

EFFECT OF ORGANIZATIONAL CULTURE TYPES ON A COMPANY'S INNOVATION: A CASE OF UAP
LIFE LIMITED NAIROBI, KENYA

by

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APPROVAL

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DECLARATION

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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

CVF: Competing Values Framework

KAI: Kirton Adaptive-Innovative Theory

IRA: Insurance Regulatory Authority

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ABSTRACT

The study sought to establish the effect of organizational culture types on a company's innovation: a case of UAP life limited. The objectives of the study were to determine the organizational culture type present in UAP Life Ltd, identify the dominant form of innovation in UAP Life Ltd, and examine the relationship between organizational culture types and innovation at UAP life Ltd. In order to meet the required goal of the research study; the researcher applied a descriptive research design. The study used a census of the target population in choosing the all employees at UAP Life Kenya who made up 62 employees. The study data was primary in nature and was collected using questionnaires, which were analyzed descriptively using SPSS and the results presented in form of tables and figures for interpretation. The study found out that market culture type was the most visible culture type at 95%. The study also found out that the dominant form of innovation at UAP Life was the business model innovation with 80% who selected it as the dominant form of innovation at UAP Life. Also, the majority of the respondents identified market culture to be most important in nurturing innovation at 90% with emphasis on competitive actions and customer centricity and winning in the marketplace as important factors of innovation. The study recommended that for UAP Life insurance to be a product leader and innovator there is needed to emphasize on new resources and creating new challenges. More to this, the definition of success for UAP Life should not only focus on the efficiency but also effectiveness in that there should be dependable delivery, smooth scheduling and low-cost production in all organisation processes. Despite the fact that there are four culture types, the study recommended that there should be a blend in the adoption of the culture in UAP Life.