

Abstract

The purpose of the study was to investigate how organizational culture dimensions impact on the innovativeness of academic staff at Kyambogo University. Based on Hofstede's theoretical model of organizational culture, specifically the study determined the extent to which organizational culture variables namely; Uncertainty Acceptance, Power Distance and Collectivism could explain the innovativeness of academic staff in Kyambogo University. Under each of these variables, apart from the existence of the culture the focus was also on how leadership promoted that particular culture to support the innovativeness of academic staff. To explore whether organizational culture predicted innovativeness of academic staff, a mixed approach was adopted. Data was collected using survey and interview methods. On the quantitative side, data was collected from a sample of 186 academic staff of the university, which data was analyzed using Descriptive statistic such as the means, correlation and multiple linear regressions, Confirmatory Factor Analysis(CFA), Cronbach alpha, means and multiple linear regressions. Qualitative data was collected purposively from 16 participants, and this data was analyzed through forming codes, categorizations and thematic analysis to derive meaning on the variables under my study. Findings revealed that organizational culture (ie, Uncertainty Acceptance), and leadership support to maintain a culture of power distance were positive predictors of Innovativeness of Academic Staff (IAS). Leadership support for the culture of uncertainty acceptance, culture of power distance, culture of collectivism, and leadership support for the culture of collectivism were not positive predictors of IAS. Power Distance and Collectivism of the University were positive predictors of Innovativeness of Academic Staff (IAS). Summative thematic analysis revealed that; opportunity exploration, idea generation, idea championing and idea implementation were perceived as crucial factors for enhancing innovativeness of academic staff. The study thus, concluded that innovativeness of academic staff depended on culture of Uncertainty Acceptance and leadership support to maintain a culture of power distance. It was thus, recommended that authorities in Kyambogo University need to pay attention on predictors of innovativeness of academic staff, namely; Uncertainty Acceptance, Power Distance and Collectivism promote the culture of uncertainty acceptance and support a culture of power distance.