

List of figures

| | |
|--|----|
| Figure 2.1 Research framework- organizational cultures as mediator between transformational leadership and climate for organization innovation | 30 |
|--|----|

List of Tables

| | |
|---|----|
| Table 4.1 (a) Gender | 38 |
| Table 4.1 (b) Age | 38 |
| Table 4.1 (c) Education level | 38 |
| Table 4.1 (d) Organization level | 39 |
| Table 4.1 (e) Organization types | 39 |
| Table 4.1 (f) Organization functions | 40 |
| Table 4.2 Result of the normality test for variables | 41 |
| Table 4.3 Result of the reliability test for variables | 42 |
| Table 4.4 Mean, standard deviations and intercorrelations among transformational leadership factors, organizational culture and climate for organizational innovation | 44 |
| Table 4.5 Result of bivariate correlation analysis transformational leadership factors and climate for organizational innovation | 45 |
| Table 4.6 Model Summary for transformational leadership factors and climate for organizational innovation | 46 |
| Table 4.7 ANOVA for transformational leadership factors and climate for organizational innovation | 46 |

| | |
|--|----|
| Table 4.8 Result of bivariate correlation analysis transformational leadership factors and competitive, performance oriented organizational culture | 47 |
| Table 4.9 Model Summary for transformational leadership factors and competitive, performance oriented organizational culture | 48 |
| Table 4.10 ANOVA for transformational leadership factors and competitive, performance oriented organizational culture | 48 |
| Table 4.11 Result of bivariate correlation analysis competitive, performance oriented organizational culture and climate for organizational innovation | 49 |
| Table 4.12 Model Summary for a competitive, performance oriented organizational culture and climate for organizational innovation | 50 |
| Table 4.13 ANOVA for a competitive, performance oriented organizational culture and climate for organizational innovation | 50 |
| Table 4.13 Result for testing mediating effect | 52 |

List of symbols and abbreviations

OI = Organizational Innovation (Climate for organizational innovation)

TL = Transformational leadership

OC = Organizational culture

AV = Articulates vision

FAG = Fosters acceptance of goals

IS = Provides Intellectual stimulation

PIS = Provides individual support

HPE = Sets high performance expectation

PARM= Provides appropriate role model

SI = Support for innovation

RS = Resource supply for innovation

C = Competitiveness organizational culture

PO = Performance oriented organizational culture

Contents

| | | |
|-------|---|----|
| 1. | Introduction | 1 |
| 1.1 | Background of the study | 1 |
| 1.2 | Statement of problem and research questions | 3 |
| 1.3 | Objectives of the study | 4 |
| 1.4 | Scope of the study | 5 |
| 1.5 | Significance of the study | 6 |
| 2. | Literature review | 8 |
| 2.1 | Introduction | 8 |
| 2.2 | Dependent variables | |
| 2.2.1 | Organizational innovation | 8 |
| 2.3 | Independent variable | |
| 2.3.1 | Transformational leadership | 13 |
| 2.4 | Relationship between variables | |
| 2.4.1 | Transformational leadership and organizational innovation | 19 |
| 2.4.2 | Transformational leadership and organizational culture | 23 |
| 2.4.3 | Transformational leadership, organizational culture and organizational innovation | 27 |
| 2.5 | Theoretical framework | 30 |

| | | |
|-----|---|----|
| 3. | Research Methodology | 31 |
| 3.1 | Introduction | 31 |
| 3.2 | Development of hypotheses | 31 |
| 3.3 | Selection of measures | 32 |
| 3.4 | Sampling design | 34 |
| 3.5 | Data collection procedures | 35 |
| 3.6 | Data analysis techniques | 36 |
| 4. | Results | 37 |
| 4.1 | Summary statistics of respondents | 37 |
| 4.2 | Normality test | 40 |
| 4.3 | Reliability test | 41 |
| 4.4 | Mean, standard deviations and intercorrelations for variables | 43 |
| 4.5 | Testing the hypotheses | 44 |
| 5. | Discussion | 53 |
| 6. | Conclusion | 57 |
| 6.1 | Implication management for practice | 58 |
| 6.2 | Implication for research | 59 |
| 6.3 | Limitations and suggestions for future work | 59 |
| | References | 61 |