, and objectives that form the organizational foundation and play a significant role in aligning all fundamental elements to sustain an effective corporate design Sagiv & Roccas (2020) Job responsibilities and positions are also in line with the company's basic principles. This means that the firm's basic principles will be reflected in all of its operations, strategies, and strategic tactics, and will not stray from

them. This is to guarantee a consistent and trustworthy brand image, as well as an open and honest corporate culture. Alam (2017)

2.5 Empirical Review

2.5.1 Empirical Finding at International Level

Hieu & Nwachukwu (2019): conducted a research on Strategic management practices in mobile telecommunication firms in Nigeria. MTN NIGERIA, GLOBACOM NIGERIA LIMITED, AIRTEL NIGERIA, ETISALAT NIGERIA, the research used case study and descriptive research approach to explore the subject. A survey was used a purposive sampling method to select a sample of 120 analysts supervisors, lower, middle and senior managers. The targeted respondents are responsible for strategic decision making in the firm's 105 completed responses were used in the analysis.

The finding of the result concluded that the find that vision, mission, strategic analysis, and establishing long-term objectives are important strategy formulation practices has a critical impact on creation of products and services that enable firms to remain competitive. Also results showed that organizational policies, financial resources, employee commitment to strategy implementation, human resources, and organizational structure are important in the implementation of strategic initiatives which pave away for new product development recommend that mobile telecommunication firms should give attention to their organizational structure and governance model especially,

A study conducted in the Telecommunication industry in Kenya on effect of strategic planning on innovation by WAMBUGU (2018) : conducted a measure to effect of strategic planning on innovation the Kenya's cell phone business A total of 90 questionnaires were sent to those who participated in the study. Top management, head of business units and middle management to 30 telecommunication companies include Safaricom, Airtel and Telkom

The goal of the research was to determine whether there is a link between strategic environmental scanning and innovation in Kenya's telecom industry in the telecommunications industry, strategic environmental scanning and innovation are inextricably linked. According to the research. Which means that organizations who spend more time scanning the environment, focusing on customer and environmental study rather than market and competitor analysis, will have a greater chance of coming up with a new offer.

The study's second finding was to look into the impact of strategy formulation on innovation in Kenya's telecommunications industry. According to the research, there is a strong relationship between strategy formulation and innovation. From the study the vision is what most companies can relate to compared to the mission and goal setting within the companies. Lastly the research also found there is significant relation strategy evaluation on innovation in the telecommunication industry in Kenya.

According to a research conducted telecom industry in Kenya, on Influence of Mckinsey Framework on Competitive Advantage of Firms in the Telecommunication Industry in Kenya by Njeru, K. & Kariuki, P. (2019) : The study findings indicated that the two McKinsey Framework factors, that is strategy and staff have a positive and significant influence on competitive advantage

The findings showed that strategy had a positive and significant influence on new product development consequently competitive advantage of telecommunication firms in Kenya The while, findings imply that an increase in the firm strategies leads to an increase in new product development and result in competitive advantage also find that an increase in the firm staff leads to increase new product development consequently brings competitive advantage

Putri et al, (2021) ; conducted a research Analysis of Company Capability Using 7s Mckinsey Framework PT X Indonesia using 7s dimension consists of Strategy, System, Structure, Style, Skill, Staff, and Superordinate Goals The results show that there is significant relationship between dimensions, they are Staff, System and Style On new product development this is because affirm with well integrated system, with captive and flexible leadership style can acquire and keep talented employees those are a base for new product development also for having a smooth new product development a research outlined

Team-Based Work, External Recruitment to find Professionals Talented, Preparing the Work Environment for Transferring Training Results, Socialization of Talent Management System, Competency Knowledge Sharing, Mentoring and Coaching System for Generation are core elements to bring a new product with a distinct product features

This analysis uses a mixed method research model, where the current capabilities of PT X Indonesia are analyzed using a survey method, A total of 749 questionnaires were issued as part of the study. To collect information survey via in-depth interviews, Manager of HR Planning & Development and Officer Capability Development at a telecommunications

company with a geographically focused division which operating in the province of West Java. PT X , Indonesians

According to A research conducted on firms in south – south Nigeria on innovative behavior and sustainable competitive advantage by Tend, et al, (2022): conducted a measure how relates innovative behavior and sustainable competitive advantages of telecommunications, the study conducted by using 376 sample elements drawn from 94 retail stores and service centers of MTN, Globacom, Airtel, and 9Mobile survey questionnaires were personally administered and was analyzed using Structural Equation Modeling (SEM)

This has found that all the dimensions of intrapreneurial behavior significantly influenced all the measures of sustainable competitive advantage, which implies Management of telecommunications firms those implement initiatives proposed by their employees as it help provide prompt quality service delivery, care and attention and integrate work processes, will eliminate process deficit and respond to clients on time.

The study's second finding is that there is a substantial link between leadership style and new product development here it implies that firms those create room for their employees to contribute ideas and explore business opportunities to generate unique product design(s), that is attractive and pocket friendly, and rekindle the trust and confidence of customers based on their demand per time

According to a research conducted in Kenya study specifically sought to examine the influence of organizational culture, employee competence, organizational structure and leadership style on the organizational performance by Ndungi & Gacobo (2021):The study was guided by resource based view theory, Durkheim’s theory of culture, And population was 95 respondents comprising of 10 managers and 85 support staff, survey questionnaires were personally administered.

This study has examined that, organizational culture, employee competence, impacted organizational performance in a positive and meaningful way According to the findings, The study concludes that competence among employees ensures that organization-funded training and professional development activities are cost-effective, goal-oriented and productive. Reduces cost overruns caused by poor performance or miscommunication of job expectations. Outlines employee development and promotional paths within the organization and enables employees to be more proactive beyond their individual roles, by learning additional competencies that are valued by the organization.

The second finding of this study An organized structure creates an efficient and streamlined system that helps improve company operations overall. An organized structure provides employees with the guidance they need to perform at their best every day. Using organizational structures can potentially eliminate conflict between employees. an organizational hierarchy has the potential to foster healthy communication between different divisions and teams.

Third, the study concludes that leadership style develops structured and organized pathway for decision making which makes target more visible and clear. The style managers adopt have a profound impact on the people they work with and the outcome of their short and long-term objectives. When leaders lead by example, it can create trust and a positive working environment that enables employees to perform at their best capacity. Building a unique style with the flexibility to switch into other styles when situations change may help enhance the overall leadership effectiveness.

Lastly, environment that possesses organizational culture is driven by purpose and clear expectations. This motivates and inspires employees to be more engaged in their work duties and interactions with others. When employees feel valued and respected at a company are less likely to leave it. An organizational culture represents its public image and reputation. People make assumptions about businesses based on their interactions within and outside of the

Abdiaziz Mohamed Abdirahman, and Seow Ta Wee (2020): conducted a research authentic leadership, employee engagement, and organizational innovation in the telecommunication sector in Malaysia, as well as to explain how employees engage and influence organizational innovation.; the finding of the study shows that the positive relationship between employee engagement and organizational innovation, there is an increased interest in its antecedents and potential actions to develop and enhance it engaged employees feel empowered, confident, satisfied, and impressed with their jobs, contributing to increased retention and developing innovative ideas. According to the study, there is a positive correlation between employee engagement and organizational innovation in Malaysia's telecommunications industry which implies authentic leadership has a significant role in enhancing organizational innovation via relationships with organizational employees promote creativity through establishing trust, promoting hope, optimism, and resilience. It is prudent to keep employee engagement and employee innovation distinct because engaged employees feel enthusiastic about their duties and tasks, which encourages them to think creatively according to the findings of this research, employee engagement is a crucial element and role of authentic leadership and organizational innovation in the workplace.

According to a research conducted by Atmaja, et al (2021): conducted research using the Structural Equation Modeling (SEM) method to analyze the influence of leadership, knowledge management, and organizational culture on business effectiveness. This study was carried out in telecommunication companies in Indonesia. Data were obtained by distributing questionnaires to 800 employees of the middle management level, Assistant Manager and Manager. 340 valid questionnaires were received.

The finding of the result concluded the implementation of good organizational culture values increases the success of business effectiveness. On the other hand, poor implementation of organizational culture leads to low business effectiveness. These findings have important implication for Telecommunication Company. However, organizational culture is the most significant impact to business effectiveness. While, leadership and knowledge management have an indirect influence on business effectiveness through organizational culture. This study's findings also underlined the significance of the leadership's ability to maintain a balance in work and maintain relationships with its members is the most influential instrument in supporting organizational culture to improve the company's business effectiveness. The use of online media and social media is also the most influential instrument in supporting organizational culture in sharing knowledge that can increase the effectiveness of the company's business.

A study conducted in Malaysia. on the effect of leadership style and innovation capital on SMEs sustainability performance from a managerial perspective cellular industry of Malaysia by Abdiaziz Mohamed and Ta Wee, 2021: this study aimed to test the relationship between innovation capital, leadership styles,) Data were collected from 111 SMEs ,400 questionnaires were distributed to SMEs owners or managers in The respondents were managers or owners as these are persons that have held in SME's and know better about leadership styles, innovation capital, and organizational performance. Using sustainability performance resource-based view (RBV), Questionnaires for the survey were handed out by hand. The purpose of this research was to see if there was any evidence that there was. Relation between leadership styles and innovation capital significantly positive towards the organizations' performance.it is proven that a leadership style which consist of element of coaching, facilitating, delegating and directing approaches as perceived by SMEs owners and managers in Malaysia gives strong ingredients to enhance the sustainability performance. In addition, the unique contribution of this study is the effect on the sustainability performance. The effect of these important variables are more concern on the sustainability of the SMEs to continuously perform well and sustain

in this industry Thus it is proven that a leadership style which consist of element of coaching, facilitating, delegating and directing approaches as perceived by SMEs owners and managers in Malaysia gives strong ingredients to enhance the sustainability performance. In addition, the sustainability performance, the effect of these important variables are more concern on the sustainability of the SMEs to continuously perform well and sustain in this industry

Leadership styles and innovation capital's elements and their impacts towards SMEs sustainability performance could help the managers or owners develop their strategies on leadership approach and innovation activities. The output also permits the manager to have more opportunities to learn and work more efficiently which will indirectly lead their organizations to perform better in utilizing their intangible assets specifically innovation capital. Also leadership styles are one of the most important elements perceived for SMEs' sustainability performance. The leadership styles that the leaders of SMEs display and practice such as coaching, delegating, directing, and facilitating, have significant contributions to sustainability performance. This study also found that innovation capital is significantly positive towards the sustainability performance

It demonstrated the importance of exploiting the leadership style and innovation capital to create a competitive advantage this is because SMEs are facing high competition in the industry which forces SMEs to distinguish their products and services from their competitors. Such competition requires SMEs to utilize their innovation capital in order to offer attractive product and services which in turn strengthen their sustainability performance

Waimiri (2018): conducting a research factor influence of organizational culture on innovation in Information Technology (IT) Small and Medium-sized Enterprises (SMEs) in Kenya

According to the findings, innovative organizational culture fosters innovation as the organization emphasizes risk taking, creativity, an entrepreneurial mindset, generating new ideas and experimentation which are enablers for innovation. There was also a strong positive correlation with product innovation, demonstrated an adhocracy culture came from companies that originated new products and services which were often perceived as novel by the customers and introduced more innovative products, Entrepreneurship and risk-taking, working environment and organizational structure significantly related with new Product innovation, this means that teamwork, empowerment and employee engagement are drivers of innovation. Employees are likely to come up with new creative ideas in teams that are aligned on a common goal and have mutual trust within the group or the organization

Jamaeel (2022): conducted a research on Mediating Role of Organizational Commitment between Organizational Culture and Job Performance in the Telecommunication Sector: this study has investigated that organizational culture significantly affects employee commitment impacts this indicates that the organizational culture and commitment may offer businesses a competitive advantage. An organizational culture that generates a high degree of comfort and trust will boost work behavior by increasing individual cohesiveness and corporate personnel commitment to achieve their best for the corporation this indicates that the organizational culture and commitment may offer businesses a competitive advantage

Telecommunication employees. The study analyzed 476 valid questionnaires collected from the employees of three telecommunication companies located in Erbil, Iraq, The study piloted on three telecommunication survey questionnaires were personally administered this study considered a descriptive as well as employed the deductive approach.

The second finding of this study Organizational culture is a powerful instrument for increasing an organization's commitment, and the greater the alignment of expressed and perceived values, the stronger the commitment An organization's success is determined by its ability to create a distinct corporate culture as part of its strategy, lastly the research also found

Organizational culture should be mandatory for all members and workers since this will foster uniformity among the organization's members. It will also improve staff productivity, commitment, and overall performance, emphasizing the importance of organizational culture in fostering consistency among employees, in the workplace include improved mutual collaboration, unity, integrity, kinship, improved communication, and increased performance

Ugboko et al (2019): The study conducted by using a total of one thousand eight hundred and thirty six (1836) of the staff of selected from four companies are GSM (Global System for Mobile Communications) operators. MTN Nigeria Communication, Glaucoma Limited, 9mobil Airtel Nigeria, technique used in gathering the primary data was a structured self-determined questionnaires.

found that resource planning and firm competitiveness have a significant and positive 'whom in their study found a positive and significant relationship between project resource planning practices (human resources planning, financial resource, material and man resource) and project performance, The study concluded that the management should ensure that employees are co-opted in the strategic plans of their organizations, This study demonstrated how resource utilization techniques (resource planning and resource control) could be used in Nigerian

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According to Nwakego & Ikechukwu (2021): conducted a research by using a total of one thousand eight hundred and thirty-six (1836) of the staff of selected from four GSM (Global System for Mobile Communications) operators. MTN Nigeria Communication, Glaucoma Limited, 9mobil Airtel Nigeria, technique used in gathering the primary data was a structured self-determined questionnaire

the finding of the research shows a positive and significant relationship between project resource planning practices (human resources planning, financial resource, material and man resource) and project performance, The study concluded that the management should ensure that employees are co-opted in the strategic plans of their organizations, This study demonstrated how resource utilization techniques (resource planning and resource control) could be used in telecommunication industry to achieve sustained competitive advantage through innovation and productivity

Njeru, K. & Kariuki, P. (2019): conducted a research on Influence of Mckinsey Framework on Competitive Advantage of Firms in the Telecommunication Industry in Kenya

The finding of the research conclude that there is a significant relation between Strategy and Competitive Advantage of firms in telecommunication, it implies organizational culture allows for experimentation and creativity, the organization provide the customer with unique value add products and services, second finding is, that there is a significant relation between staff and Competitive Advantage of firms in telecommunication the findings indicated that practices such as staff training and development, staff performance and appraisal and staff promotion and compensation are key practices to enhance competitive advantage also concluded that human resources and specifically the nature of staff may make an organization to have a competitive advantage over others, The findings indicated that harmonization of the seven Mckinsey elements of the organization determines success of strategy implementation and improves competitive advantage

179 telecommunications firms licensed by communications Authority (2018). The study targeted the heads of the strategic units from each of the companies since they are key determining the strategies which would give the firms a competitive edge over the other firms. 123 The study conducted by using a total of 123 respondents and piloted using a descriptive survey design.

Pothiyadath and Wesley (2014) did a study regarding the development of a measurement scale for 7-S framework. The study argued that organizations use every possible mean to gain a competitive advantage in the market place. It thus concluded that human resources and specifically the nature of staff may make an organization to have a competitive advantage over others. Without the right people, the organization loses its competitive edge.

Kuronzwi (2019) did a study regarding the a supportive culture to its employees.

From the findings found from the research of this thesis, it shows that TelOne has a supportive culture to its employees. The employees of TelOne are also quite aware of what is expected out of them. They mostly understand the goals of the company which means that they know what the company aims to achieve which in return gives them a sense of direction on where they are putting their efforts towards.

2.5.2 Innovative Organizational Culture Researches Experience of Ethiopia

Ethiopia's Research Experience as stated in the empirical study, the majority of international studies focused on the relationship between the two. Variables between the Innovative organizational culture and new product development. Many research was conducted in Ethiopia concerning organizational culture (ie. Aynetu 2021, kalakidan (2019) and Mekonen 2013) those studies conducted earlier focuses on how organizational culture affect employee performance, employee motivation and employee creativity even though extensive researches conducted on organizational culture first major concern was studied in a general form without identifying the specific dimension of culture second failed to associate with new product development.

2.5.3 Role of innovative org culture on new product development

To ensure competitiveness and sustainable growth of the company new product development is important, firm culture has multiplicity impact in realizing this organizational out come hence component of innovative organizational culture such as A strategy designed considering and reviewing relevant government policies, international best practices, and Industry trends. And incisive both internal and external stakeholders', aligned with firm competency level and assessed at formulation evaluation and implantation of this strategy will impact a new product develop net of affirm, also organizational structure impacts new product development a structure which is receptive and flexible to promote and support innovative ideas, if it allows firm to capitalize on resource it already has will result in new product development. Moreover, firm prevailing system facilitate to technical components are up to date in the industry and let

employees improvise on new methods will facilitate new product development similarly scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation on the concern will pave a way to new products development furthermore level of financial resource or budget that affirm possess will impact the nature the levee and type of new product development besides the set of skill employees and management competency will have core contribution to new product development, what's more if the leadership style exercised by the management to exemplify mentoring Facilitating or nurturing will enhance employee motivation, and increase organizational commitment this by far augment new product development, as well the core values defined exercised and anchored by employees will foster a creative and supportive organizational structure that will allow employees to perform optimally, and enhance their motivation which simplify new product development

2.6 Hypothesis of the Study

On the basis of the Research the following hypotheses were established and tested in the study based on the theoretical and empirical literature discussed above.

H1a: There is significant and positive impact between Ethio Telecom shared value and new product development in Ethio Telecom

H2a: There is significant and positive impact between Ethio Telecom leadership style and new product development in Ethio Telecom

H3a: There is significant and positive impact between Ethio Telecom structure and new product development in Ethio Telecom

H4a: There is significant and positive impact between Ethio Telecom Finance or Budget and new product development in Ethio Telecom

H5a: There is significant and positive impact between Ethio Telecom system and new product development in Ethio Telecom

H6a: There is significant and positive impact between Ethio Telecom strategy and new product development in Ethio Telecom

H7a: There is significant and positive impact between Ethio Telecom staffing and new product development in Ethio Telecom

H8a: There is significant and positive impact between Ethio Telecom skill and new product development in Ethio Telecom

2.7 Conceptual Framework

McKinsey's 7S Framework

The conceptual framework for this study was McKinsey's 7S framework. The 7S model introduced by Peters and Waterman (1984), two consultants at McKinsey Company in 1980s, is a tool for analyzing organizations and their effectiveness. The framework lays emphasis on interactions and fit of the seven critical tenets that sustain strong organizations: strategy, structure, systems, shared values, style, staff and skills (Singh, 2013). Sustainable organizations must have a comprehensive appreciation of their operating environment and continuously scan their landscape to ascertain opportunities and threats as they surface and take a position that is convenient and less vulnerable to attack (Singh, 2013). McKinsey's 7S framework underscores the fact that leaders need to meet the psychological and social needs of employees to motivate them to adopt change initiatives (Singh, 2013). According to the model, organizational leaders should actively embrace the change they desire from the employees to inspire them into adopting the change (Singh, 2013). Through appropriate strategy, structure, systems, staff, skills, shared values, and leadership style, organizational leaders are able to create an environment conducive for change to thrive (Teh & Corbitt, 2015). The application of the McKinsey's 7S model can enable organizational leaders to create appropriate strategies for addressing resistance to change, and hence the model is a perfect fit for organizational change (Singh, 2013). Therefore, the McKinsey's 7S model will be helpful to explore what strategies some parastatal leaders use to adapt to continuous environmental change to sustain their business operations as these strategies may also be beneficial in other public

In McKinsey model, the seven areas of organization are divided into the 'soft' and 'hard' areas. Strategy, structure and systems are hard elements that are much easier to identify and manage when compared to soft elements. On the other hand, soft areas, although harder to manage, are the foundation of the organization and are more likely to create the sustained competitive advantage

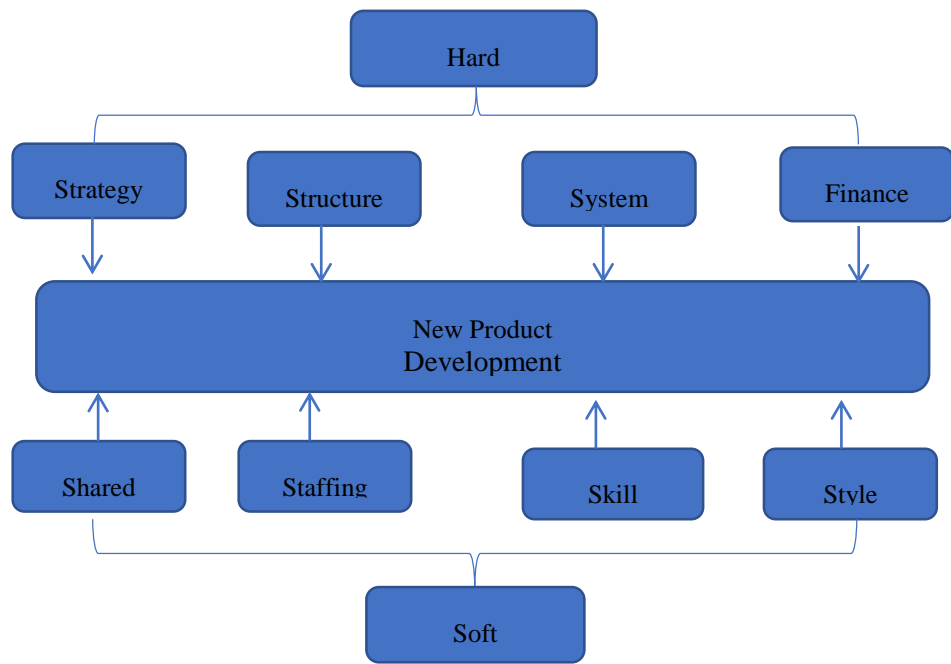


Figure 2: Conceptual model of McKinsey's 7S Framework factors Impacting New Product Development (Modified by the researcher)

CHAPTER 3: RESEARCH METHODOLOGY

This chapter explains how the research was carried out. It explains how the study was conducted and what approach and strategy were employed. The sample strategies utilized to perform the study, as well as the statistical techniques used to evaluate the data, are also defined in this chapter

3.1 Research Design

The study's causal research design establishes cause effect relationships among the variables here, the impact of independent variable, innovative organizational culture, components, strategy, structure, system, staff, skill and shared value on dependent variable new product development (NDP). To test hypotheses about the cause-and-effect relationships, enable identify the causes behind process taking place thus Because of the study's features and objective, it's the best option.

Aske specific narrow questions and, collects data from participant generally in numerical form, analyze numbers using statics and conduct the inquiry, How many and what questioned are asked while, Statistical reports with correlations, comparison of means, & statistics significance of findings. Uses Mainly deductive reasoning it is applicable for description of trends or an explanation of variables relationships, seek measurable observable data on variables. Justifying the problem and the need for the direction of the study (Denzin L., 2011)

The case study method is a very popular form of qualitative analysis and involves careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even the entire community. It is a method of study in depth rather than breadth. The case study places more emphasis on the full analysis of a limited number of events or conditions and their interrelations. The case study deals with the processes that take place and their interrelationship. Thus, case study is essentially an intensive investigation of the particular unit under consideration. The object of the case study method is to locate the factors that account for the behavior-patterns of the given unit as an integrated totality.

In respect of the case study method an effort is made to know the mutual inter-relationship

Of causal factors, it helps in formulating relevant hypotheses along with the data which may be helpful in

Testing them. Case studies, thus, enable the generalized knowledge to get richer and richer. The researcher can use one or more of the several research methods under the case study

method depending upon the prevalent circumstances. In other words, the use of different methods such as depth interviews, questionnaires, documents, and study reports of individuals, letters, and the like is possible under case study method. (Kothari 2004) cross-sectional studies research design collect data from many subjects at a single point in time, Because you only collect data at a single point in time, cross-sectional studies are relatively cheap and less time-consuming and enable to identify correlations

3.2 Research Approach

Because of the following reasons, both quantitative and quantitative research methodology were employed in this study: Using the quantitative inferential method to determine the causal since there is a relationship between two or more variables, the independent variable is used. Innovative organizational culture (strategy, structure, system, staff, finance shared values, skill and style) and the dependent variable was new product development in Ethio Telecom Recognizing that all methods have limitations, researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. Triangulating data sources—a means for seeking convergence across qualitative and quantitative methods.

Concurrent mixed methods procedures are those in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at the same time and then integrates the information in the interpretation of the overall results. Also, in this design, the researcher may embed one smaller form of data within another larger data collection in order to analyze different types of questions the qualitative addresses the process while the quantitative, the outcomes (Creswell, 2008).

Triangulated mixed-methods design, also known as convergent parallel design, is done when both QUAL and QUAN data are collected concurrently and are equally prioritized (Creswell, 2008). Collection and analysis of each type of data occurs separately, and findings are merged during the interpretation phase to allow for robust conclusions that are supported by multiple data sources

Qualitative research was done through ten in-depth interviews with managers of Ethio Telecom from the IT, Engineering, Procurement, Finance and the Human Resources departments. Quantitative research was done through a questionnaire that was conducted to 210 employees at the TExA branch of Ethio Telecom.

Target population

Since the research objective was to assess the impact of innovative organizational culture on new product development The population of the study will delimited to Addis Ababa , TExA telecom excellence academy which is corporate university of Ethio Telecom, since it's all offers all product development process from ideation to commercialization and any amendment terms conditions and modification at given product lifecycle of the product along the horizon come out from this faculty in centralized manner

3.3 Sample Size and Sampling Technique

3.3.1 Sample size

Because the complete population is known, the researcher determines the sample size for this study. using

Taro Yamane (Yamane, 1967) formula with 95% confidence level and $p=.5$

The sample size is n , the population size is N , and the level of precision is e .when this formula is applied to the above sample.

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

$$n = \frac{N}{1+N(e)^2} = \frac{443}{1+443 (.05)^2} = 210$$

Where;

n = sample size

N = number of people in the population

e = allowable error (%)

The convenience sampling technique was employed to disseminate questionnaires since the population chosen for study had specific recognized qualities, such as being an expert and having an excursive mandate with the subject matter. The research indicated this approach to addressees as a way to acquire the relevant information. Convenience sampling is a non-probability sampling technique that involves selecting a sample from a group of people who are easy to contact or approach.

3.3.2 Sampling Technique

A sample design is the strategy for acquiring a sample from a certain population.. It refers to the Technique or the procedure the researcher would adopt in selecting items for the sample. Sampling unit: Sampling unit may be a geographical one such as state, district, village, etc., or a construction unit such as house, flat, etc., or it may be a social unit such as family, club, school, etc., or it may be an individual

Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole. (Kothari 2004)

Purposive sampling, a non-probabilistic sampling approach, was used to distribute questionnaires. here the researcher properly choose and approach eligible participants, as the name suggests the researcher went to this community TeXaEthio telecom Excellence Academy because they are mainly responsible for product development and the center exclusively provide new products in a centralized manner and respondents fit the profile that the researcher intended to assess

3.4 Source of Data

There are two sorts of sources when collecting data; primary and secondary data sources.

Primary data sources are the raw information or the first -hand evidence the researcher gather in research, and gives direct evidence about the event or phenomena researching, data gathered from employees of TExA via questionnaire and structured interviews,

Secondary data are sources that interpreter analyze the information from primary source. Therefore, they are closely related to sources these sources often describe, generalize, and synthesize primary sources. While contains important facts that was gathered for a certain purpose, yet the conclusion is useful for the goal. Here, survey result conducted in 2021 on product mix and portfolio in Ethio Telecom, Circulars and it's summery, KBS of Ethio Telecom were applied

3.5 Methods of Data Collection

Questionnaires were created and disseminated based on the study's goal Concrete and pre-determined questions. The questions are presented with exactly the same wording and in the same order to all respondents. Resort is taken to this sort of standardization to ensure that all respondents reply to the same set of questions. Structured questionnaires are simple to administer and to analyses. The provision of alternative replies, at times, helps to understand the meaning of the question clearly The first part of the survey was designed to collect general information on the respondents' gender, age group, educational background and level of experience. Part two of the survey was designed to elicit responses on innovative organizational culture components and new product development from respondents. For the independent variables, the questions were constructed using a five-point Lickert scale. The independent variables were assessed using the Likert scale, which has five answer categories ranging from strong agree to strong disagree. The researcher utilized the Likert scale because it is easy to construct and interpret and simple for respondents to offer response (Kothari, 2004). (Kothari, 2004). The dependent variable was also assessed using the Likert scale, which has five response options ranging from strongly agree to strongly disagree. The study's author the researcher used the Likert scale because it is easy to prepare and interpret and simple for respondents to give response (Kothari, 2004).

The researcher has attests 186 (one hundred and eighty-six) reliability and validity of questionnaires to identify the degree to which the result obtained by a measurement and procedure can be replicated and to check the amount of systematic or built-in error in questionnaire.

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews. Personal Interview: method requires a person known as the interviewer asking questions generally Personal interviews: in a face-to-face contact to the other person or persons. At times the interviewee may also ask certain questions and the interviewer responds to these, but usually the interviewer initiates the interview and collects the information.is usually carried out in a structured way. As such we call the interviews as structured interviews. Interviews involve the use of a set of predetermined questions and of highly standardized techniques of recording, so the interviewer in a structured interview follows a rigid procedure laid down, asking questions in a form and order prescribed, here

middle level and senior level managers purposively were selected and take part in pre-scheduled interview (Hair et al., 2003).

Conducted five interviews in the manager's research with five key important managers of Ethio Telecom from IT, Engineering, Procurement, Finance and Human resources departments. The reason why the author chooses to have interviews with these five managers is that they are the ones who understand the organizational culture of Ethio Telecom and they are also have influence in shaping the culture of the company

3.6 Methods of Data Analysis

Data analysis methods Data analysis methods should be associated with the sort of research methodologies used for the study. Primary data was acquired in the study by questionnaires, as indicated in the previous section. Before being analyzed, the obtained data was reviewed to see whether there were any errors made by the respondents. Then, while entering or coding data, the acquired and coded data was reviewed for any probable errors. Statistical Package for Social Sciences (SPSS) version 26 was used to analyze and interpret the data. In this study, descriptive statistics such as frequency, mean, standard deviation, and inferential statistics were used to analyze the data. A descriptive analysis employed for each variable under inquiry and also demographic factors such as gender, age, education. The researcher used correlation analysis to see if the independent and dependent variables had a positive significant association.

The strength of the linear link between two ranking or numerical variables can be measured using a correlation coefficient. This coefficient (typically denoted by the letter r) can range from +1 to -1. A value of +1 reflects a perfect positive correlation. This means that the two variables are inextricably linked, and that when one variable's value rises, so will the value of the other. A value of -1, on the other hand, denotes an indirect association. Again, this suggests that the two variables are inextricably linked: however, as the value of one variable rises, the value of the other falls. Positive and negative correlation coefficients between +1 and -1 indicate weaker positive and negative connections, respectively; a value of 0 indicates that the variables are totally independent. In the workplace, within business research it is extremely unusual to get perfect correlation (Mark, Philip & Adrian, 2016).

The study looked at the relationships between the eight variables, as well as the independent and dependent variables. The type of regression employed in the study was then determined, which was multiple regressions. For multiple regressions, the default relationship type was random, meaning that for each value of the independent variable X , there were some values of

the dependent variable Y only with a certain chance. In other words, a stochastic error term or a stochastic disturbance term μ_i was incorporated in the model.

The Regression Model specification

$$Y = \alpha + \beta^1 X^1 + \beta^2 X^2 + \beta^3 X^3 + \beta^4 X^4 + \beta^5 X^5 + \beta^6 X^6 + \beta^7 X^7 + \beta^8 X^8 + \mu_i$$

Where,

Y= dependent variable (New Product Development)

α = constant

β^i = Independent variable coefficient

X^i = Independent variable

μ_i =Error terms

X^1 = organization strategy

X^2 = organizational structure

X^3 = system

X^4 = staff

X^5 = finance/ Budget

X^6 = shared value

X^7 = kill

X^8 = Leadership style

Constant = $\hat{\alpha}$ = Coefficient of an independent variable X_i denotes an independent variable.

μ_i =Terms of Error X_1 denotes the organization's strategy. X_2 denotes the organizational structure. X_3 denotes a system, and X_4 staff X_5 = finance/ Budget X_6 = shared value X_7 = kill X_8 = Leadership style.

3.7 Reliability and Validity Analysis

"The extent to which measures are repeatable when different people perform the measurement on different occasions, under different conditions, allegedly with alternative equipment that measure the construct or skill," according to the definition. It can also be described as the consistency or dependability of a construct's measurement. Drost (2011) ., It is a measure of consistency between different items of the same construct. It measures the consistency within the instrument and questions on how well a set of items measures a particular characteristic of the test. Single items within a test are correlated to estimate the coefficient of reliability. Cronbach`s alpha coefficient is used to determine internal consistency between items (Cronbach, 1951).

During a scale, it measures the inner consistency of the items. It expresses the degree to which the items in a questionnaire are related to one another. Cronbach's coefficient alpha values typically range from 0 to 1, with higher values indicating a higher degree of internal consistency. Different authors accept different internal reliability values for this test, however the most widely recognized value is 0.70, which should be adequate to or above to internal reliability (Hair et al., 2003).

Table 1: Reliability

Dimensions	Number of items	Cronbach's Alpha	Result
style	5	0.856	Excellent
Skill	5	0.786	Excellent
shared value	5	0.931	Excellent
finance	5	0.881	Excellent
staffing	5	0.852	Excellent
Structure	5	0.867	Excellent
system	5	0.866	Excellent
strategy	5	0.923	Excellent
New product development	5	0.951	Excellent
Overall	45	0.879	Excellent

Source: survey result, (2022)

The Cronbach's coefficient alpha was calculation for each dimension of the questionnaire. According to Table No.1 the value of Cronbach's Alpha for each dimension of the questionnaire ranged from 0.786 to 0.951. This range is considered good and acceptable as the result ensures the reliability of each dimension of the questionnaire. Further for the entire questionnaire Cronbach's Alpha equals 0.879 which indicates very good reliability of the entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.verall, 45 points 0.879 Survey results are a great source of information (2022) For each dimension of the questionnaire, the Cronbach's coefficient alpha was calculated. Cronbach's Alpha values for each dimension of the questionnaire ranged from 0.786 to 0.951, according to Table No.1. This range is regarded good and acceptable because it assures that each dimension of the questionnaire is reliable. Furthermore, Cronbach's Alpha for the full questionnaire is 0.879, indicating that the entire questionnaire is quite reliable. As a consequence, the results for the items are dependable and acceptable based on the test. Analysis of Validity

Validity Analysis

Convergent validity

In order to assess the convergent validity, the factor loadings were examined. As shown in table 4 the factor Loadings for the items in all constructs are larger than 0.60 and are statistically significant (C.R. > 0.6). Therefore, it can be concluded that the convergent validity for the measurement scales in this study is supported

Table 2: convergent validity

Constructs I	Items	Factor Loading
	Stgy1	0.932
Strategy	Stgy2	0.832
	Stgy3	0.781
	Stgy4	0.832
	Stgy5	0.932
	Syst1	0.742
System	Syst2	0.774
	Syst3	0.932
	Syst4	0.863
	Syst5	0.854
skill	sKi1	0.868
	sKi2	0.861
	sKi3	0.688
	sKi4	0.751
	sKi5	0.932

Source: survey result, (2022)

Note; check the remaining construct and corresponding Factor loading value on appendix

3.8 Ethical Considerations

The necessary precaution was taken to form the study ethical. The researcher collects respondents' feedback based on how they understand the questionnaire. The researcher makes sure that all the respondents are clear and understand the question before they respond to the questions. The reliability of the research was improved because the questionnaires for consumers did not have any open questions.

Before any question was raised to any respondents, the researcher make sure permission is clearly demonstrates the aim and objective of the research to the respondents on each question. They were told that the information they provide via the questionnaires is going to be used for the purpose of the academic study remain confidential. They were also assured that their identity would be anonymous for the research. As it was promised, their privacy and identity was not disclosed.

CHAPTER 4: RESULT AND DISCUSSION

In this chapter, the data collected from respondents was analyzed and interpreted using quantitative analysis, which entails the examination of respondents' demographic data as well as the use of descriptive and inferential statistics to test the hypothesis and investigate the effect of independent variables on the dependent variable. Statistical procedures were used to evaluate the acquired data using SPSS version 26.

4.1 Response Rate on Questionnaire

A total of 210 questionnaires were distributed TExA telecom excellence academy of EthioTelecom to examine the impact of innovative organizational culture on new product development and 186 questionnaires were completed and returned, resulting in an 88.5 percent response rate. This shows that the personnel at this institute were dedicated to providing important information to the research understudy.

4.2 Demographic Information of the Respondent

Respondents the questionnaire began with demographic characteristics of respondents to see what demographic trend the sample population had. This section of the questionnaire only asked for a limited amount of information about the respondents' personal and demographic circumstances. As a result, the following table summarizes and describes the succeeding variables regarding the respondents. Gender, age, educational background, and Work experience, position other factors are among them.

Table 3: Demographic profile of respondents

	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	116	62.4	62.4	62.4
	Female	70	37.6	37.6	100.0
	Total	186	100	100	
Age	18-25	28	15.1	15.1	15.1
	26-35	90	48.4	48.4	63.4
	36-49	67	36.0	36.0	99.5
	over 50	1	.5	.5	100.0
	Total	186	100	100	
Education	Bachelor's	49	26.3	26.3	26.3
	Master's	135	72.6	72.6	98.9
	PhD or higher	2	1.1	1.1	100.0
	Total	186	100	100	
position	operation	98	52.7	52.7	52.7
	Middle-level	74	39.8	39.8	92.5
	senior management	14	7.5	7.5	100.0
	Total	186	100	100	
Experience	less than 2 years	41	22.0	22.0	22.0
	2-5 years	106	57.0	57.0	79.0
	over 5 years	39	21.0	21.0	100.0
	Total	186	100	100	

Source: survey result, (2022)

4.2.1 Gender of Respondents

Respondents' Gender The sex composition, as shown in figure No.3, reveals that both male and female individuals are present. Employees those have been work in TExA, Ethio Telecom were participated in the study. Even if majority of the respondents 116 (62.4%) were male, female respondents also participated which accounted for 70 (37.6). This indicates the majority of respondents of the institute were male employee. What can infer from this data is first even if Ethio Telecom articulate sound a procedure to hire, promote and retain female employees there is a gap to bring balanced work force particular their gender, second, this might be due to the national level pool of employees' gender composition reflection.

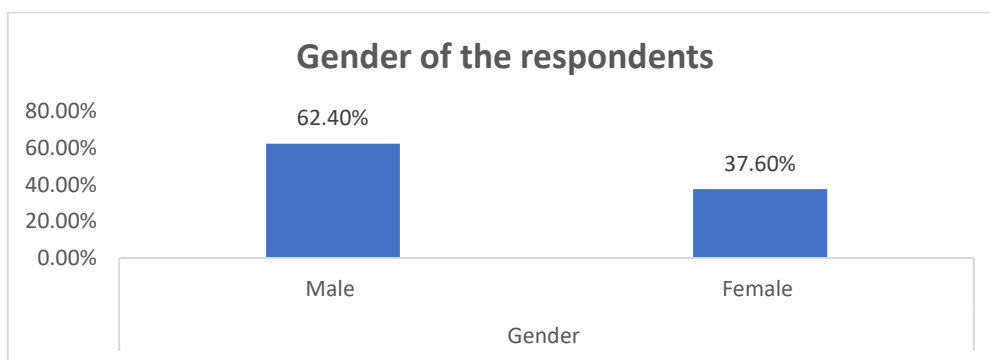


Figure 3: Gender of respondents

4.2.2 The Respondents' Age

According to figure No. 4, the age composition of respondents includes 90 (48.4%) between the ages of 26 and 35 years, 67 (36%) between the ages of 36 and 49 years and the following age group, and 28 (15.1%) between the ages of 18 and 25 years Respondents over the age of 50 make up the smallest age group in the sample, accounting for 1 percent of the total (0.5 percent).This suggests that the majority of respondents are between the ages of 26 and 35. even if which is the second best age group to innovation, its better to nurture pool of employees those are young energetic between the age of 18-25, on the other the second best age group dominate due in TExA of ethio telecom they are recruited internal based on their education back ground and level of experience this is go in line with their age increment.

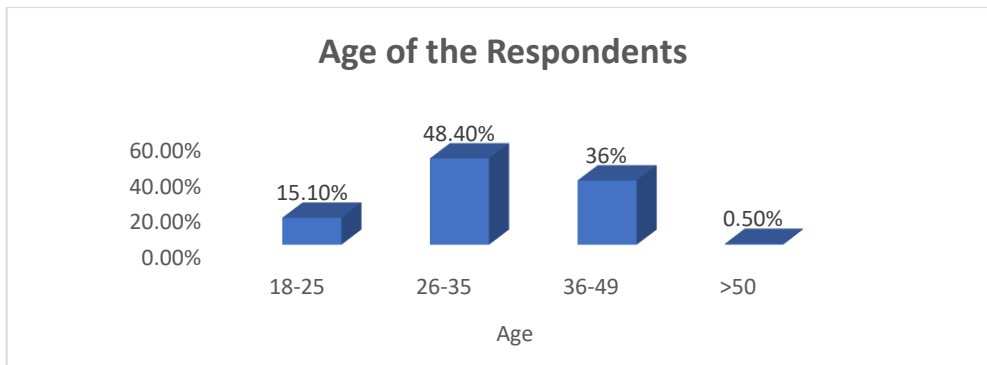


Figure 4: Age of respondents

4.2.3 Education Background Statuses

The education status on figure No. 4.2.3 Background Statuses in Education Figure 5 reveals that out of 186 respondents, 135 (72.6%) have a master's degree, while the rest have a bachelor's degree. Degree 49 (26.3%) and. Out of the total respondents PHD or higher incorporated this 2 (1.1%). This indicates majority of respondents were Master's degree holders. The data revealed that 72.6 % of respondents are master's degree holders this might be due to the existing management style and organizational value which let employees to get growth and development opportunities for employees focuses on personal as well as professional growth for its employees and works accordingly with them. Which is principal input for innovation and new product development.

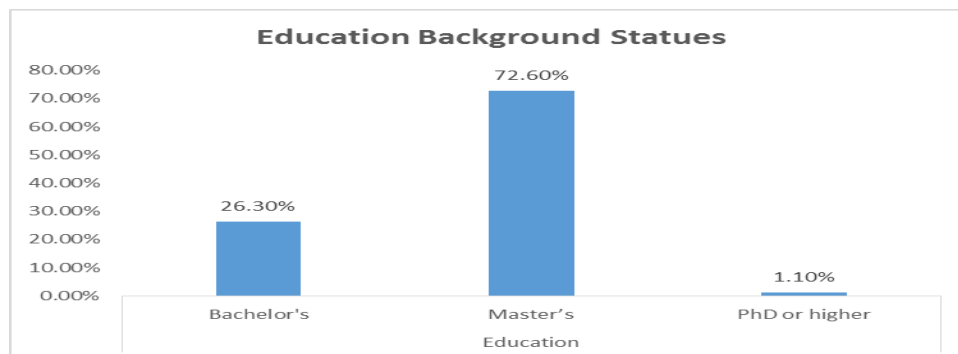


Figure 5: Education Background of respondents

4.2.4 Position of Respondents

As far as position of respondents is concerned, figure No 6 below Shows that among 186 respondent's operation level staffs are 98 (52.7%) followed by 74 (39.8%) and 14 (7.5%) of respondents were Middle-level management and senior management respectively. This indicates majority of respondents were operation level staffs. This denotes that half of the respondent operation level of staff which is a great opportunity since they are working with

customers directly they can observe gaps and propose potential solutions to their managers and concerning bodies as per there communication line which serve as input for new product designs and offers moreover 74 of respondents are middle level managers they can serves as bridge to open up space to entertain new ideas those come from operation staffs and communicating to the senior managers based on their significance also to up hold the overall new product development process

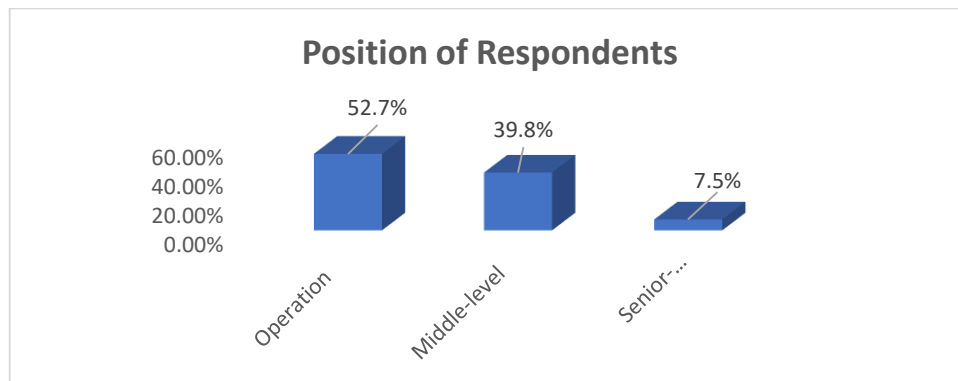


Figure 6: position of respondents

4.2.5 Experience of Respondents

Regarding experience level of respondents , figure No 7 below Shows that among 186 respondent’s has 2-5 years of experience 106 (57%) followed by 41 (22%) and 39 (21%) of respondents were less than 2 years and over 5 years of experience respectively. The above data indicates majority of respondents were 2-5 years experienced staffs which let them to explore more in the sector, innovative organization cutler and its multiplicity impact in different arenas by collaborating with well experienced staffs will results brake through offers can be contribute to the telecom sector.

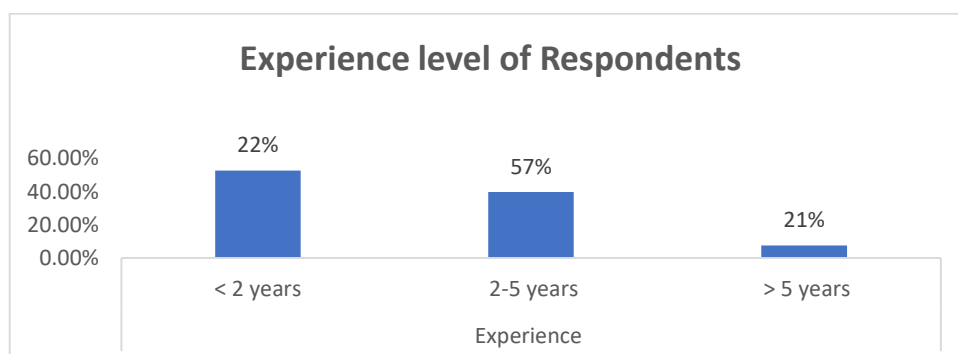


Figure 7: Experience level of respondents

4.3 Descriptive Statistics of scale Typed Questionnaires

Descriptive Analysis

Analytical Descriptive The purpose of descriptive analysis was to examine and explain the information gathered. It's crucial to make some broad observations on the data acquired for demographic purposes or queries.

In this part descriptive statistics regarding the five determinates in the form of mean and standard deviation were presented so as to indicate the level of agreement with their respective implication to the new product development (NDP) by employees of Ethio Telecom

The average value of all the respondents' responses to each statement is calculated as the mean value. It divides the total number of values by the sum of the values. The inference is that the item with the greatest mean is the one that received the highest rating from the majority of customers. The item with the lowest mean is the one with the lowest customer rating.

The standard deviation, which is based on deviations from the mean of the data values, also reflects variation. It is defined in terms of the deviation of the observations from the means; the variation is small if the observations are clustered closely around their mean, and big if they are dispersed over a vast area. Standard deviation also measures the variation and it is based on deviations from the mean of the data values. It described in terms of the deviation of the observations from the means, the variation is small if the observations are bunched closely about their mean, and large if they are scattered over considerable distances. This means an item on the Likert scale with the smallest standard deviation implies that consumers gave a similar answer to that items compared with the others and vice versa.

The respondents' replies to the variables listed below were graded on a five-point Lickert scale, with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agree, and 5 indicating strongly agree. However, while interpreting the mean and variance values, the scales are reassigned as follows to make the interpretation simple and unambiguous (Best, et al., 1977).

$$\text{Agreement level} = \frac{\text{Maximum} - \text{Minimum}}{5 - 1} = \frac{5 - 1}{4} = 0.8$$

Table 4: Interval of mean for determining the amount of agreement among respondents the mean interval Level of Consensus Strongly 1.00 - 1.80 Disagree 2.60 - 1.80 Disagree 3.40 - 2.61 Neutral 3.41 - 4.20 Consensus 5.00 - 4.21 strongly concur

Table 4: Interval of Mean Measure the respondents level of agreement

Interval of mean	Level of Agreement
1.00 - 1.80	Strongly Disagree
1.80 - 2.60	Disagree
2.61 - 3.40	Neutral
3.41 - 4.20	Agree
4.21 - 5.00	Strongly Agree

4.3.1 Perception of Respondents toward organizational strategy

As said in the literature study, a strategy is a plan devised by a company in order to acquire a long-term competitive advantage and compete successfully in the market. Employers were forwarded with five factors this dimension in order to measure the effect of these novel organizational culture component.

The following table summarizes the findings.

Table 5: Description Statics respondents of strategy

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Rank
I am clear about Ethio Telecom strategies 'BRIDGE' and committed to the achievement	186	1	5	3.78	.632	1
The level of product development is strategy driven and appealing to existing organizational competency	186	1	5	3.77	.611	2
The standing organizational strategy enable to create stream of new product development that delight customer	186	1	5	3.77	.651	3
The strategy determines efficient allocation of human and capital resource in the context of stated goals and objectives	186	1	5	3.71	.691	4
The new product development strategy is aligned with overall organization strategy and designed to fit forth coming competition	186	1	5	3.70	.652	5
Average mean				3.746	0.6474	

Source: Survey result, (2022)

Individual variables are put together and referred to as organizational strategy in Table No. 5. as seen in the table, "I am clear about Ethio Telecom strategies 'BRIDGE' and committed to the achievement" has scored a mean of 3.78 with standard deviation of 0.632" The level of product development is strategy driven and appealing to existing organizational competency" has

scored a mean of 3.77 with standard deviation of 0.651 “The standing organizational strategy enable to create stream of new product development that delight customer.” has scored a mean of 3.77 with standard deviation of 0.651 “The strategy determines efficient allocation of human and capital resource in the context of stated goals and objectives“has a mean of 3.71 and a standard deviation of 0.691, as well as “The new product development strategy is aligned with overall organization strategy and designed to fit forth coming competition” is another component of strategy that determines new product development has scored a lowest mean of 3.70 with a standard deviation of 0.652, it has the lowest mean of 3.70. The average mean result, on the other hand, falls between the ranges of 3.41 and 4.20, indicating that the majority of respondents agree. That the prevailing strategy is, allied with other organizational components, capitalize on existing organizational competences, retained by employees and which pave a way for new product development.

As per the response the management has regarding Ethio Teleocm Strategy, which denotes Ethio telecom follows rolling strategy model applying deliberate and emergent strategy development approaches to accommodate a changing reality, considering the nature of the business and the ongoing market reform. This plan was designed by examining and reviewing key government policies, international best practices, and industry trends in order to assure the company's competitiveness and long-term success. Various important analyses have been made such as internal and external stakeholders' interests and expectations (Customers, Employees, Vendors suppliers and various government organs), previous company performances, internal strengths, organizational resources and capacities, and weaknesses, opportunities and threats in the outer environment (PESTLE) and the upcoming competition. Moreover, the strategy has been reviewed at senior and middle management levels, consulted, and validated by Ethio telecom Board of Directors. Following validation, communication, cascading, and alignment of the strategy have been conducted to improve strategy execution among stakeholders. Which is inclusive enables meet the desired level of outcome. As a result of the aforesaid, Ethio Telecom must stay up with the competition. these components of innovative organizational culture or organizational strategy, to augment and meantime new product development process and outcome

The finding is extend the study of Wambugu (2018) the study found a positive and significant relationship strategy and new product development .the research conclude companies should consider how various components of the strategy formulation can better impact their innovation strategies and capabilities which can lead to product, process or market innovation also Strategy

evaluation most impacts innovation in the telecommunication sector through the soft elements that is staff, style, skills and shared values. Companies should look into ways that they can strengthen the systems or improve structure so as to foster innovation within the companies.

4.3.2 Perception of the Respondents toward organizational structure

Table 6: Description Statics respondents of structure

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Rank
The organizational structure is base of efficiency, reliable delivery, smooth scheduling and low-cost production	186	1	5	2.80	.946	5
The organization structures are harmonized in a way that yield synergy	186	1	5	2.91	.868	4
The structure allows the organization to capitalize on resource it already has rather than seeking expertise	186	1	5	2.96	.929	3
There is Clear line of authority and position of each team within the company communicated through organizational chart	186	1	5	2.98	.912	2
The structure is receptive and flexible to promote and support innovative ideas, experimentation and creative ideas	186	1	5	3.10	.919	1
Average Mean				2.95	.914	

Source: Survey result, (2022)

Individual factors are pooled together and referred to as organizational structure in Table No. 6."As shown in the table," says the author. "The structure is receptive and flexible to promote and support innovative ideas, experimentation and creative ideas" has scored a mean of 3.10 with standard deviation of 0.914 " There is Clear line of authority and position of each team within the company communicated through organizational chart" has scored a mean of 2.98 with standard deviation of 0.912"“The structure allows the organization to capitalize on resource it already has rather than seeking expertise.” has scored a mean of 2.96, with a standard deviation of 0.929. "The organization structures are harmonized in a way that yields synergy" received a mean of 2.91 and a standard deviation of 0.868, and "The organization structures are harmonized in a way that yields synergy" received a mean of 2.91 and a standard deviation of 0.868. "The organizational structure is base of efficiency, reliable delivery, smooth scheduling and low-cost production" is another component of structure that determines new product development has scored a lowest mean of The standard deviation The standard deviation is 0.946, with a mean of 2.80. However, the average mean result falls between the

ranges of 2.61 and 3.40, indicating that the majority of the respondents are neutral on the factors Besides,

The response obtained from the management, **Ethio Telecom has a line staff structure** is a combination of both the line and staff structure, it has hierarchy of managers that work with several specialized group these groups report to their respective managers, and those managers then reports to their own managers, each mangers has their own own group to oversee each mangers get a rank so they are not equal, here, Decision making, decisions are made by specialists and experts of related field, decision making is effective, because of better coordination, specialization and proper division of work there is balanced work load and less burden to the line execution Which is conflict between line and staff authorities due to misunderstanding, increase administrative cost problem of conflict, confusion, lack of coordination those potential difficulties May hamper smooth new product development process they are trying to neutralize the potential limitation they are working with stake holders to enhance efficiency and overall productivity. What can be hint at implies there are a lot tasks expected to reengineer and restructure organizational structure in a way that yield a better new product development out come and process

Shayah and Zehou 2019 their study found a positive and significant relationship between structure and new product development a significant finding from there research shows that decision-makers do not need to be overly concerned with keeping a loose corporate structure. A significant degree of bureaucracy linked to a strict structure does not indeed inhibit innovation. Actually, the study concludes that Organizations that need to be innovative have to transform their organizational culture so that it has pro-innovative character

4.3.3 Perception of the Respondents toward organizational system

Table 7: Description Statics respondents of customer system

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Rank
Have a clear and adaptable procedures to execute a new product develop process	186	1	5	3.71	.683	5
The prevailing technical components are up to date in telecom industry and let employees improvise on new methods	186	1	5	3.75	.676	4
The organization defines success on the base of having newest product	186	1	5	3.78	.666	3
Development of new product and service offered by our company is an ongoing process	186	1	5	3.78	.674	2
EthioTelecom R&D or product development resources are adequate to handle the development need of new product and service	186	1	5	3.84	.593	1
Average mean				3.772	0.658	

Source: Survey result, (2022)

Individual variables are computed as a single unit and designated system in the aforementioned Table No. 7. As may be seen from the table above, “Have a clear and adaptable procedures to execute a new product develop process” has scored a mean of 3.84 with standard deviation of 0.593” Development of new product and service offered by our company is an ongoing process” has scored a mean The average score is 3.78, with a standard deviation of 0.674."The organization measures success by having the most recent product" received a mean of 3.78 and a standard deviation of 0.666. “The prevailing technical components are up to date in telecom industry and let employees improvise on new methods “With a mean of 3.75 points and a standard deviation of 0.676. “Have a clear and adaptable procedures to execute a new product develop process” has scored the least with a mean of 3.71 and a standard deviation of 0.68, the average mean result falls between the ranges of 3.41 and 4.20, indicating that the majority of the participants are agreed the existing organizational system. further, The response obtained from the management, shows Ethio Telecom has design system work in alignment and according to standardized and explicit standard operating procedures , Teams are operating from a formalized and coordinated process which make new product development process increase efficacy and the reduce of risk, also has standard operating procedure clearly explains the steps taken to complete a task and inform the employees of any risks associated with the process, while decisions are set in centralized manner yet there is a room for input from a stakeholder during and after the diction made before implantation. The above result implies that Ethio Telecom has keep cultivate component of innovative organizational culture or system to optimize and nurture product development process and outcome

The finding is in line with the study of Okotah (2020) the study found a positive and significant relationship between system and new product development. The study concluded that Organizational system that reward innovation incentivizes the creation of unique and affordable products and services. The organizational system that support collaborations lead to offer services that are differentiated by quality delivery and Uniqueness at the marketplace. It is also an essential consideration for organization that seek to increase their competitiveness through adding the values of their knowledge workers, interactions and products

In a similar study by Atmaja Supriyati and Santoso (2021) discovered that company a positive and significant relationship between system and new product development and conclude that company needs to improve a more open communication mechanism between superiors and subordinates by creating communication channels that allow staff to convey ideas, and problems directly to their superiors, such as an open communication forum between the

leadership and all staff. Furthermore, procedures need to be made more simple and flexible for work to be carried out easily and quickly while maintaining regulatory compliance.

4.3.4 Perception of the Respondents toward staffing

Table 8: Description Statics respondents of staffing

Value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
When employees reports for duty, they are placed on the job for which he or she is best suited, hence escalate level of new product development with the firm	186	1	5	3.69	.733	5
Ethio telecom has scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation on the concern which results augment new products development	186	1	5	3.81	.662	4
Ethio telecom has a sound staffing policy and system of planned promotion which let employees having suitable opportunities for their development and promotion	186	1	5	3.81	.617	3
Ethio telecom Has well communicated predefined and shared; placement, training, development, promotion, transfer, appraisal and remuneration term and conditions, which facilitate a desired level of outcome such as level of new product development	186	1	5	3.82	.720	2
Ethio telecom has Systematic timely training programmed, to impart staffs with the rapid technological change so as to keep the employees in touch with the new development	186	1	5	3.84	.643	1
Average mean				3.794	.6750	

Source: Survey result, (2022)

Individual variables are computed as a single variable and named staffing in Table No. 8 As from the table above," When employees reports for duty, they are placed on the job for which he or she is best suited, hence escalate level of new product development with the firm" has a scored a mean score of 3.84 and a standard deviation of 0.643."'" Has well communicated

predefined and shared; placement, training, development, promotion, transfer, appraisal and remuneration term and conditions, which facilitate a desired level of outcome such as level of new product development” The average score is 3.82, with a standard deviation of 0.720. ” Ethio telecom has a sound staffing policy and system of planned promotion which let employees having suitable opportunities for their development and promotion” has a standard deviation of 0.617 and a mean of 33.81"Ethiopian Telecommunications” Ethio telecom has scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation on the concern which results augment new products development” has a mean of 3.81 with the standard deviation of 0.662 and ” When employees reports for duty, they are placed on the job for which he or she is best suited, hence escalate level of new product development with Ethio Telecom has scored the lowest mean of 3.69 with a standard deviation of 0.733 was achieved by "the firm." However, the average mean of the variables in the results ranges from 3.41 to 4.20, indicating that the majority of respondents agree with all of the value variables. However, the findings suggest that more work on the five value factors listed above is still required. However, the result implies that still there need of more tasks on the above five variables of value. Furthermore The response collected from the management, shows jobs are characterized by requirement and reward, individuals characterized via qualifications and motivations, here in Ethio Telcom uses enduring model of staffing, HR strive to person organization much (organization culture and value, new job duty, multiple jobs and future jobs) or (norms of desirable attitude, behavior for employees (honest, achievement ,hard work), tasks that may be added to target over time, multiple jobs (flexibility concerns- hiring people who could perform multiple jobs) Future jobs long –term matches during employment relationship- organization would like to hire people could perform these new duties without having to hire additional employees, they are nurturing company culture that attract top talent and exert effort through recruit and develop talent internally, referral program, and data driven recruitment staffing and employee retention approach are mainly exercised which all facilitate a new product development process what is more The findings suggest that more tasks on the five variables mentioned above are still needed enhancement on staffing component of innovative organizational culture

The finding is in line with the study of Njeru and Kariuki (2019). Whom in their study found a positive and significant relationship between staff and new product development, the study concluded that the management should focus on building its staff capacity through staff training

and development, staff performance and appraisal and staff promotion and compensation to bring greater competitive advantage

4.3.5 Perception of the Respondents toward Finance or Budget

Table 9: Description Statics respondents of finance

Value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
Finance expert assess past records from respective departments Such as, marketing (Level of new product development and rate of success, diffusion), to make better budget and forecast over long-term and short-term time horizons	186	1	5	3.70	.710	5
Finance division decide much funds to allocate on new product development and set Yardstick making sure that money is being used in the best way to meet the desired level of out come	186	1	5	3.75	.609	4
Finance department provides company management with information necessary to make strategic decision such as which related to new product development which project to be pursue, payback period for the investment, how to used earnings, what to plough back	186	1	5	3.77	.593	3
Finance specialist working with managers and stakeholders to prepare the budget for new product development within the fiscal year and review and revise as necessary in light of change	186	1	5	3.77	.553	2
Finance expert advice best financing mix that could yield the company a profit, Source long term financing at the lowest cost to finance new product development	186	1	5	3.80	.521	1
Average mean				3.758	0.597	

Source: Survey result, (2022)

Individual factors are listed in Table No. 8, which are grouped together and labeled as finance. As shown in the table "Finance expert assess past records from respective departments Such as, marketing (Level of new product development and rate of success, diffusion), to make better budget and forecast over long-term and short-term time horizons" has scored a mean of 3.70 with standard deviation of 0.710," Finance division decide much funds to allocate on new product development and set Yardstick making sure that money is being used in the best way to meet the desired level of outcome" has scored a mean of 3.75with standard deviation of 0.609. "Finance department provides company management with information necessary to make strategic decision such as which related to new product development which project to be

pursue, payback period for the investment, how to used earnings, what to plough back” The average score is 3.77, with a standard deviation of 0.593. Moreover, “Finance expert assess past records from respective departments Such as, marketing (Level of new product development and rate of success, diffusion), to make better budget and forecast over long-term and short-term time horizons “budget is another important element, with a mean of 3.80 and a standard deviation of 0.521, while the average mean result falls between the ranges of 3.41 and 4.20, indicating that the majority of respondents believe that they are satisfied. With the level of budget set to product development. Furthermore The response from the management, shows the management doesn’t contemplate inadequacy or limitation of budget will come in a way of new product development, gives a premise that Ethio Telecom established 5.3 billion birr budget 2020/21 fiscal year, only for new product development and related tasks this is an increase of around 62 percent compared to the previous year when it amounted to 3.3 billion birr, As a result of the foregoing conclusion, Ethio Telecom has to maintain and escalate budget level more to enhance level of new product development

Marginson (2006) discovered that a strong and positive relationship exist between budget level and innovation specifically new product development the study conclude that, senior executives and accounting practitioners consider the form and content of the overall management control framework, particularly the ways in which a variety of controls including budgetary control can be combined together into a coherent whole. While some of the control processes observed at the research site may be organization-specific, it was particularly revealing that managers would, without hesitation it seems, utilize the controls available in order to reconcile tensions arising between the pursuits of budgetary control on the one hand, and the pursuit of innovation and learning on the other

4.3.6 Perception of the Respondents toward shared value

Table 10: Description Statics respondents shared value

Value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
Teams always focused on the big –picture company mission even when they are deep in the duties of specific domain	186	1	5	3.72	.657	5
ethio telecom consider its portfolio product and service based on the needs of their customer and the problem of the society	186	1	5	3.73	.609	4
Employees think organizational cutler is built around a persuasive mission	186	1	5	3.74	.656	3
Employees personal values are aligned with the organization and the work they are performing	186	1	5	3.78	.630	2
Shared value is collaboratively developed with team performance	186	1	5	3.79	.653	1
Average mean				3.752	.641	

Source: Survey result, (2022)

The core values are defined and communicated to foster a creative and supportive organizational structure that will allow employees to perform optimally, and enhance their motivation and organizational commitment. The core values include, but are not limited to: Creativity, Honesty, Transparency, Accountability, Trust, Quality and Heritage Alam, (2017).

Individual variables in Table No.10 are computed as a single value and referred to as shared value. As can be seen in the table above. "As we can see above" Shared value is collaboratively developed with team performance" has scored The average score is 3.79, with a standard deviation of 0.653." Employees personal values are aligned with the organization and the work they are performing" has a mean score of 3.78 and a standard deviation of 0.630" Employees think organizational culture is built around a persuasive mission" "The average score is 3.74, with a standard deviation of 0.656." "Ethio Telecom consider its portfolio product and service based on the needs of their customer and the problem of the society" has scored a mean of 3.73 with the standard deviation of 0.609 and." Teams always focused on the big picture company mission even when they are deep in the duties of specific domain" has the lowest mean of 3.72 and the smallest standard deviation of 0.657. The results of the remaining four factors, on the other hand, range from 3.41 to 4.20, indicating that the majority of respondents agree with all of the value variables. In addition, The response obtained from the management, since Telecom business needs collaboration and concerted efforts of all players in the ecosystem, to this end, Ethio Telecom mission, vision, value and organizational objective has been retained structural level by partners including Customers, Employees, Vendors/suppliers, content providers, various government organization and other stake holders, this imply that it is not only shared, but also stable, because it defines the group. Once achieve a sense of group identity, it is Ethio Telecom major stabilizing force and will not be given up easily also to change because group members value stability in that it provides meaning and predictability This will further enhance the shortening of TTM of new product developments meet customer demands by adopting new solutions and insights, thus, the result denotes that still there need of tasks to on the above five values of shared values,

The finding is extend the study of Jamee; (2022) the study found a positive and significant relationship shared value, organizational commitment and new product development The study concluded that employees with a strong organizational commitment and more innovative and stable will drive the company to greater profitability. Individuals with a high organizational commitment are vital in achieving organizational goals This result also illustrates individuals'

commitment to making businesses successful, and how inventiveness and consistency help a company be lucrative and wealthy. Organizational commitment increases the efficiency of resources invested in enhancing job performance and reducing turnover and resistance to change in the workplace. The commitment may be built by developing a passion for people's work inside the workplace.

4.3.7 Perception of the Respondents toward skill

Table 11: Description Statics respondents skill

Value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
Creativity, originality and initiative are best characterizing with teams	186	1	5	3.80	.667	5
Employee possess teambuilding, effective communication, negotiation sill and the ability to focus on their customers which pave away having smooth process for new product development	186	1	5	3.81	.608	4
Employees are characterized by high Adaptability, motivation driven and extended industry related work experience	186	1	5	3.81	.571	3
Resilience, stress tolerance and flexibility extensively anchored by members of teams	186	1	5	3.85	.584	2
Employees possess reasoning, problem solving and ideation skills	186	1	5	3.86	.634	1
Average mean				3.826	3.82600	

Source: Survey result, (2022)

Table NO. 11 above Individual variables are put together and named as Skill " Employees personal values are aligned with the organization and the work they are performing" Having a mean score of 3.786 and a standard deviation of .634" Resilience, stress tolerance and flexibility extensively anchored by members of teams" with a mean of 3.85 and standard deviation of 0.58" Employees are characterized by high Adaptability, motivation driven and extended industry related work experience" has a mean score of 3.81 and a standard deviation of 0.571" Employee possess teambuilding, effective communication, negotiation sill and the ability to focus on their customers which pave away having smooth process for new product development" The average score is 3.81, with a standard deviation of 0.608." Creativity, originality and initiative are best characterizing with teams" has scored a mean of has a mean of 3.80 and a standard deviation of 0.667, indicating that the average mean result lies between the ranges of 3.41 and 4.20, indicating that the majority of respondents agree. Level of skill and competency exists in Etho Telecom, is adequate to bring a stream of new product development.

Further, The response obtained from the management, explain Ethio Telecom has focused on the most important company asset – employees, to equip them with relevant knowledge and skill that will enable them to grasp and catch up with the telecom industry dynamism, to exploit opportunities arising from development of the industry and cope with the challenges various capacity building interventions were made in year 2022 G.C, 8,441 training for employees given, on both hard and soft skills, behavior, knowledge and abilities, as well has its own competency model which is a frame work for employee positions, here young and energetic employees can look to the standard in the model to understand exactly what they need to accomplish to be a successful performer. Which facilitate a new product development and augment features of newly products also reviled employee’s skill that there out- wet includes conscientiousness, self-efficiency, goal orientation, motivation to learn, instrumentality and one work environment characteristics which is a foundation for stream of new product development Therefore, the above result indicates that Ethio Telecom has to level up employees skill in a way that brings smooth new product development process

This finding extend the study of Putri, Ghazali and Ahluwalia (2021); the study found a positive and significant relationship skill and new product development The study concluded that implementation starting from external recruitment for professional talent, practicing team-based work, socializing talent management programs, preparing a work environment for transfer of training results, implementing coaching programs from senior leaders, and conducting Knowledge Sharing regarding Employee Competency will enhance new product development process

4.3.8 Perception of the Respondents toward Leadership Style

Table 12: Description Statics respondents style

Value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
The leadership in the organization is generally considered to exemplify coordinating organizing or smooth-running efficiency.	186	1	5	3.56	.946	5
The leadership in the organization is generally considered to exemplify entrepreneurship. innovating or risk taking	186	1	5	3.69	.856	4
The management style in the organization is characterized by teamwork consensus. And participation.	186	1	6	3.76	.806	3
The leadership in the organization is generally considered to exemplify mentoring. facilitating or nurturing	186	1	5	3.79	.795	2
The organization is a very dynamic entrepreneurial place. people are willing to stick their necks out and take risks	186	1	5	3.83	.766	1
Average Mean				3.726	0.8338	

Source: Survey result, (2022)

The above Table No. 12 contains individual variables, which are computed as one and named as system. As we can see above “The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks” has scored a mean of 3.83 with standard deviation of 0.766” The leadership in the organization is generally considered to exemplify mentoring. Facilitating or nurturing” has scored a mean of 3.79 with standard deviation of 0.795 “The management style in the organization is characterized by teamwork consensus. And participation.” has scored a mean of 3.76 with standard deviation of 0.806 “Entrepreneurial leadership is widely regarded in the firm. Experimenting with new ideas or taking calculated risks the company, the management style is “The organization's leadership is widely regarded as exemplifying exemplify entrepreneurship. Innovating or risk taking With a mean of 3.69, a standard deviation of 0.856, score “The organization's leadership is widely regarded as a model of coordinating organizing or smooth-running efficiency.” has scored the least mean of 3.56 with standard deviation of 0.946, while the average mean result fall between the range of 3.41 - 4.20 this mean that the majority of respondent agreed.

Further, The response obtained from the management, illustrate Ethio Telecom In TExA branch, since there are clustered group with diversified limited number of employees have been using a coaching leadership style, since it encourage two ways of communication and collaboration, helps people improve their skill so that they can perform at their best, Enables to develop talent and grow a highly skilled work force also having support makes meeting performance expectation motivating for individual, promote trust and empowerment as a result facilitate a new product development at each level of the process, The strategy addresses ever changing customer demand, digital inclusion to create better digital economy, enhance productivity, having up to date and sustainable competency which go hand to hand with new product development process hence the above result implies that Ethio Telecom has to cultivate component of innovative organizational culture or Leadership style and nourishing product development process and outcome

This is in line with the findings of Hassan et al (2021) their study found a positive and significant relationship between leadership style and innovation, particularly regarding developing new products, to create a competitive pursuit of sustainability performance. States that senior managers play a critical role in building an effective and sustainable innovation culture. An effective leadership style should be adaptable and flexible, manifesting in different scenarios of varying leadership behaviors. Meanwhile, innovation capital is a valuable asset that may help businesses create value in today's economy and encourage employees to be more

creative. The study concluded that the better understanding of which leadership styles and innovation capital's elements and their impacts towards sustainability performance could help the managers or owners develop their strategies on leadership approach and innovation activities

4.3.9 Perception of the Respondents to ward New Product development

Table 13: Description Statics respondent's new product development

value	N	Minimum	Maximum	Mean	Std. Deviation	Rank
Employees possess reasoning, problem solving and ideation skills which reflect on point of deference product features	186	1	5	3.78	.864	5
Empowered teams are source of advance product nature,which facilitates learning of its members and continuously transforms itself in a way that come up with update new products	186	1	5	3.80	.826	4
The organization has a fluid set of arrangement adaptive to new product development	186	1	5	3.86	.896	3
Product portfolio and mix are Mission driven goal oriented, and designed on a regular base	186	1	5	3.88	.655	1
The standing strategy Simplify acquiring, transferring and modifying behaviors to result new product	186	1	5	3.88	.797	2
Average mean				3.840	0.8076	

Source: Survey result, (2022)

Comprises individual variables that are combined into a single variable called "new product development." As we can see from the above Table No. 13

“Employees possess reasoning, problem solving and ideation skills which reflect on point of deference product features” This is the lowest mean of all. It is possible to say that still there need a lot more tasks on to be done employees skill and competency to bring a desired level of new products with a Sharpe point of difference. The table also shows that” The standing strategy Simplify acquiring, transferring and modifying behaviors to result new product” have scored a mean 3.88 of with a standard deviation of 0.797 ” The organization has a fluid set of arrangement adaptive to new product development” has also scored a mean of 3.86 with a standard deviation of 0.896.” Empowered teams are source of advance product nature ,which facilitates learning of its members and continuously transforms itself in a way that come up with update new products” has scored a mean of 3.80 with a standard deviation of 0.826.” The standing strategy Simplify acquiring, transferring and modifying behaviors to result new

product have scored a mean 3.88, of with a standard deviation of 0.797 this variable is the highest mean score of all variables.

While, the average mean result falls within the range of 3.41 - 4.20. Since most of the respondents agreed on the five variable values implies ethio telecom's hard and soft component of innovative organizational culture are well integrated with new product development process and outcome, nonetheless its subjected to some constraints,

4.3.10 summary of perception of the respondent towards innovative organizational culture components

Table 14: summary of perception of the respondent towards innovative organizational culture determinants of new product development

Dimension	N	Mean	Std deviation
Organizational strategy	186	3.746	.6474
Organizational Structure	186	2.950	.9148
System	186	3.772	.6584
Staffing	186	3.794	.6750
Financing or Budget	186	3.758	.5972
Shared Value	186	3.752	.6410
Skill	186	3.826	.6128
Leadership style	186	3.726	.8338
New Product Development	186	3.840	.8076

Source: Survey result, (2022)

The mean and standard deviation of creative organizational culture components, as well as the respondents' assessments of new product development variables, are clearly displayed in the table above. It indicates whether the respondent agrees with the eight components of innovative organizational culture.

skill (mean =3.826, SD =0.6128) the highest rate scale, followed by staffing (mean=3.794, SD = 0.6750), system (mean = 3.772, SD = 0.6584), Financing or Budget (mean = 3.758, SD = 0.5972), shared value (mean = 3,752 SD = 0.6410), organizational strategy (mean=3.746, SD = 0.6474), leadership style (mean = 3.772, SD = 0.8338), and organizational structure (mean = 2.950, SD = 0.9148). The low standard deviation indicates that the mean is representative of the given by the majority of respondents

This implies that components of innovative organizational culture Organizational strategy, Organizational Structure, System, Staffing, Financing or Budget, Shared Value, Skill, and Leadership style are predictor of dependent variable New Product Development. Besides, the

perception of the respondents toward new product development rating scale of (mean= 3.840 standard deviation 0.8076). This result falls in the rating scale of 3.41 - 4.20. This implies that the majority of the respondents agreed innovative organizational culture components are integrated with new product development nevertheless some sort of constraints are subjected As a result, we can conclude that the more Etho Telecom focuses on organizational strategy, organizational structure, system, staffing, financing or budget, shared value, skill, and leadership style, the more new product creation will occur.

4.4 Correlation Analysis

To determine the level and direction of the relationship component of innovative organizational culture and new product development, the correlation study was conducted using Pearson's correlation coefficient (r). Pearson's correlation coefficient, which ranges from -1.0 to +1.0, reveals how strong and in which direction the two variables are linked. A correlation coefficient of 0.1-0.29 indicates a poor or non-existent relationship between two items. The correlate is moderate if r falls between 0.3 and 0.49. A high correlation coefficient, i.e. >0.5, implies that the variables have a strong link. The bivariate correlation of a two-tailed test confirms the presence of a statistically significant difference at the p0.01 probability level, assuming a 99 percent confidence interval on statistical analysis. The correlation study of the independent components of innovative organizational culture and the dependent variable New Product Development (NPD) is presented in the table below.

Table 15: Correlation between the Variables and Customer Retention

Innovative Organization Culture components	New Product Development		
	Pearson Correlation	Sig.(2-Tailed)	N
Strategy	.842**	.000***	186
structure	.689**	.000***	186
system	.792**	.000***	186
Staffing	.685**	.000***	186
Finance	.837**	.000***	186
Shared value	.867**	.000***	186
skill	.720**	.000***	186
style	.865**	.000***	186

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

Source: Survey result, (2022)

Table No.14 shows that the variables were positively and significantly correlated with the dependent variable i.e. New product development 99 percent confidence level (P<0.01).

The score of 0.867 indicates the highest correlate between shared value and new product development (NDP). Following that, leadership style correlate with new product development with a value of 0.865, organizational strategy with a value of 0.842, and finance with a value of 0.837, while the current system correlated with a value of 0.792. Also, with a value of 0.720, skill was correlate to new product development. Structure and staffing, at 0.689 and 0.685, respectively, had the lowest correlate. When we examine the inter correlation between the independent variables, we can observe that there is a positive and significant ($P=000$) correlate, implying that a change in one variable will motivate the other variable favorably. The correlation results in Table 14 reveal that staff skill and customer retention are positively and strongly connected, implying that a stronger skill and competency culture improves the new product creation process and results in the desired amount of new goods. As a result, we may conclude that skill and new product creation have a good correlate.

4.5 Inferential Statistics

The process of sampling from a population and making inference about a phenomenon in that Population is at the heart of the scientific process. Statistical tests are therefore necessary to be able to address the existence of relationships or differences between variables when this the heart of statistical analysis is the concept of confidence in your statement about the tested hypothesis. How likely is it that you are correct in rejecting the null hypothesis and accepting that there is indeed a relationship or difference between groups while draw inference about the population based upon the results in the sample. By definition therefore, an Inferential Statistical test is one whereby inference is made about the population based upon analysis of a sample selected from that population. Regardless of the specific test, an identical process is used for all inferential statistical tests. MacEachron, (1982)

4.6 Test for Linear Regression Model Assumption

The researcher should check the data for Multi-co linearity, Linearity, Homoscedasticity, and Normality before performing regression.

4.6.1 Multi-co linearity

When there are substantial correlations between some of the independent variables, the problem of multi-co linearity arises. The Variance Inflation Factor (VIF), which assesses the impact of correlations among independent variables on the precision of regression results, is used to verify this. The VIF factor should not exceed ten and should be as near to one as possible (Myers, 1990).

The formula $1-R^2$ for each variable is used to compute tolerance, which is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model. If this value is very low (less than 0.20), it means that the multiple correlation with other variables is very high, implying that multi-co linearity is possible (Menard, 1995)

Table 16: Co- Linearity Statistic

MODEL	Co-linearity Statistic	
	Tolerance	VIF
Constant		
Strategy	0.142	7.04
structure	0.144	6.96
system	0.287	3.48
Staffing	0.394	2.54
Finance	0.529	1.89
Shared value	0.248	4.03
skill	0.464	2.15
style	0.2	5.01

Source: Survey result, (2022)

According to the results of a co linearity statistical investigation, the variance inflation factors (VIF) value is less than 10, and the variance individual tolerance for each value is greater than 0.1. As a result, the results indicate that there is no problem with multi-co linearity in this study.

4.6.2 Linearity

The degree to which the change in the dependent variable is related to the change in the independent variables is referred to as linearity.

Figure No.7 shows that as we look from left to right on the figure, there is no significant deviation in the spread of the residuals, and almost all residuals lie on the linear straight line, indicating that the relationship between the predictor variables (determinants) and the dependent variable (new product development) is linear.

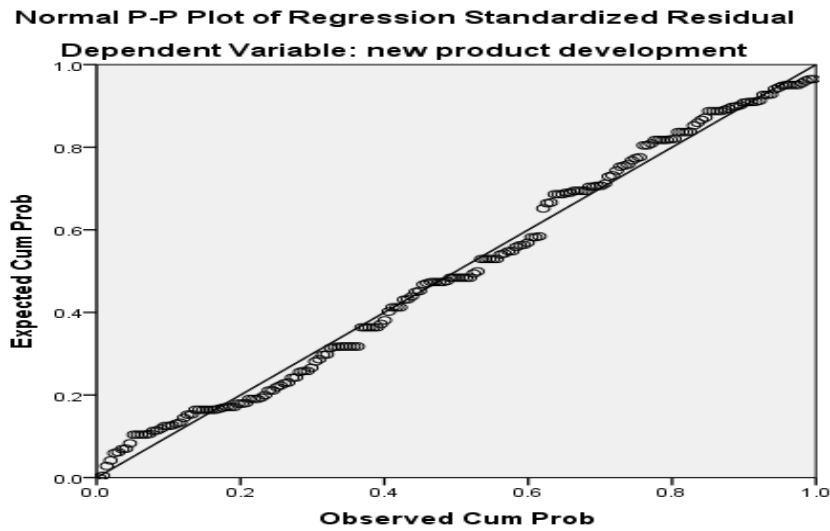


Figure 8: Normal Point Plot of Standardized Residual

Source: survey result, (2022)

4.6.3 Normality

The independent variables in the analysis must be regularly distributed to pass the normality test. Also, according to the requirements of linear regression models, the error term should be regularly distributed or have a zero expected value. The histogram should be bell-shaped if the residuals are normally distributed, and this study used graphical methods to assess data normality.

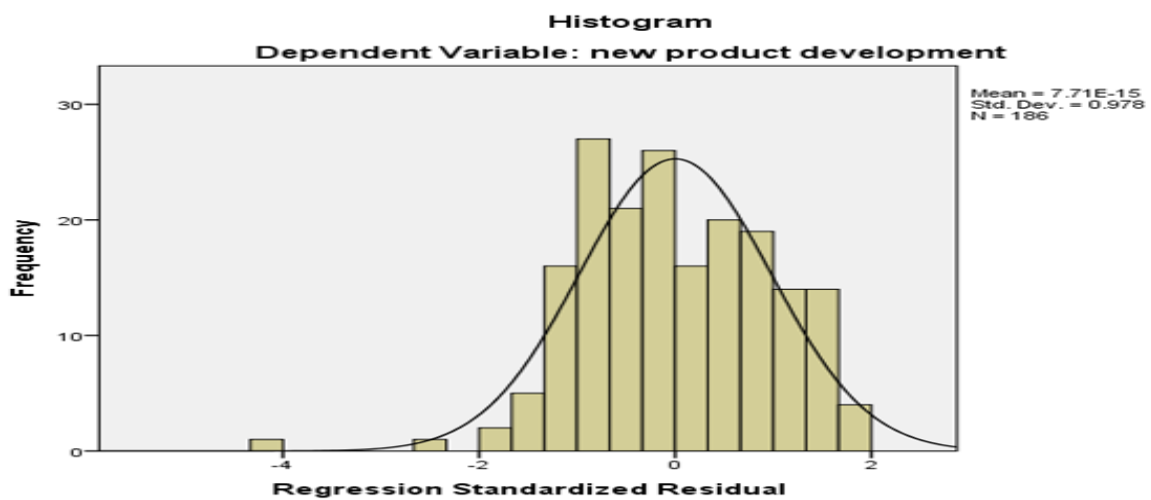


Figure 9: Normal Distribution Curve

Source: survey result, (2022)

4.6.4 Homoscedasticity

In multivariate analysis, homoscedasticity is the assumption that the residuals at each level of the predictor variables have identical variances. That is, the dispersion of residuals along any variable should be roughly constant at each position.

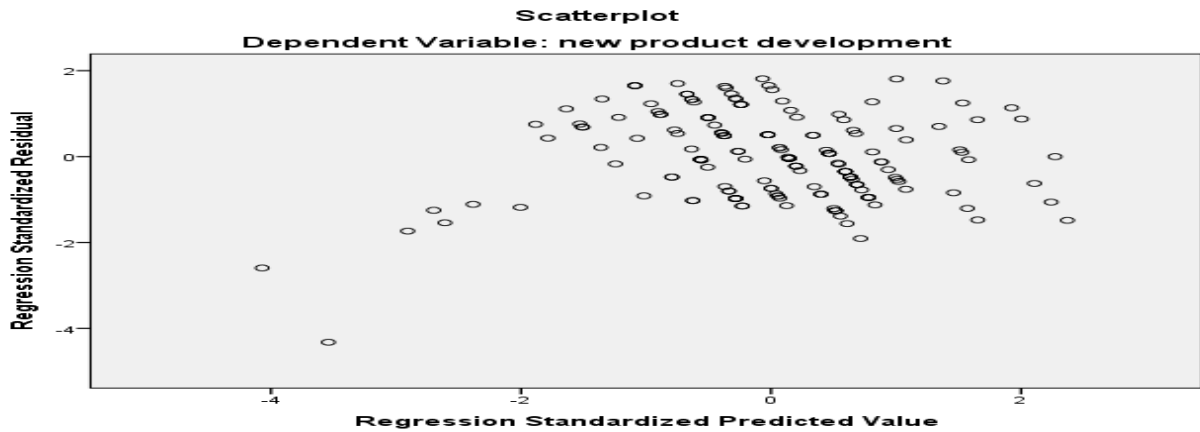


Figure 10: scattered plot

Source: survey result, (2022)

The residuals at each level of explanatory variables appear to be evenly distributed about zero, and the graph does not resemble a cone. As a result, it is confident to conclude that this study is homoscedastic.

4.7 Multiple Regression Analysis

The purpose of the multiple regression analysis was to determine the relative significance of the influence of the independent variables (Strategy, system, structure, staffing, Finance, shared value, style, and skill) has on the dependent variable (new products development). The postulated hypothesis was tested using multiple regression analysis. Table No. 17 shows the regression analysis findings..

Model Summary ^b

Table 17: Multiple Regression Analysis result of component of innovative organizational culture and new product development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 ^a	.917	.914	.17184

Source: survey result, (2022)

a. Predictors: (Constant), style, finance, Skill, staffing, Structure, system, shared value, strategy

b. Dependent Variable: new product development

In the case of Ethio Telecom, the adjusted R square 0.914 indicates that 91.4 percent of the variance in new product development can be explained by the eight independent variables entered into the regression, while the remaining 8.6 percent can be explained by other factors such as globalization, industry training, national economy, and other factors.

ANOVA* the overall model fit of regression

ANOVA^a

Table 18: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.099	8	7.262	245.936	.000 ^b
	Residual	5.227	177	.030		
	Total	63.326	185			

Source: survey result, (2022)

a. Dependent Variable: new product development

b. Predictors: (Constant), style, finance, Skill, staffing, Structure, system, shared value, strategy

The overall goodness of fit of the model is determined by ANOVA. Table No. 18 demonstrates that the F distribution with 8 and 177 df has a significant value of 245.936 using ANOVA. The F-test, which is a measure of overall model significance of the estimated regression, demonstrates that the p-value is less than 0.05, implying that the selected variables in this model have a significant association. The following is a list of resources. The impact of elements of innovative organizational culture on new product development is depicted in Table No. 19, coefficient table. At this phase, the hypotheses for this study were tested using the multiple regression coefficient data as follows

Coefficients

Table 19: Coefficients of components of innovative organizational culture or determinant factors

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.59	0.187		-8.52	0
	strategy	0.15	0.058	0.147	2.569	0.01
	Structure	0.213	0.069	0.175	3.073	0
	system	0.109	0.032	0.137	3.388	0
	staffing	0.106	0.042	0.088	2.554	0.01
	finance	0.156	0.051	0.092	3.09	0
	shared value	0.33	0.064	0.224	5.174	0
	Skill	0.09	0.042	0.068	2.141	0.03
	style	0.276	0.067	0.199	4.113	0

a. Dependent Variable: New Product Development

Source: survey result, (2022)

Regression Model Equation

$$Y = -1.58 + \text{strategy } 0.15 + \text{structure } 0.213 + \text{System } 0.109 + \text{staffing } 0.106 + \text{finance } 0.156 + \text{shared value } 0.33 + \text{skill } 0.09 + \text{style } 0.276$$

Table No. 19 above presents the result of the model predicting new product development

With the variables of strategy, structure, system, staffing, finance, shared value, skill and style. All variables has a positive impact at 95% confidence level. Unstandardized coefficient (β value) indicates the degree of importance of each determinant factor variables towards new product development, Therefore, if the value of β is high, the effect of independent variable on dependent variable will be high; accordingly, the variables can be ranked in the following manners on the basis of their contribution/ importance:

1. Shared value $\beta = 0.33$
2. Style $\beta = 0.276$
3. Structure $\beta = 0.213$
4. Finance $\beta = 0.156$
5. Strategy $\beta = 0.15$
6. System $\beta = 0.109$
7. Staffing $\beta = 0.106$
8. Skill $\beta = 0.09$

Since all variables has a significant impact to new product development, the interpretations of the independent variables are:

- ❖ If the shared value; structural level retained by staffs and stake holders, aligned with team performance, focused on the big picture of the company and built around a persuasive mission, concrete shared value increased by 1% the level of new product development probability will increase by 33%
- ❖ If the leadership style let employees stick their neck out and take risks exemplify entrepreneurship, innovating or risk taking ; style increased by 1% the level of new product development probability will increase by 27.6%
- ❖ If the organizational structure of Ethio Telecom, receptivity, flexibility and compatibility with other organizational element increased by 1% the probability of new product development increases by 21.3%

- ❖ If finance or budget; sound strategic decision which related to new product development which project to be pursue, payback period for the investment, how to used earnings, what to plough back and financing at the lowest cost to finance new product development; increase by 1 % the probability of new product development increases by 15.6%
- ❖ If the organization strategy aligned with overall organization strategy, an appealing to existing organizational competency and desiend in a way create stream of new product development ; strategy increase by 1 % the probability of new product development increases by 15%
- ❖ If Ethio Telecom Organizational system, enables shorter global technology adoption rate, adequate research and development capacity, clear and adoptive procedure exists, increase by 1% the probability of new product development will increases by 10.9 %
- ❖ When employees reports for duty, they are placed on the job for which he or she is best suited, adopt scientific recruitment leads to, better wages, higher morale, reduction in labor turnover and better reputation on the concern; staffing, increase by 1% the probability of new product development will increases by 10.6%
- ❖ If Ethio Telecom employee's skill nourishing the process go with industry trained and anticipate customers need Skill will result distinct feature of products, serves as appoint of deference; skill increase by 1% the probability of new product development will increase by 9%

Among the eight variables, components of innovative organizational culture, shared value has however, the descriptive analysis rated the mean fifth variable from the eight variables at 3.752, indicating that it has the greatest impact on new product development (NDP). As a result, it should be given a lot concern and effort. the shared value of stake holders both within Ethio Telecom employees and other significant partners to enhance the level of new product development while to bring distinct, sharp edge new products in a timely manner

4.8 Hypothesis Testing

At this point using this multiple regression coefficient results, the proposed hypotheses for this study were tested as follows..

H1o: There is no significant and positive impact between Ethio Telecom shared value and new product development.

H1a: There is significant and positive impact between Ethio Telecom shared value and new product development.

The result of multiple regression analysis in Table No. 19 shared value has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.33$) shows the impact of Shared value has on new product development

The result of multiple regression analysis in Table No. 19 above clearly indicates that in Ethio Telecom shared value has significant impact on new product development ($p < 0.01$). Beside the value of beta ($\beta = 0.33$) shows the impact of shared value on new product development. The result also supported by Franchis & Aydejin (2019), which shared value has significant impact on new product development because employees share common work attitudes and principles with their colleagues, this helps build a feeling of camaraderie and share interest in success also employees personal values align with organization and the work they are performing it yields a better output at each level of new product development process. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H2o: There is no significant and positive impact between Ethio Telecom Style and new product development.

H2a: There is significant and positive impact between Ethio Telecom Style and new product development.

The result of multiple regression analysis in Table No. 19 Leadership style has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.276$) shows the impact of Leadership style has on new product development. The above result supported by *Shofia Amin et al. (2021)* which leadership style has significant impact on new product development because the prevailing leadership because leadership helps to an organization resource for improved efficiency and the achievements of goals, effective leadership provides clarity of purpose, motivate and guide the organization to realize its mission, thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H3o: There is no significant and positive impact between Ethio Telecom Structure and new product development.

H3a: There is significant and positive impact between Ethio Telecom Structure and new product development.

The result of multiple regression analysis in Table No. 19 structure has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.213$) shows the impact of employee structure on new product development. The above result supported by Mohammed (2015) agile organizational structure is subject to mechanizing the organizational processes and elimination of time-consuming and repetitive tasks by the system. In addition with the integrated systems, the communication between units would be more defined and arbitrary decisions are prevented. Also, the resources and consumption rates of the organization can be well planned. Which pave a way for new product development process with given resource at hand. Consequently, the null hypothesis is rejected and the alternative hypothesis is accepted.

H4o: There is no significant and positive impact between Ethio Telecom Finance/Budget and new product development.

H4a: There is significant and positive impact between Ethio Telecom Finance/Budget and new product development.

The result of multiple regression analysis in Table No. 19 **Finance/Budget** has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.156$) shows the impact of employee **Finance/Budget** on new product development. The result also supported by, Arsawan et.al (2022) which finance or budget has significant impact on new product development because without proper funding, new product development project will strive to get the right resource and will be very hard to find the money needed because there are so many things that depend on the decision made in the finance management of the project this must be considered a key area for portfolio and program projects managers which pave away for new product development Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H5o: There is no significant and positive impact between Ethio Telecom Strategy and new product development.

H5a: There is significant and positive impact between Ethio Telecom Strategy and new product development.

The result of multiple regression analysis in Table No. 19 strategy has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.15$) shows the impact of employee strategy on new product development. The above

result supported by Njeru &Kariuki (2019) which strategy has significant impact on new product development because a sound strategy in place brings a proactive insight, set up sense of direction, operational efficiency which optimize new product development rate and outcome nature. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted

H6o: There is no significant and positive impact between Ethio Telecom System and new product development

H6a: There is significant and positive impact between Ethio Telecom System and new product development

The result of multiple regression analysis in Table No. 19 system has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.109$) shows the impact of employee system on new product development. The above result supported by Arsawan et.al (2022) which system has significant impact on new product development because Based on individual-level context, improve employee organizational commitment and build knowledge sharing behavior to support innovative work behavior. Furthermore, it stimulates how employees are more Committed and increase knowledge, leading to innovative work behavior which result shorter cycle and horizon for new product development process consequently, the null hypothesis is rejected and the alternative hypothesis is accepted

H7o: There is no significant and positive impact between Ethio Telecom staffing and new product development

H7a: There is significant and positive impact between Ethio Telecom staffing and new product development

The result of multiple regression analysis in Table No. 19 staffing has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.106$) shows the impact of employee staffing on new product development.

The above result supported by Njeru &Kariuki (2019) which staffing has significant impact on new product development because office team staffing, out sourced recruitment, behavioral hiring, enable a scalable work force, enable firm to trim their staff to eliminate waste and focus on their strength also bring people to meet the demand for labor or expertise only when those people are needed to bring in top quality candidates using humane version of just in time

inventory system which facilitate new product development process hence, the null hypothesis is rejected and the alternative hypothesis is accepted

H8o: There is no significant and positive impact between Ethio Telecom skill and new product development

H8a: There is significant and positive impact between Ethio Telecom skill and new product development

The result of multiple regression analysis in Table No. 19 Employee skill or competence has a significant impact on new product development in Ethio Telecom, as seen above. ($p < 0.01$). Further the value of beta ($\beta = 0.09$) shows the impact of employee skill on new product development.

The above result supported, Yuwono et.al (202) by regular talent magnet program, foster and nourishing desired skill set within the firm and retain them through knowledge managing system let firms to operate smoothly all the necessary core and supplementary activity within new product development process talent management has a significant influence on corporate culture so it can be concluded that the development of good talent management can support the creation of corporate culture implementation. So, the null hypothesis is rejected and the alternative hypothesis is accepted

Table 20: Summary of hypothesis testing

Hypothesis	Result	Sig
H1a: There is significant and positive impact between Ethio Telecom shared value and new product development in Ethio Telecom	Accepted	0
H2a: There is significant and positive impact between Ethio Telecom leadership style and new product development in Ethio Telecom	Accepted	0
H3a: There is significant and positive impact between Ethio Telecom structure and new product development in Ethio Telecom	Accepted	0
H4a: There is significant and positive impact between Ethio Telecom Finance/Budget and new product development in Ethio Telecom	Accepted	0
H5a: There is significant and positive impact between Ethio Telecom Strategy and new product development in Ethio Telecom	Accepted	0.01
H6a: There is significant and positive impact between Ethio Telecom system and new product development in Ethio Telecom	Accepted	0
H7a: There is significant and positive impact between Ethio Telecom staffing and new product development in Ethio Telecom	Accepted	0.01
H8a: There is significant and positive impact between Ethio Telecom skill and new product development in Ethio Telecom	Accepted	0.03

Source: survey result, (2022)

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION

The fifth and last chapter of this study revolved around the major findings of the study and what was can conclude from the finding and give recommendation based on these finding. This chapter, moreover, highlighted the limitations of this work and indicated future research areas for anyone interested in the applicability of New Product Development in Ethio Telecom

5.1 Summary of the Major Findings

Generally the main summary of this study is the following:

The demographic information of the respondents, indicated majority of the respondents (62.4%) were males and (37.6) were females and also majority of the respondents (48.4%) are youngsters (26-35). The table also showed majority of the respondents were Master's degree holders (72.6%). Beside majority of the respondents (57%) has 2-5 years of work experience.

The majority respondents agreed with the eight components of innovative organizational culture by giving higher rate of scale to skill mean of (3.82) with standard deviation (0.61), followed by staffing (mean = 3.79, SD = 0.675), system (mean = 3.77, SD = 0.658), Finance or Budget (mean = 3.75, SD = 0.597), Shared Value (mean = 3.75, SD = 0.64), organizational strategy (mean = 3.74, SD = 0.64), Leadership style (mean = 3.72, SD = 0.83) and Organizational Structure (mean = 2.95, SD = 0.91), Besides, the respondents are agree for the dependent variable New Product Development (mean = 3.84, standard deviation 0.80) in which the majority of the respondents are agreed to nurture and cultivate innovative organizational culture to bring augmented new product and offers in Ethio Telecom

All variables were positively and significantly correlated with the dependent variable i.e. New Product Development at 99 percent confidence level ($P < 0.01$). The highest correlation was occurred between Shared Value and New Product Development ($r = 0.867$), followed by style value ($r = 0.865$) and strategy value ($r = 0.842$), also Finance or budget ($r = 0.837$), likewise system ($r = 0.792$ correlation was existed between skill and structure value ($r = 0.720$), value ($r = 0.689$) respectively. Finally the relative lowest correlation was recorded by staffing with the value of ($r = 0.685$).

The result of multiple regression indicated that of the eight components of innovative organizational culture on new product development. The study was conducted on a 95% level of confidence i.e. P value less or equal to 5%. The result shows that the model tested is significant ($p < 0.05$). The multiple R is .958, R square 0.917 and adjusted R square 0.914 indicates that 91.4% that variance in the dependent variable (New Product Development) can

be explained/predicated from the independent variables. Means the random variation of the error term explains around 8.6% of the variation of the independent variation. Or the remaining 8.6% of the variance in New Product Development may be explained by other factors such as demographic variable, Globalization, industry trained, level of competition and so on.

Depicted the relative

Depicted the relative impact of variable on New Product Development. β value & their significance was used to identify their relative importance in Impact New Product Development. The unstandardized beta value for shared value was $\beta = 0.33$. This indicated that, the dimensions have relatively strong degree of importance on New Product Development. And style had β value of 0.276 also structure and finance or budget had β value of 0.213 and 0.156 correspondingly. While, strategy had β value of 0.15, in addition, System and staffing had β value of 0.109 and 106, beside, however Skill had relatively least β value of also 0.09.

. Therefore the finding revealed that, customer expectation was the most dominant dimension in determining New Product Development in Ethio Telecom.

Based on the multiple regression coefficient results, the proposed hypotheses for this study were tested and all hypotheses were accepted.

5.2 Conclusion

The purpose of this study was to look at the elements of an innovative organizational culture that influence new product development in Ethio Telecom. A total of 210 samples were chosen for the experiment. Strategy, structure, system, staffing, money, shared value, skill, and style are the eight components of creative organizational culture considered in the study. Various statistical tools were used to examine the data collected from the respondents.

From the Pearson's correlation result it is indicated that there is a positive and significant relationship between the eight components of innovative organizational culture (strategy, structure, system, staffing, finance, shared value, skill and style) and New Product Development. As a result, the highest correlation with new product development is determined to be shared value. Furthermore, on the regression model, Shared Value has the highest beta value and is the dominant component with the greatest impact on New Product Development. Shared value has a mean value of 3.75, according to the descriptive analysis. implies that employees of Ethio Telecom are agree with the prevailing shared value and meeting there expectation of the service This means that all activities, tactics, and strategic tactics employed

by Ethio Teleocm will reflect its core values, and will not deviate away from these, however the company should work hard to cultivate shared value thus helping them refine their employs careers as well as personalities which intern enhance level of new product development The largest correlation was observed between shared value and style, while the lowest correlation was found between finance and staffing, according to the correlation results. As a result, changing one of the components will have a favourable impact on the other component element.

Staffing is the lowest determinants factor, based on the Pearson correlation coefficient It also has strong positive correlation with the development of new products. Staffing did not impede the development of new products because Ethio Telecom is the only telecom company in Ethiopia, also might be due to there is low mobility which is all most zero also in this scenario its impact might neutralize by other giant factors

In terms of stated research hypotheses the following empirical findings emerged from the investigation: The eight components of innovative organizational culture including, strategy, structure, system, staffing, finance, shared value, skill and style has positive significant impact on new Product Development. The finding of this study also indicated that shared value is the most important factor to have a positive and significant impact on new product development followed by leadership style, organizational structure, finance, strategy, system, staffing and skill.

The result of New product Development overall shared value analysis showed that Ethio Telecom must work hard on corporate culture supportive leadership which works towards increasing employee motivation and job satisfaction by giving way to visibility and accessibility the services, This means that all activities, tactics, and strategic tactics employed by Ethio Teleocm should will reflect its core values, and should be aligned with strategic objectives and level of competency. This is to ensure a consistent new product development process and well as distinct strong organizational culture. In addition the finding from the multiple regression result indicates that all innovative organizational components has a positive impact on New Product Development and Shared value is the dominant determinant factor which impacts New product development

Thus the finding are important to enable Ethio Telecom to have a better understanding of employee perception of the determinant factors or components of innovative organizational

culture and As a result, how can they improve their innovative organizational culture in terms of new product development.

5.3 Recommendation

Based on the conclusion drawn in the previous section, the following recommendations are proposed for Ethio Telecom to help improve components of innovative organizational culture as a result of which it boosts New Product Development. According to the findings, shared value, leadership style, structure, and finance are among the eight components of creative organizational culture that have a positive and significant impact on new product development. Furthermore, respondents' perceptions on these characteristics showed that Ethio Telecom has to do more work. As a result, Ethio Telecom's determinants of New Product Development are anticipated to place a high priority on these critical components. Each significant dimension's possible task comprises, Shared value has the highest impact on New Product Development. However, employees' perception indicated that Ethio Telecom doesn't anchored shared values structural level Therefore, Ethio Telecom should give more attention to defined and communicated shared values to foster a creative and supportive organizational structure that will allow employees to perform optimally, and enhance their motivation and organizational commitment it's also requires ensures that all its job tasks and roles are aligned with the core values that the company propagates

Leadership style has positive significant effect on New Product Development next to Shared value. It is recommended that, to increase New Product Development, therefore Ethio Telecom should work on the indicators of this dimension i.e. Ethio Telecom should invest on The participative leadership style is highly effective in achieving the business goals and vision of the organization. Employees feel to be active members of the organization who are valued for their suggestions, feedback, and input. Moreover, through participative leadership, leaders and managers are able to identify current and potential conflicts within organization, and actively work to resolve them as soon as possible.

Structure also has positive and significant impact on New Product Development in Ethio Telecom. Therefore, Ethio Telecom should improve its organizational structure. To a flatter organizational hierarchy that is supported by learning and progressive organizations. With lesser managerial levels in between and more access to the senior management and leadership, the employees feel more secure and confident and also have higher access to information. Moreover, the flatter hierarchy also allows quicker decision-making processes and increases

organizational commitment in the employees. To exploit opportunities in timely manner through distinct new product value and attribute

Ethio Telecom should improve finance or Budget component of innovative organizational because it has a positive significant effect on New Product Development. This could be improved by designing and implement Financing mix that could yield the company a profit, Source long term financing at the lowest cost to finance new product development, and using expertise it's better to assess a multiplicity impact and backward and forward linkage of investment on new product development earnings in a single product line and all the mixes and portfolios also Inclusive financial tools should be used to decide much funds to allocate on new product development and set Yardstick making sure that money is being used in the best way to meet the desired level of out come

Strategy has positive significant impact on New Product Development in Ethio Telecom. Therefore, Ethio Telecom should improve designed and articulated strategic direction and the overall business strategy should be are clearly defined and communicated to all the employees and stakeholders. This helps the organization manage performance, guide actions, and devise different tactics that are aligned with the business strategy. Moreover, it's important that takes into constant consideration the changing consumer trends and demands, as well as the evolving consumer market patterns and consumption behavior and aligns the responsibilities and actions of the company. Also Syetm has positive significant impact on New Product Development in Ethio Telecom. Therefore, Ethio Telecom should expand especially designed tools and methods as controls for evaluating performance and goal attainment. These controls and measures should designed specifically in different departments based on the nature of their tasks and responsibilities. Moreover, each department also designs specific controls for members for performance evaluation, as well as for inter-departmental tasks and responsibilities moreover supervisors and managers to ensure the identification of performance lags, and suggestive means of improvement regular and when required depending on the need and the urgency of the projects and assigned tasks to employees and overall department heads, which will results augmented new products. What is more staffing Strategy has positive significant impact on New Product Development in Ethio Telecom. sufficient number of employees employed across its operation zones . Employees for different job roles and positions are hired internally as well as externally – depending on the skill levels required Therefore, Ethio Telecom team should be designed inclusive in a way that accepts, and encourages diversity, and works in synchronization with members to ensure attainment of

business goals. Also internal and external trainings a timely fashion should be given to employees for skill level enhancement. Based on the nature of the need, the human resource department arranges for recruitments which may be permanent or contractual in nature.

Finally, Ethio Telecom should enlarge skill component of innovative organizational culture because it has a positive low effect on New Product Development. This could be improved by paying particular attention to enhancing the skills and capacities of its employees. It arranges regular training and workshops – internally as well as externally managed- to provide growth and development opportunities for its employees, also important for having a program that ensures that all its job requirements are met and that employees have the sufficient skills to perform their respective jobs in accordance with the values and culture as well as the business goals and strategy. The skills of employees are developed specifically for job roles and requirements will provide a competitive benefit to the company –

5.4 Research Limitation and Area of Further Research

Through the objectives of this research were met, the study is limited by the number of factors. First with, the study's scope is limited because it only looked at determinants of new product development in terms of innovative organizational culture components. TExA ethio telecom branch this implies that the scope of study is narrow in terms both the sample size and the study area. Thus, it is recommended that future study should be conducted to cover a wider sample area to provide basis for a more generalized conclusion.

Second, the scope of this research is limited to components of innovative organizational culture (strategy, structure, and system, staffing finance, shared value, skill and style). Further research can be done to determine other variables of New product Development not covered by the research. Any future researcher should reflect on the effect of intervening variables by using external environment factors such as threat of new entrants and threat of substitutes

The summary of the model revealed that determinant factors only account for 91.4 percent of the variance in New Product Development. It's a significant finding since it implies that other factors, such as demographic variables, industry trend, globalization, demand and elasticity that Ethio Telecom should consider when analyzing new product development. Also component of innovative organizational culture can be measured at each level of new product development process ranging from ideation to commercialization important in future research.

Finally, the research is limited to the telecom industry. Because of this concentration, it may be difficult to apply the findings to the entire business. This constraint opens the door to more

research in this area in the future. Future research may repeat this study in other service sectors outside Telecom, such as banking, insurance, ICT, aviation, and others. Additional research is required to see whether the associations discovered can be generalized.

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Appendices

Appendix: 1

Questionnaire

Addis Ababa University

School of Commerce

Department of Masters of Business Leadership

Dear Respondents,

I would like to start by telling you about my research. I am Masters of Business Leadership (MBL) student at Addis Ababa University School of Commerce. As part of the MBL program, I will be doing applied research. This research is about innovative organizational culture and how it impacts new product development (NDP) in Ethio Telecom.

The information obtained from this survey is voluntary, anonymous, and shall be treated confidentially. It will be used for academic purposes only. Your response is highly appreciated.

SECTION A: General Information

1. Please select your gender: Male Female
2. Age (years): 18-25 26 – 35 36-49 over
3. Education; Bachelor's Master's Ph.D. or higher
4. Position: operations
 Middle -level
 Senior management
5. Years worked in the company: Less than 2
2 -5 years
Over 5 years

Section B; put “-” mark per your level of agreement for the below question regarding innovative organizational culture components and new product development

A

	1	2	3	4	5
Strategy					
I am clear about Ethio Telecom strategies 'BRIDGE' and committed to the achievement					
The level of product development is strategy driven and appealing to existing organizational competency					
The standing organizational strategy enable to create stream of new product development that delight customer					
The strategy determines efficient allocation of human and capital resource in the context of stated goals and objectives					
The new product development strategy is aligned with overall organization strategy and designed to fit forth coming competition					
Structure					
The organizational structure is base of efficiency, reliable delivery, smooth scheduling and low-cost production					
The organization structures are harmonized in a way that yield synergy					
The structure allows the organization to capitalize on resource it already has rather than seeking expertise					
There is Clear line of authority and position of each team within the company communicated through organizational chart					
The structure is receptive and flexible to promote and support innovative ideas, experimentation and creative ideas					
system					
Have a clear and adaptable procedures to execute a new product develop process The prevailing technical components are up to date in telecom industry and let employees improvise on new methods The organization defines success on the base of having newest product Development of new product and service offered by our company is an ongoing process Ethio Telecom R&D or product development resources are adequate to handle the development need of new product and service					
Staffing					
When employees reports for duty, they are placed on the job for which he or she is best suited, hence escalate level of new product development with the firm					
Ethio telecom has scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation on the concern which results augment new products development					
Ethio telecom has a sound staffing policy and system of planned promotion which let employees having suitable opportunities for their development and promotion					
Ethio telecom Has well communicated predefined and shared; placement, training, development, promotion, transfer, appraisal and					

remuneration term and conditions, which facilitate a desired level of outcome such as level of new product development					
Ethio telecom has Systematic timely training programmed, to impart staffs with the rapid technological change so as to keep the employees in touch with the new development					
Finance or Budget					
Finance expert assess past records from respective departments Such as, marketing (Level of new product development and rate of success, diffusion), to make better budget and forecast over long-term and short-term time horizons					
Finance division decide much funds to allocate on new product development and set Yardstick making sure that money is being used in the best way to meet the desired level of out come					
Finance department provides company management with information necessary to make strategic decision such as which related to new product development which project to be pursue, payback period for the investment, how to used earnings, what to plough back					
Finance specialist working with managers and stakeholders to prepare the budget for new product development within the fiscal year and review and revise as necessary in light of change					
Finance expert advice best financing mix that could yield the company a profit, Source long term financing at the lowest cost to finance new product development					
shred value					
Teams always focused on the big –picture company mission even when they are deep in the duties of specific domain					
ethio telecom consider its portfolio product and service based on the needs of their customer and the problem of the society					
Employees think organizational cutler is built around a persuasive mission					
Employees personal values are aligned with the organization and the work they are performing					
Shared value is collaboratively developed with team performance					
Skill					
Creativity, originality and initiative are best characterizing with teams					
Employee possess teambuilding, effective communication, negotiation sill and the ability to focus on their customers which pave away having smooth process for new product development					
Employees are characterized by high Adaptability, motivation driven and extended industry related work experience					
Resilience, stress tolerance and flexibility extensively anchored by members of teams					
Employees possess reasoning, problem solving and ideation skills					
Style					
The leadership in the organization is generally considered to exemplify coordinating organizing or smooth-running efficiency.					
The leadership in the organization is generally considered to exemplify entrepreneurship. innovating or risk taking					

The management style in the organization is characterized by teamwork consensus. And participation.					
The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing					
The organization is a very dynamic entrepreneurial place. people are willing to stick their necks out and take risks					
New Product Development					
Employees possess reasoning, problem solving and ideation skills which reflect on point of deference product features					
Empowered teams are source of advance product nature,which facilitates learning of its members and continuously transforms itself in a way that come up with update new products					
The organization has a fluid set of arrangement adaptive to new product development					
Product portfolio and mix are Mission driven goal oriented, and designed on a regular base					
The standing strategy Simplify acquiring, transferring and modifying behaviors to result new product					

Appendix: 2

Interview questions

1. How do you express the prevailing “BRIDGE” strategy, does it appealing to the existing the organizational competency and is it integrated with organizational out comes such as, new product development (NDP)?
2. How do you measure your organizational structure, is it receptive and flexible; restructured as necessary in light of change and completion?
 - 2.1 How do you measure the established organizational structure significance in new product development?
3. How do you rate Ethio Telecom, R&D, and knowledge management, level of technology, employee competency, process and procedure? ; And their impact on new product development?
 - 3.1 Does management allows teams to try new ways of doing things and seeks unusual, novel solutions, while teams are empowered and autonomous?
4. Regarding staffing do you have company culture that attract top talent, or staffing effort such as recruit and develop talent internally, employee referral program, data driven recruitment or hiring a company recruitment process outsourcing (RPO) how do you state their impact on new product development?
5. How do you express your company mission, vision, value, and organizational objective, are those values cascaded and retained by your employees, and how those values impact new product development
6. What kind of set of employee’s skill does your firm out wet, why and it’s important for new product development?
7. How adequate was amount of funding and resources committed to an area directly to new product development within a given fiscal year. and why?
8. How do you evaluate existing leadership style and management to the successful execution of a project, within the estimated budget, time quality standards?
9. How do you rate your product portfolios and mix interims of (internally); synchronized with organizational strategy, structure, leadership strategy, ?
10. How do you rate your product portfolios and mix interims of (externally); habit generation, scalability, simplicity, explain ability and usefulness?

D

Appendix: 3
Statistical output
Correlations

		new product development	style	Skill	shared value
new product development	Pearson Correlation	1	.865**	.720**	.867**
	Sig. (2-tailed)		.000	.000	.000
	N	186	186	186	186
style	Pearson Correlation	.865**	1	.616**	.784**
	Sig. (2-tailed)	.000		.000	.000
	N	186	186	186	186
Skill	Pearson Correlation	.720**	.616**	1	.660**
	Sig. (2-tailed)	.000	.000		.000
	N	186	186	186	186
shared value	Pearson Correlation	.867**	.784**	.660**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	186	186	186	186
finance	Pearson Correlation	.689**	.601**	.520**	.611**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	186	186	186	186
staffing	Pearson Correlation	.685**	.744**	.449**	.543**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	186	186	186	186
system	Pearson Correlation	.792**	.745**	.627**	.785**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	186	186	186	186
Structure	Pearson Correlation	.837**	.703**	.631**	.714**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	186	186	186	186
strategy	Pearson Correlation	.842**	.704**	.669**	.724**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	186	186	186	186

E

		finance	staffing	system	Structure	strategy
new product development	Pearson Correlation	.689	.685**	.792**	.837**	.842**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	186	186	186	186	186
style	Pearson Correlation	.601**	.744	.745**	.703**	.704**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	186	186	186	186	186
Skill	Pearson Correlation	.520**	.449**	.627	.631**	.669**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	186	186	186	186	186
shared value	Pearson Correlation	.611**	.543**	.785**	.714	.724**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	186	186	186	186	186
finance	Pearson Correlation	1**	.474**	.609**	.574**	.545
	Sig. (2-tailed)		.000	.000	.000	.000
	N	186	186	186	186	186
staffing	Pearson Correlation	.474**	1**	.445**	.613**	.584**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	186	186	186	186	186
system	Pearson Correlation	.609**	.445**	1**	.577**	.631**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	186	186	186	186	186
Structure	Pearson Correlation	.574**	.613**	.577**	1**	.914**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	186	186	186	186	186
strategy	Pearson Correlation	.545**	.584**	.631**	.914**	1**
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	186	186	186	186	186

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

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.958 ^a	.917	.914	.17184	.810

a. Predictors: (Constant), style, finance, Skill, staffing, Structure, system, shared value, strategy

b. Dependent Variable: new product development

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	strategy	Structure	system
1	1	8.929	1.000	.00	.00	.00	.00
	2	.035	15.963	.02	.00	.00	.37
	3	.012	26.789	.07	.10	.04	.06
	4	.009	31.325	.02	.02	.01	.01
	5	.005	41.170	.03	.01	.02	.01
	6	.003	50.832	.13	.00	.00	.00
	7	.002	61.955	.72	.06	.00	.43
	8	.002	69.959	.01	.00	.00	.05
	9	.001	78.609	.00	.81	.93	.08

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions				
		staffing	finance	shared value	Skill	style
1	1	.00	.00	.00	.00	.00
	2	.01	.00	.00	.00	.00
	3	.01	.03	.00	.00	.00
	4	.43	.01	.00	.12	.02
	5	.07	.11	.01	.82	.00
	6	.05	.65	.19	.04	.06
	7	.04	.13	.45	.01	.05
	8	.39	.01	.31	.00	.87
	9	.00	.06	.03	.01	.00

a. Dependent Variable: new product development

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	58.099	8	7.262	245.936	.000 ^b
Residual	5.227	177	.030		
Total	63.326	185			

a. Dependent Variable: new product development

b. Predictors: (Constant), style, finance, Skill, staffing, Structure, system, shared value, strategy

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.59	0.187		-8.52	0		
	strategy	0.15	0.058	0.147	2.569	0.01	0.142	7.04
	Structure	0.213	0.069	0.175	3.073	0	0.144	6.96
	system	0.109	0.032	0.137	3.388	0	0.287	3.48
	staffing	0.106	0.042	0.088	2.554	0.01	0.394	2.54
	finance	0.156	0.051	0.092	3.09	0	0.529	1.89
	shared value	0.33	0.064	0.224	5.174	0	0.248	4.03
	Skill	0.09	0.042	0.068	2.141	0.03	0.464	2.15
	style	0.276	0.067	0.199	4.113	0	0.2	5.01

a. Dependent Variable: new product development