

Chapter One

Introduction

1.1 Background to the Study

Performance is an important influencing factor in every industry or sector regardless of its type, sizes and level of development. It is viewed as the effectiveness, quality, and efficiency of overall output which goes a long way to show how valuable various entities is to an organization or sector. Each human entity is an asset for the organization, in which the returns provided by each entity must be significant. Performance in this aspect is as a result of factors and energy put in place by each player in the organization, this energy can be tangible, seen or calculated in number. Work' performance is influenced by a variety of individual traits. In a competitive environment, every organization needs a high-performing human entity that fulfills the goals and objectives as well as enhance the productivity of the organization. It is noteworthy to state that individual work performance is sometimes associated with work behaviors that are germane to achieving organizational goals which are within the individual job holder's control. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery. Hence, it is important that they have enhanced knowledge about their performance as a guiding factor for their actions in the future.

The performance of administrators in the film industry is an important aspect of research that is attracting attention among researchers and practitioners in the fictional film industry¹. Major players in the cinematic/film industry around the world are beginning to pay close attention to this subject at all level especially in the filmic process². The creative film industry plays an important role in the development of an integrated element of cinematic expression, a core aspect

of film performance but one which gains additional meaning and commentary via combination and integration with the more traditionally considered aspects of filmmaking. Administrators in the film industry play an important role in the progress of filmmaking and prosperity of the society at large. This is because a better performance of these characters will lead to high performance³.

High performance enables different players in any industry to achieve their objectives and ensure that they survive and thrive. Due to the increasing competition in the film industry, it has become imperative for this industry to improve their performance and focus on their human component to ensure excellence and prosperity⁴. High job performance enables stakeholders in the film industry to get promoted, awarded and honored and to develop career opportunities to develop frameworks that can help in improving the overall performance of the film industry. Traditionally, job performance is evaluated in terms of the proficiency with which an individual carries out the tasks that were specified in his or her job description⁵. The job performance of administrators is important in all organizations, but its importance increases in the film industry in general and in Yoruba film industry in particular, because of the pivotal role played by administrators in the Yoruba film industry which includes creating reports on production progress, scheduling rehearsals, organizing and planning all aspect of film production process including props, sets, costumes and lightening among others. Thus, administrators in the film industry have important role that contributes to the performance of the industry in term of increasing productivity, efficiency/ effectiveness as well as financial performance of the film industry.

Given the centrality of performance, it becomes clear that the measurement of job performance should capture specific performance as reliable and valid as possible. Due to various dimensions

of Job performance, a variety of measures of job performance has been used over the past decades. Therefore, there is no universally accepted model of measuring this form of performance. Job performance measurement has become an important standard in achieving specific goals and objectives. Job performance has been seen through different angles; while some conceptualize it as a rating scales, tests of job knowledge, hands-on job samples, and archival records, others highlight its multidimensional nature⁶. These differing conceptualization result in differing measurement parameters for job performance in terms of “objective judgment” and “subjective judgment” or a mixture of both; for example: performance can be based on a subjective rating on how an individual feels a particular character has performed or an objective score based on the fraction of goal or objectives achieved by the these individuals.

However, the John Campbell theory of performance propounded in 1999 is a robust technique used for measuring job performance⁷. This theory was based on the work job performance construct which refers to the configuration of roles and positions in an organization as an important approach to describe the full set of work responsibilities that encompass both organizational context and individual work behaviour. It is a concept that considers most of everyday activity to be the acting-out of socially defined categories where each job role is a set of rights, duties, expectations, norms, and behaviors that a person has to face and fulfil. The model is based on the observation about an action or achievement considered in relation to how well or how successful a person has done or executed an action. Relating this view to administrators in the film industry, it implies the total extent to which administrators are able to accomplish their job responsibilities, the method they employ in accomplishing tasks and their attitude to work.

The measures for job performance are: communication and demonstrating effort, personal discipline and team performance and supervision/leadership which were adapted from John Campbell Theory of Performance. Communication and demonstrating effort in the context of this study is a comprehensive pattern defining the level human relation among staff which includes using adequate communication skills, information and technological tools as well as creativity and diligence in performing competently under pressure. Personal discipline and team performance on the other hand is the eschewment of negative behaviours (such as rule infractions) at work that deviate from prescribed norms. Supervision/leadership refers to the proficiency at influencing the performance of subordinates through interpersonal influence.

Thus, work behaviour is an important attitude in assessing individual' uncertainty and constraint of behaviour that will be of value to the organization. Therefore, when administrators in the film industry are not properly engaged to their job which always arise as a result of unwillingness to overcome work constraints and show higher level of performance, lack of enthusiasm towards their roles which will consequently result to lack of credibility of skills vigour, creativity, productive and unwilling to exert extra efforts to their roles. Low level of engagement, behaviour, productivity and creativity eventually lead to lack of competition and the inability to accomplish role tasks.

The job Performance of administrators in the Yoruba film industry is of importance because high job performance is an important avenue towards supporting management, using a variety of project management, communication and organizational skills to meet the organizational goals and objectives and many other activities, towards managing film projects in the aspect of budgeting, production and supplying including advertisement of products. In order for Yoruba film industry to develop beyond expectation, film administrators must be well engaged and

committed to organizing and planning all aspect of production and coordinating with other departments to ensure that the production runs smoothly from start to finish resulting in the production of quality movies needed for socioeconomic and political development. Hence, the Yoruba film industry must be at the forefront in engaging talented administrators who are highly developed especially in their quest to acquire more knowledge in information, innovative culture and talent building. Also, they must feel secured in their job performance by being able to rely on support from the other relevant offices within the film industry. Therefore, the Yoruba film industry should focus more on the “people issues”. Based on work experience and invest in information systems as a quick fix to their information management challenges. This kind of approach often leads to the implementation of expensive information management systems that deliver the expected results.

Information culture is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, considerable potential benefit for practitioners, and facilitates insight into the often very complex and challenging social and cognitive issues that are faced when attempting to lead and implement information management initiatives and strategies between an organization and its employees. Information literacy is an emerging construct that purports to create awareness in employees to assist them in their role performance⁸. The objective of developing the level of information literacy within employees is to help them understand the need of information during carrying out their organizational assignments, identify reliable information sources, validate the information and use it appropriately by giving adequate credit to the source which then translates to proper information culture. In Information culture one open to change and innovation; in an organization, where management are responsive to

information about the external environment. In other words, it is said to present a necessary and desirable state for the organization to be successful and competitive⁹.

Scholars has since then proposed different meanings and measurements of information culture, some of which even overlapped with other established constructs such as organizational culture, organizational information, and information management. There are two common characteristics that were noteworthy for defining information culture. First, it is “the transformation of intellectual resources that is maintained alongside the transformation of material resources” The primary resources for this type of transformation are varying kinds of knowledge and information. The output achieved is a processed intellectual product which is necessary for the material activities to function and develop positively”. Secondly, it is the socially shared patterns of behaviours, norms and values that define the significance and use of information in an organization. These Values are the deeply held beliefs about the role and contribution of information to the organization. Norms are rules or socially accepted standards that define what information behaviours are normal or to be expected in the organization. Values and norms together mold the information behaviours of people and groups in an organization. Insofar as information behaviours are enacted by a social structure of roles, rules, and warrants, they are a manifestation of cultural norms and values¹⁰. A study describes information culture as “an environment in which information is well managed and used effectively and efficiently and as a cultural values, attitudes, and behaviours relating to information, whether they be positive or negative, effective or ineffective¹¹.

Considering the above concept of information culture researchers, six information behaviours and values were identified to profile an organization’s, they include information culture; information integrity, information formality, information control, information transparency and

information sharing. However, for the purpose of this study, information culture will be measured only three of the following dimensions; information integrity, information control, proactiveness and information shearing which were adapted from Information Orientation Theory¹¹. Information control is the extent whereby administrators in the Yoruba film industry in Nigeria use information to manage and monitor performance. Information shearing is a process whereby administrators in the Yoruba film industry in Nigeria are willing to provide others with information while Information proactiveness is the process whereby major administrators in the Yoruba film industry actively use new information to respond quickly to changes.

Administrators in the Yoruba film industry in Nigeria are perceived to be grappling with the challenges of dysfunctional information culture that does not show high congruence with the organization's mission, strategy and beliefs about how it should become successful, possessing multiple information culture types that does not evolve through relationship, rule and result based stages differentiated by distinctive sets of information behaviours and values. These challenges may have culminated into poor performance in the Yoruba film industry. When administrators in the film industry fail to enhance their information culture, they are more likely to remain handicapped in identifying, analysing and assessing accurately individual positive and negative characteristics and capabilities, which provides the grounds for improvement and development. Furthermore, causes setbacks in exploratory and participatory skills which involves information retrieval and analysis as well as mental and emotional involvement between individuals and group situations that fosters them to achieve group goals and engage in work responsibilities. All the stated issues are pointing to the fact that, there is need to examine the innovative culture of the Yoruba film industry in order to consistently meet needs and ultimately improve the job performance of the selected film industry and association.

Innovation is a major instrument by which most industries adapt to the request of ever evolving business environment¹². Innovation is said to be seen as a process through which important ideas are translated into new methods of added worth for the organization, consumers, players and investors. It is a known fact that problem of most business industry today is ensuring an escape route to establish an avenue where innovation is necessary to the continuation of its existence making innovation a major factor for different industries to thrive in this competitive era. In a broader term, innovation can be seen as the process by which an industry's products or service output undergoes major transformational changes paving the way for a gradual adjustment in constant activities that cumulatively results in substantial change in business process. Conclusively, innovation comes in through conversion of new idea into product, process or service as well as putting them into use through various processes of delivery¹³.

Innovative culture, more broadly is a multidimensional concept which describes creativity, openness and receptiveness to new ideas, risk taking, and entrepreneurial mind-set that cumulatively result in substantial change of business processes as well as evolving with the turbulent environment to achieve competitive advantages¹⁴. The instrument of innovative capability can be evaluated with several terminologies such as "new," "changes," "opportunities," "creative ideas," "adoption of organization," and "value creation" and therefore, innovative capability describes a process of turning opportunities into new ideas, the adoption of these ideas within the organization, and successful application of resulting novelties in a way which provides values to the organization. Innovative capability assumes a wide range of actions ranging from the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, the organization or wider society¹⁵. According to

the dynamic developments of all work fields, an industry must develop their strategic human resource, because a specific industry cannot apply a strategic innovative plan unless they engage in behaviours designed to generate and implement new ideas, processes, products and services which is influenced by beliefs, values, and behaviour.

Industries that are able to apply requisite and appropriate technologies to develop new products, meet the market needs, and survive competitions over time are those that have applied dimensions of innovative culture¹⁶. Whilst some industries are successful at this kind of innovation, others have recorded a long list of failed attempts. In addition, innovative capabilities do not create value directly; but creates change in processes, functionality or utility. It is the extent to which internal operations or external consumers value a change, that leverage is created¹⁷. The ability to survive this competition means that the film industry must re-examine their business models to pave way for innovation. To implement the innovative processes, firms must enhance the leadership, people, partnership and industry's capability by being able to introduce new product or services using a mix of strategic combination of innovation behaviour, strategic capability, and internal technological process¹⁸.

In this study, innovative culture will consider measures such as product innovation, processes innovation and organizational innovation. These measures were adapted from Resource Based View Theory. Product innovation is referred to the introduction of a good or service that is new or improved with respect to its characteristics¹⁹. Process innovation can be said to be the application of a new or improved production or delivery method which is referred to as improvement in an already existing procedure. This includes significant changes in cameras, lenses, sound technologies, equipment supporting filming, light technologies, drones, motion

capture, special effects engineering, filming techniques and acting techniques). Organizational innovation involves changes in the administration, management, purchases, sales and marketing²⁰.

Globally the job performance of film industry is adjudged by the quality capacity and cinematic output. However, within global rankings of film industry, the Yoruba film industry is ranked poorest and ranked 3rd locally. This only reinforces the notion of poor technical and professional impetus in terms of substandard picture quality, sound quality, and lighting, maturity of cast, scene change, action and graphical effect as well as untalented actors/actresses when compared to other film industry as the case maybe. It is important to note that inadequate funding creates problems for the Yoruba film industry and it is reflected in inadequate training, poor facilities for cinematograph, poor ICT infrastructure, learning delivery and disposition to role play by administrators. Also, the ripple effect of inadequate funding means that Yoruba Film Industry in Nigeria are limited in and far behind in administrative talents, creative ideas; abilities and are losing the resulting benefit thereof. It is important to stress that the Yoruba film industry in Nigeria is bedevilled by the issue of piracy and quality control and are noticeably not operating at optimum capacity hence, commitment to role play, picture quality, productivity in terms of production output, and creativity are affected. These challenges raise the question of the relevance of information culture and innovative culture in addressing the problem. In view of the above discussions, this study seeks to investigate the influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria.

1.2 Statement of the Problem

The job performance of administrators in the film industry is of utmost importance for the development of human capital, successful operation and continuous survival in any competitive

industry around the world. Currently, administrators in the Yoruba film industry which includes directors and production managers are responsible for the autonomous recording of the actor's undertaking of a role and final composition which utilizes all aspects of film production and post-production including coordinating the use of equipment scheduling rehearsals, meetings and other events related to film production. They are also responsible in reviewing and approving materials used in production processes, scheduling filming photography or recording session just to mention few. When administrators in the Yoruba film industry in Nigeria deliver value, it will potentially improve in-role and out-role performance and give due recognition to not only the film industry but major players that made it possible. However, it is perceived from preliminary investigation that administrators in the Yoruba film in Nigeria are not performing at the optimum level required in terms of their cinematic expertise, the skills specific to the technical aspects of filmmaking and productivity in terms of post-production. The low level of performance is substantiated by the position occupied by the Yoruba film industry in Nigeria on the global and national film industry rating and ranking. This only reinforce the notion of poor job performance of administrators in the Yoruba film industry in Nigeria.

Thus, the perceived challenges identified may be traced to the rampant practices of applying a dominant cultural style characterized by one or more of the culture types that tend to be unclear about their organizational culture. Nevertheless, if care is not taken, these challenges will negatively affect the industry in the area of performance, quality of film making whereby administrators in the film industry fail to portray adequate efforts to match dialogues and performance.

However, sustained information and innovative culture, has been identified as the potential factor that can eliminate the challenges experienced due to poor job performance of various

administrators in the Yoruba film industry. Administrators in the Yoruba film industry are perceived to be engaged in low level of innovative and information exchange within interdependent networks of producers with complementary skills and expertise and by a high degree of tacit knowledge, it is also perceived that the Yoruba Film cluster like many creative clusters in Nigeria are characterised by poor creative milieus i.e. ‘a shared space and tradition in which people can learn, compare, compete and collaborate and through which ideas can be proposed, developed, disseminated and rejected. It is therefore imperative to address all these challenges in the light of providing a system and structure that produce actors and movies that can compete globally and attain excellence.

Several, studies have been carried out in the area of information culture, innovative culture and job performance but not specifically on information culture, innovative culture and job performance of administrators in the film industry’ particularly the Yoruba film industry in any part of Nigeria. Thus, the study therefore intends to investigate the influence of information culture, and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate information culture, innovative culture and job performance of administrators in the Yoruba film industry in Nigeria. The objectives will be to:

- i. ascertain the level of job performance of administrators in the Yoruba film industry in Nigeria;
- ii. determine the level of information culture of administrators in the Yoruba film industry in Nigeria;

- iii. evaluate the level of innovative culture of administrators in the Yoruba film industry in Nigeria;
- iv. investigate the influence of information culture (information control, information shearing and information pro-activeness) on job performance of administrators in the Yoruba film industry in Nigeria;
- v. determine the influence of innovative culture (product, process and organizational innovation) on job performance of administrators in the Yoruba film industry in Nigeria; and
- vi. examine the combine influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria.

1.4 Research Questions

The following questions are formulated to guide the study:

- i. What is the level of job performance of administrators in the Yoruba film industry in Nigeria?
- ii. What is the level of information culture of administrators in the Yoruba film industry in Nigeria?
- iii. What is the level of innovative culture of administrators in the Yoruba film industry in Nigeria?

1.5 Hypotheses

The following hypotheses will be tested at 0.05 level of significance:

- H₀₁:** There will be no significant influence of information culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria.

H₀₂: There will be no significant influence of innovative culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria

H₀₃: There will be no combined significant influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria

1.6 Significance of the Study

The findings of this study will be original and beneficial to administrators, managers and practitioners of the film industry in Nigeria and future researchers.

This research work will be a baseline of knowledge will help the management of various clusters in the film industry to understand and address the industry's need for improved job performance, information, and innovative engagement situation which could have implications for changes in different quarters in the perceptions and practices that affect the film industry. If this is done, it could result in positive changes to some negative indices as well as address poor career development, poor dedication, and high turnover. Overcoming these barriers to performance could enhance the growth and realization of the full economic potential of the film industry in the sub region.

The relevance of this study to administrators in the Yoruba film industry is to provide knowledge and measures to improve their information literacy and enhance innovativeness for better productivity in the film industry specifically the Yoruba film industry in Nigeria. It This will no doubt encourage administrators and managers in the film industry to devise other methods to improve their information and innovative process in other to enable the industry move with the innovative methods in executing their job.

Furthermore, it is anticipated that the findings of the study will pave way for the major practitioners in the film industry developing players in the film industry which could yield a positive profile that may improve the industry's societal perception and aid social integration, career enhancement that affects its societal perception and attractiveness, improve patronage, and promote social integration in multiethnic societies.

Conclusively, it will serve as a reference material for future researches in this area. Also, the results will throw more light on factors affecting role performance in the industry as far as their information culture and innovative culture are concerned.

1.7 Scope of the Study

This study focused on the influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry. The measures of job performance are communication and demonstrating effort, personal discipline and team performance and supervision/leadership. The measures for information culture are information control, information shearing and information pro-activeness while the measures used for innovative culture are product innovation, process innovation and organizational innovation. The geographical scope covers the Yoruba film industry in South West of Nigeria. The respondents are administrators/production managers of the Yoruba film industry in South West, Nigeria.

1.8 Operational Definitions of Terms

Performance: Performance is the amount of useful work accomplished by the by Yoruba administrators.

Job Performance: it is the core task behaviour or total set of performance responsibilities associated with one's employment to which administrators and managers of the Yoruba film industry in Nigeria achieved their educational goals.

Communication and Demonstrating Effort: It is the level human relations using adequate communication skills between administrators and other players as well as using information and technological tools for creativity in performing competently under pressure in the Yoruba film industry.

Personal Discipline and Team Performance: It is extent to which administrators in the Yoruba film industry eschew negative behaviours (such as rule infractions) at work that deviate from prescribed norms.

Supervision/Leadership: It is the degree of proficiency at influencing the performance of subordinates through interpersonal influence by administrators in the Yoruba film industry.

Information Culture: These are the values, attitudes and behaviours that influences individual players in the Yoruba film industry in Lagos state, Nigeria to sense, collect, organise, process, communicate and use information.

Information Control: It is the process whereby individual players in the Yoruba film industry in Lagos State, Nigeria uses information to manage and monitor performance.

Information Sharing: It is a process whereby individual players in the Yoruba film industry in Lagos State, Nigeria is willing to provide other with information.

Information Proactiveness: This is the process whereby major players in the Yoruba film industry in Lagos state actively use new information to innovate and respond quickly to changes.

Innovative Culture: It is the orientation towards experimenting with new alternatives or approaches by exploring new resources breaking through existing norms and creating new products to improve its performance by the Yoruba film industry in Lagos State, Nigeria.

Product Innovation: It is the state whereby the Yoruba film industry in Lagos State, Nigeria brings into use new and improved products.

Process Innovation: It is the significant changes in the way services are produced or provided by the Yoruba film industry in Lagos state, Nigeria.

Organization Innovation: It is the strategic changes to the organization of functions in order to achieve gains in competitiveness through services improvement by the Yoruba film industry in Lagos State, Nigeria.

1.9 Brief History of Yoruba Film Industry:

The Yoruba-language cinema is a sub-industry of Nollywood, with most of its practitioners in the Western region of Nigeria. The Yoruba-language cinema began as actors of various Yoruba traveling theatre groups began to take their works beyond the stage to delve into movie production using the Celluloid format, as far back as the mid-1960s. These practitioners are considered in some quarters to be the first true Nigerian filmmakers. Movies like *Kongi's Harvest* (1972), *Bull Frog in The Sun* (1971), *Bisi*, *Daughter of The River* (1977), *Jaiyesimi* (1980), and *Cry Freedom* (1981) fall into this era of a blossoming Yoruba movie industry. Practitioners like Ola Balogun, Duro Ladipo and Adeyemi Afolayan (Ade Love) played a significant role when they came out with "Ajani Ogun" in 1976. This film was one of the few huge success that helped put the Yoruba-language cinema on the map, and it was followed by other productions by Hubert Ogunde and others. One of the first blockbusters from Nigeria, came from the Yoruba language industry; a notable example is *Mosebolatan* (1985) by Moses Olaya which grossed ₦107,000 (approx. 2015 ₦44.2 million) in five days of its release²¹.

Endnotes

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Chapter Two

Literature Review

This chapter reviewed related literature that enabled the researcher broaden the understanding on the research problem. The chapter is presented under the following headings:

2.1 Conceptual Review

2.1.1 An Overview of Job Performance

2.1.2 An Overview of Information Culture

2.1.3 An overview of Innovative Culture

2.2. Theoretical Framework

2.2.1. John Campbell Performance theory

2.2.2. Information Orientation Theory

2.2.3 Resource Based View Theory

2.3 Review of Empirical Studies

2.3.1 Information Culture and Job Performance

2.3.2 Innovative Culture and Job Performance

2.3.2 Information, culture, innovative culture and Job Performance

2.4 Conceptual Framework

2.5 Summary of Literature Reviewed

Endnotes

2.1 Conceptual Review

The conceptual review will be discussed in line with the existing literatures in order to widen the understanding of the variables under study. To this end, each variable will be reviewed with their definitions, types and significance. The following variables to be discussed are: Job performance, Information culture and innovative culture.

2.1.1 Concept of Job Performance

The concept of performance is multi-dimensional and involves many subjective criteria and judgments. Evaluation can be done by implementing performance rating which is filled by colleagues or supervisors and it is said to be the most utilized technique to measure performance¹. Performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost. The definition of performance is very flexible; hence it is used according to the concept of nature of work that gives the best outcome of the word. However, performance generally means the best outcome of an activity done by an organization over a period of time².

Performance can be understood as the combination of available, competent, productive, responsive, and effective employees along with supporting equipment. It is not solely judged by actions but also involves evaluation with measurable scales. Measuring performance is a process that quantifies the efficiency and effectiveness of actions, reflecting how well an organization is managed and if it can achieve its targets and values promised to stakeholders. Organizational

performance measurement involves a set of metrics used to quantify efficiency and effectiveness, including planning and budgeting³.

Management personnel evaluate employee performance based on various factors, such as attitude at the workplace, efficiency in report preparation and submission, attendance, and cooperativeness. Employee performance is assessed not only by physical presence but also by the employee's level of engagement and efficiency during their time on the job. Studies indicate that job performance can be evaluated based on an employee's effectiveness in executing their job responsibilities and producing desired outcomes as stated in their job description⁴.

Job performance represents the net effect of an individual's efforts, which includes their abilities and perception of tasks completed. It is considered crucial to an organization's overall performance. Communication skills play a significant role in an individual's work performance, as effective communication positively impacts results and strengthens the relationship with the direct manager. Role performance is a vital functional outcome, representing the collective value of an employee's direct and individual contributions to achieving organizational objectives⁵.

Job performance is defined as the entirety of performance responsibilities associated with someone's employment⁶. It encompasses an employee's capability to effectively and efficiently carry out their assigned duties and tasks within the organization. Moreover, it is argued that employee performance is not solely determined by achieving set goals and targets, but it also depends on the employee's willingness and motivation to uphold and promote the organization's values⁷.

Performance is evaluated through measures of productivity, quality, and consistency. Additionally, performance indicators include both results and behaviors based on set criteria. Furthermore, management development and leadership training are instrumental in cultivating essential skills and attitudes for effective performance management, using relative (normative) measures⁸.

In the realm of industrial and organizational psychology, job performance is the study of workplace behavior and a crucial aspect of human resource management⁹. It is believed to significantly impact organizational outcomes and success. When considering performance, it is important to distinguish between the behavioral aspect (actions taken in a work situation) and the outcome aspect of performance¹⁰. The behavioral aspect pertains to an individual's actions within the workplace. Organizations hire individuals with the expectation that they will perform well. Performance is not solely defined by actions but also involves evaluative processes. It is noteworthy that performance may not always consist of observable actions but can include mental productions, as long as they are under the individual's control¹¹. From a psychological standpoint, job performance is an individual-level variable, distinct from broader constructs like organizational or national performance.

Job performance encompasses the behaviors of administrators that contribute either positively or negatively to achieving organizational goals. This value includes behaviors within the administrator's control, but it delineates which behaviors are relevant to their job role. Job performance encompasses all meaningful activities and behaviors that administrators engage in while carrying out their work role¹². A key feature of job performance is its relevance to organizational goals, excluding activities focused on peripheral goals. Descriptions of

performance should emphasize behaviors rather than outcomes, as a focus on outcomes could lead administrators to prioritize achieving desired results at the expense of other important behaviors¹³.

Capturing the full range of activities that lead to effectiveness in uncertain and interdependent organizational contexts has proven challenging for researchers. This work's job performance model addresses this challenge by cross-classifying three levels at which job behaviors contribute to effectiveness (individual, team, and organization) and three different forms of sub-dimensions of job performance. This cross-classification represents an important expansion of existing performance models. While many researchers agree that job performance is multidimensional, typically comprising task performance and contextual performance, an eight-factor model attempts to encompass dimensions of job performance across all jobs. These factors include task-specific performance, non-task-specific performance, written and oral communication, individual efforts, personal discipline, and willingness to help others in the job, supervisory or leadership competence, and interpersonal skills.

Task performance refers to the functional behaviors associated with key activities in an organization, such as production, service provision, sales, maintenance, stewardship, and service delivery¹⁴. Task performance directly or indirectly impacts the essence of an organization's work and the methods used to produce goods and services. These behaviors are defined within job descriptions and are influenced by the employee's knowledge, experience, skills, and abilities, which vary depending on the specific job requirements.

Non-task performance or Contextual performance refers to functional behaviors that align with an organization's culture and climate, representing the context in which the main activities are

conducted. Examples include collaborating with colleagues, assisting others with their work, adhering to rules and regulations, and supporting the organization. These behaviors influence the social and psychological environment of the organization, affecting the production of goods and services. Contextual performance is not explicitly described in the job description but is a part of an employee's intrinsic characteristics, such as personality and motivation¹⁵.

Another dimension of job performance is written and oral communication⁸. In this aspect, employees are evaluated based on their communication skills rather than the content of the messages they convey. Effective communication is crucial for secretaries, as how they communicate can impact their effort and overall job performance. Maintaining and improving communication skills is essential for secretaries to convey information about organizational rules, inform management of absences, and handle various issues related to their work¹⁶.

Personal discipline is also part of the performance domain, where individuals are expected to adhere to the law. Managers who enforce punctuality, for instance, should also exhibit punctuality themselves. The level of discipline within an organization, reflected in a positive and conducive organizational environment, can contribute to assessing an individual's performance. In jobs with high interdependence, performance may involve supporting colleagues, acting as a role model, providing coaching and advice, and contributing to group goals¹⁷.

In some roles, management, supervisory, or leadership competence is necessary. These individuals are responsible for various aspects mentioned earlier, and they may additionally oversee the distribution of rewards and punishments for good and unruly behavior. Managerial/administrative performance for a lecturer involves serving the group or class without direct supervision¹⁷.

An administrator's managerial duties involve establishing organizational objectives and responding to external influences to support a group in achieving its goals. Additionally, they are accountable for monitoring both the group and individuals' progress towards these objectives. This dimension pertains to maintaining effective work and community relations. It is worth noting that each of these elements consists of several sub-factors that can vary across different job roles. Within these five components, certain ones are further subdivided. For instance, the management/administrative aspect encompasses sub-dimensions such as planning, organizing, directing, and motivating subordinates; training, coaching, and developing employees; and finally, communicating efficiently and keeping the workforce informed¹⁸. Recently, greater attention has been directed towards specific aspects of task performance, particularly in the realms of innovation and customer-oriented behaviors¹⁹.

"Traditionally, administrators have been required to carry out a specific set of duties to contribute to the overall performance of their organization. The success and relevance of an organization in its industry heavily rely on how well it navigates uncertainties and challenges in its working environment. As a response to the ever-changing demands and circumstances of the workplace, the roles of individual administrators must undergo significant transformations. However, researchers have faced difficulties in identifying all the aspects of activities that contribute to effectiveness, particularly in complex and uncertain organizational contexts²⁰. To address these challenges, the model used to explain job performance in a virtual work environment proposes a solution by categorizing job behaviors into three levels that influence individual effectiveness organizational, team, and individual levels. These levels are considered sub-dimensions of job performance.

Apart from being multi-dimensional, performance is also a dynamic concept. This means that individual performance is not constant over time. The variability in an individual's performance over time reflects learning processes and other long-term changes, as well as temporary fluctuations in performance. Individual performance evolves due to the learning process. It is observed that performance tends to increase initially as an individual spends more time in a specific job and later reaches a peak²¹.

During the initial stages of learning a skill, performance primarily depends on "controlled processing," the availability of declarative knowledge, and the efficient allocation of limited resources. However, as skill acquisition progresses, performance relies more on "automatic processing," procedural knowledge, and psychomotor abilities.

Looking at performance from a situational perspective involves considering situational factors that can either facilitate or impede performance. These factors refer to elements in an individual's environment that either support or hinder their performance. Academic, system theory, and behavioral science theories also come into play here, as they explain how lack of further training, workplace conditions, and other factors can hinder an individual's ability to contribute to organizational improvement²².

In this context, we discuss the main characteristics of each sub-dimension and their relationship to performance constructs as follows: 'Proficiency' refers to the extent to which an individual virtual worker meets their job requirements in a traditional perspective. 'Adaptivity' is defined as how well individual virtual workers acclimatize to changes in roles and work systems. 'Proactivity' refers to the extent to which virtual workers initiate self-directed activities by anticipating and instigating changes in their roles and work systems. In changing working

environments, both proactivity and adaptivity are essential, as most work roles require a combination of proficiency, proactivity, and adaptivity. Proficient performance encompasses meeting job requirements within an individual employee context (individual task proficiency), as a team member (team member proficiency), and as an organizational member (organization member proficiency).

Furthermore, when considering specific aspects, individual task proficiency can be likened to 'job role behaviors' and "task performance," while team member proficiency is comparable to 'helping behavior,' 'team role behavior,' and the concept of 'personal support.' On the other hand, organization member proficiency can be associated with the notions of 'organizational loyalty' and 'civic virtue,' as well as 'organization role behavior' and 'organizational support.' Proficient performance of a virtual worker is determined by their capabilities at three levels: individual, team, and organization member. All three levels of proficient performance exhibit a positive correlation with organizational identification. These levels can be differentiated as follows: Individual task proficiency: This category encompasses behaviors that can be formalized and are not influenced by a social context. It reflects the extent to which an employee fulfills the known expectations and requirements of their individual role. Essentially, individual task proficiency is closely linked to concepts such as "task performance and behavior" and incorporates Campbell and colleagues' concepts of 'job-specific,' 'non-job-specific,' and 'written and oral' task proficiency.

This aspect has traditionally been the primary focus of performance research. For instance, in the case of a nurse, individual task proficiency includes tasks such as administering medications. The requirements of individual roles are relatively straightforward to define when uncertainty is low, and they are often specified in formal job descriptions. Traditional performance

management systems mainly concentrate on this dimension of performance. Team member proficiency: This dimension encompasses behaviors that can be formalized and are embedded in a team or group context. It reflects the degree to which an individual fulfills the expectations and requirements of their role as a team member. Team member proficiency shares similarities with the concepts of "personal support," "helping behavior," and "team role behavior"²³. These behaviors are vital for fostering effective teamwork and collaboration. In this context, team member proficiency plays a crucial role in achieving team objectives and outcomes.

The literature on team process extensively documents the types of behaviors necessary for team members to demonstrate proficiency. Team process refers to the collaborative and interdependent actions of members aimed at achieving collective goals by organizing task work through cognitive, verbal, and behavioral activities²⁴. Movie practitioners need to exhibit such behaviors, which may involve monitoring team progress, assisting fellow members with their tasks, and coordinating activities. These behaviors are often considered discretionary in the citizenship literature, but they are not necessarily defined as such; they are commonly expected when working in teams, even without explicit mention in job descriptions.

Organization member proficiency pertains to behaviors that can be formalized and are integrated within the organizational context. These behaviors gauge the extent to which an individual fulfills the expectations and requirements of their organizational role. The concept of organizational job proficiency aligns with ideas like 'organizational support,' 'organizational loyalty and civic virtue,' and 'organization role behavior'²⁵.

In the film industry, organization member proficiency encompasses behaviors aimed at safeguarding the reputation of the organization and active involvement in organizational

committees. Notably, these behaviors are not necessarily discretionary, as they are often expected, especially when the work systems are highly interdependent. Adaptive performance, on the other hand, pertains to how virtual workers respond, address, support, and cope with changes occurring in their virtual work environment, adjusting their roles to effectively perform at the individual, team, and organizational levels.

Individual task adaptivity plays a crucial role in dynamic and unpredictable markets, where rapidly changing technologies lead to unforeseen alterations in work requirements. To succeed in such contexts, individuals must adapt to and cope with these changes in their roles and surroundings. For example, an actor or actress who readily accepts and adapts to a new acting procedure exhibits individual task adaptivity. This adaptivity is especially significant when introducing new technology, implementing work redesign, or undergoing strategic changes, all of which necessitate adjustments in workplace behaviors. Dealing with uncertain work situations is a fundamental aspect of this construct.

While the concept of adaptivity is narrower than that of adaptive performance, which encompasses both behaviors and the potential for enacting adaptive behaviors, our model specifically focuses on adaptive behaviors when using the term adaptivity²⁶. Team member adaptivity is the ability of team members to adjust to changes in their external environment and within the team itself. This adaptivity encompasses how individuals cope with, respond to, and support changes that impact their roles as team members. For instance, it can be exemplified by a film actor/actress who effectively adapts to a new supervision structure within their team. This concept of team member adaptivity bears resemblance to interpersonal adaptability.

Moreover, adaptability in the context of a team refers to the team's capability to maintain coordinated interdependence in dealing with non-routine events. This capability requires team members to modify their work roles in response to emerging contingencies. A related study found that the extent to which team members adjusted their roles and internal structures to align with the external environment had a positive influence on their performance^{27, 28}. Proactive performance refers to the extent to which a virtual worker actively engages in future-focused, self-directed, and self-starting actions aimed at personal growth and transformation across three levels: individual (individual task proficiency), team (team member proficiency), and organizational member level (organizational member proficiency). This concept is closely associated with behaviors such as being an innovator, taking charge, showing personal initiative, and demonstrating proactive behavior. The assessment of an employee's proactive performance encompasses their proactive actions at the individual, team, and organizational levels. Proactivity entails a unique aspect of work role performance where an individual initiates actions to drive change in a given situation, particularly important in highly uncertain work environments. In such circumstances, individuals, teams, and organizations must not only react and adapt but also anticipate and take autonomous actions to achieve positive outcomes²⁹. We have defined individual task proactivity as the degree to which individuals proactively engage in forward-thinking actions to bring about positive changes in their individual work situations, roles, or personal development. For instance, a film actor or actress may take the initiative to create safer acting methods or explore the surroundings to identify opportunities for enhancing their performance. The demand for individual task proactivity has been on the rise due to the concurrent pressures for continuous improvement and innovation, coupled with the trend towards greater decentralization. This means that individuals must proactively seek out improved ways of

working without relying solely on directions from their supervisors. Other related concepts that align with individual task proactivity include 'proactive behavior,' 'taking charge,' personal initiative,' and 'innovator role behavior.' It is crucial to distinguish individual proactivity from 'individual initiative' and 'conscientious initiative' as the latter concepts primarily emphasizes effort and perseverance rather than self-initiated and change-focused actions³⁰.

Team member proactivity. Team member proactivity refers to the degree to which an individual initiates proactive, forward-looking actions to bring about changes within the team or improve its functioning. For instance, a film manager might propose a revised schedule to enhance team efficiency or suggest better communication methods among team members. This proactive behavior becomes especially crucial in self-managing teams, autonomous work groups, and various project teams. Unlike citizenship constructs such as helping behavior and "personal support," team member proactivity stands apart by its focus on voluntary, self-directed, change-oriented, and anticipatory actions.

Organization member proactivity. Organization member proactivity pertains to the extent to which an individual takes the initiative in self-starting, future-oriented actions to effect changes within their organization or the organization's way of operating. For example, a member of the film cluster may contribute ideas to expand the roles of administrators in the movie industry or propose innovations to improve cinematic policies. These proactive behaviors contribute to the overall development and innovation of the entire organization, moving beyond mere changes confined to specific functional or departmental boundaries. It differs from constructs like 'organizational loyalty' and 'organizational support' due to its emphasis on self-directed and future-directed change

Job performance is the execution of tasks and skills related to an employee's work responsibilities. It encompasses actions that contribute to the achievement of organizational goals and are within the individual's control³¹. This also entails a willingness to embrace new aspects of the job, leading to increased individual productivity. The assessment of job performance is based on the level of accomplishment of business and social objectives and the fulfillment of responsibilities from the perspective of the evaluating party³².

Key indicators of job performance include personal characteristics such as competence and the ability to handle role conflicts. It is an evaluation of a worker's or group of workers' efficiency and effectiveness. In practical terms, role performance directly impacts an organization's profits³³. Therefore, evaluating role performance involves assessing an employee's satisfaction with their specific job role over time. This evaluation is typically done in comparison to the work role descriptions set for other employees performing similar tasks. Additionally, it can be measured by the number of units of a product or service handled by an employee within a defined time frame.

Given that an organization's success heavily relies on the role performance of its employees, work role performance has become a crucial objective for organizations. Numerous studies have explored different approaches to describe employees' role performance, making it challenging to define this measure comprehensively while maintaining the integrity of the original content and citations.

The current assessment of performance lacks an effective and standardized approach. One researcher has emphasized that role performance is central in today's workplace, referring to the behaviors and activities directed towards achieving organizational goals. Both organizations and

individuals value performance as it leads to business success and personal satisfaction. Efficient role performance significantly impacts an organization's profitability, while inefficiency can lead to reduced productivity, profitability, and overall organizational effectiveness³⁴. In for-profit organizations, role performance is considered crucial for generating continuous profit. Individual performance is evaluated during role performance reviews, considering factors like time management, leadership skills, and productivity on an individual basis. This evaluation technique measures the achievement of business and social objectives from the perspective of the judging party. Role performance can also be defined based on three dimensions: outcomes, behaviors, and personal traits. Various factors, such as the physical work environment, equipment, meaningful work, performance expectations, feedback, reward systems, standard operating procedures, knowledge, skills, and attitudes, can influence work role performance. Among these, the physical work environment has received considerable attention in studies concerning employee job performance.

In addition, assessing job performance has traditionally involved methods focused on achieving quantifiable targets, such as measuring output per hour. However, difficulties arise when attempting to measure more abstract aspects of employee performance. To address this challenge, it is beneficial to differentiate between two types of results: outputs and outcomes. Outputs are measurable results, while outcomes are observable effects of effort that may not be easily quantified. While some aspects of a job are challenging to quantify as outputs, all jobs produce outcomes, even if not easily measurable.

Therefore, measuring performance often involves comparing achieved outcomes with expected outcomes and expressing these outcomes in qualitative terms, establishing a standard or level of competency to be attained. Thus, a qualitative measure of employee performance outcome can

be linked to how well the work performed meets or exceeds the organization's expectations, how tasks are satisfactorily completed, or whether operations have reached an agreed-upon standard. In modern times, there is a consensus that job performance is a complex interplay of various variables related to different aspects of the job, including the employee and the work environment. Researchers generally agree that performance is a multi-dimensional concept that differentiates between the process aspect (behavioral) and the outcome aspect of performance. As a result, studies have identified several significant factors that can influence employee job performance in an organization:

Administrative or leadership style plays a crucial role in influencing the behavior and performance of individuals or groups within an organization. Effective leadership can steer employees in the right direction to achieve organizational goals, with a skilled leader serving as a guiding force for subordinates to follow. Such leadership inspires confidence in employees, motivating them to pursue organizational objectives.

The chosen leadership style significantly impacts the relationship between supervisors and followers and has a substantial effect on workers' motivation, attitudes, and job performance³⁵. Specifically, transformational leadership stands out, characterized by leaders possessing charisma that motivates subordinates intellectually and provides individualized consideration. Transformational leaders go beyond mere enforcement and communication; they lead by inspiring followers to surpass original performance expectations, fostering a willingness to strive for organizational objectives.

Organizational commitment refers to a belief system that connects an individual's personal values and objectives with those of the organization. It is a demonstration of loyalty and dedication to the organization, reflecting a strong identification and involvement with its values

and goals. This commitment fuels employees' performance as their individual goals align with the organizational objectives³⁶.

As a result, when individuals within a company have faith in and embrace the core principles of the organization, they become more inclined to exert greater effort towards accomplishing its objectives and demonstrate a stronger dedication to the organization. This heightened level of commitment proves advantageous for the company since it indicates that employees strongly identify with the organization³⁷.

Motivation: Researchers and educators have traditionally regarded motivation as the driving force behind specific behaviors. It plays a crucial role in the overall process of human learning, acting as an instrumental element. Often, motivation is defined as the force that leads to predetermined behavioral outcomes. Specifically, it refers to the desire to achieve goals by exerting higher levels of effort in an organizational context. Employee motivation is typically associated with the concept of equity³⁸. Another researcher describes motivation as an internal process resulting from the interaction of three components. These components include a person's needs, their ability to determine ways to fulfill those needs, and the work environment that influences the action taken to meet those needs.

In general, poor job performance can have adverse effects on employees, especially those striving to fulfill organizational objectives. Poor performance occurs when an employee fails to meet the required performance standards (citation needed). Consequently, this can negatively impact overall workplace effectiveness and lead to increased work-related dissatisfaction in severe cases. Poor work performance falls under the broader category of incapacity (citation needed). It refers to an employee's failure to reach and maintain the employer's work

performance standards in terms of quantity and quality of output, presenting a growing challenge (citation needed). When an employee commits to performing their duties but fails to do so adequately, they are considered incapable (citation needed). In essence, poor performance is defined as the failure to perform a job satisfactorily or at an acceptable level.

Moreover, neglecting to address inadequate work performance can lead to several potential outcomes. Firstly; it may create feelings of resentment and negatively impact those employees who consistently meet the organization's performance standards. This, in turn, could hinder the overall achievement of the set standards for the organization, as individual contributions play a crucial role in reaching organizational goals.

By failing to confront poor performance issues, management sends a clear message to employees that they need not strive to meet performance expectations and that there will be no repercussions for their unacceptable behavior. Essentially, it sets a precedent that underperformance will be tolerated without any consequences. Contrary to concerns that taking action against an underperforming employee might lower morale among other employees, studies have shown the opposite to be true. Addressing poor performance and implementing appropriate measures can actually foster a more productive and positive work environment ^{39, 40}.

Moreover, the success of an organization is greatly influenced by the overall performance of its workforce. High-performance levels can drive an organization towards success, whereas poor performance may hinder its growth and progress⁴¹. Therefore, it is imperative for management to proactively address and rectify instances of poor work performance to ensure the organization's long-term success and sustainability.

2.1.2 Concept of Information Culture

The concept of information culture was first generally credited to a researcher who expressed the concept of information culture as one which was open to change and innovation, in particular, where management were responsive to information about the external environment⁴². In simpler terms, researchers have highlighted the importance of an information culture for an organization's success and competitiveness. This idea has led to further exploration and ongoing research⁴³. However, other researchers have expanded the concept of information culture⁴⁴. To encompass various cultural contexts, including situations where information may not be well-managed, as well as those with efficient and effective systems in place, benefiting all stakeholders.

Numerous researchers have examined the concept of information culture in the literature, resulting in diverse and sometimes contradictory definitions. It has been applied to different organizational settings, with insights from various information professionals. Despite its potential benefits for practitioners, understanding information culture can be challenging due to its ambiguous nature, with individuals rarely agreeing on a single definition^{45,46}.

The literature reveals two main clusters of definitions regarding information culture. One cluster views it as 'a culture of information,' where information is well-managed and utilized efficiently. The other cluster perceives it as encompassing cultural values, attitudes, and behaviors related to information, regardless of being positive or negative, effective or ineffective. As a result, all organizations and communities worldwide have an information culture, defined as the culture where intellectual resources are transformed alongside material resources. Knowledge and

information serve as primary resources for this transformation, resulting in processed intellectual products essential for positive material activities and development⁴⁷.

This implies that incorporating information literacy into the workplace requires a shift in focus from individual understanding to a broader organizational perspective. It is implemented by emphasizing the information culture, which highlights the significance and value of information for enhancing work efficiency and overall business performance⁴⁸. The values attached to information and the mindset towards it serve as essential indicators of an organization's information culture⁴⁹. These values and attitudes are shaped by various layers of the organizational culture. Consequently, information culture refers to the elements of organizational culture that influence how information is managed and it is intertwined with the organizational values, norms, and practices that shape the approach towards information creation and utilization. The researcher established a link between CEO information culture, the company's life cycle, and information interest and usage. A well-developed information culture was found to have a positive correlation with organizational practices that contributed to successful business performance. The conclusion drawn was that information culture is a strategic objective that should be planned for with the same level of importance as the transformation of physical resources. More recently, information culture has been described as a culture that recognizes the value and significance of information in achieving operational and strategic success. It emphasizes information as the foundation for organizational decision-making and readily exploits Information Technology as a facilitator for effective Information Systems^{50, 51}.

Information culture encompasses various elements that shape an organization's approach to communication, collaboration, and information management. It comprises communication flows,

cross-organizational partnerships, the internal environment (characterized by cooperativeness, openness, and trust), information systems management, information management, and processes and procedures. The integration of information culture with an organization's overall culture is crucial for its transformation into a knowledge-based entity.

Initially, an organization recognizes the need for an information culture, and to actualize this change, it communicates the ethos and commitment by restructuring to align with the components of an information culture. This ongoing process continues until an information culture becomes ingrained as the norm, indistinguishable from the broader organizational culture. At this point, the organization has evolved into a state where information availability and utilization are integral to everyday activities. The attitudes and values concerning information within the organization, influenced by interactions at national, occupational, and corporate levels, serve as indicators of the information culture within the organizational context.

In essence, information culture comprises the elements of an organization's culture that significantly influence its management and utilization of information. These manifestations are evident in the organization's values, norms, and practices concerning information creation and usage. Values refer to deeply held beliefs regarding information's role and contribution to the organization, as well as the principles guiding its creation and usage. Norms, on the other hand, are the socially accepted rules and standards that define what constitutes normal information-related behaviors within the organization. They can be explicit, codified as guidelines and policies, or implicit, observed in day-to-day information activities. Additionally, norms may be descriptive, reflecting actual behavior, or injunctive, indicating attitudes based on values⁵².

Both values and norms collectively shape the information practices of individuals and groups within the organization. These information practices, observable and stable patterns of working and interacting, link people, information, and technology in the social performance of organizational work. Since information practices are enacted within a social structure of roles, rules, and warrants, they inherently represent cultural norms and values.

Recent studies also perceive information culture as socially shared patterns of behaviors, norms, and values that define the significance and usage of information within an organization. In this context, values remain the deeply ingrained beliefs about information's role and contribution, while norms continue to define the acceptable and expected information-related behaviors. As information behaviors are enacted within a social structure of roles, rules, and warrants, they continue to serve as manifestations of cultural norms and values.

The concept of information culture is likened to organizational culture but has a distinct focus on the shared assumptions, values, norms, and behaviors that influence how an organization perceives, manages, and utilizes information. To establish a typology of information culture, researchers built upon Cameron and Quinn's cultural framework, which proposes two fundamental dimensions to differentiate information cultures based on different empirical studies. The first dimension, Information Values and Norms, distinguishes between norms that prioritize information control and integrity from those that emphasize information sharing and proactive usage. Information control and integrity pertain to the organization's emphasis on gathering and utilizing accurate, dependable information for internal control or performance monitoring. On the other hand, information sharing and proactive behavior refer to the extent to which an organization encourages information sharing, collaboration, and innovation among its members.

The second dimension, Information Behaviors, differentiates between behaviors that prioritize seeking and utilizing information about the organization's external environment (external focus) and behaviors that prioritize gathering information about the organization's internal functions and personnel (internal focus). An external focus aims to understand the organization within its industry context and anticipate environmental changes. Conversely, an internal focus is directed at maintaining or strengthening the organization's identity and improving internal operations.

By intersecting these two dimensions, four quadrants emerge, representing four distinct information culture types labeled as Result-oriented, Rule-following, Relationship-based, and Risk-taking (4R framework)⁵³. Each information culture type can be characterized by a set of 5 attributes, representing their distinctive aspects: (1) the primary objective of information management, (2) information values and norms, and (3) information behaviors encompassing information needs, information seeking, and information use.

In a Result-oriented culture, the central aim of information management is to facilitate the organization's competitiveness and success in its market or sector. The culture's information values and norms prioritize control and integrity, where the significance lies in accurate and reliable information to evaluate performance and achieve goals. External information becomes the primary focus, with the organization seeking data about customers, competitors, markets, and its own performance to stay informed. Vital sources for information include customers, business partners, market research, industry, and government sources. The information collected is put to use (3) for understanding clients and competitors, as well as evaluating overall performance.

On the other hand, in a Rule-following culture (1), information management revolves around controlling internal operations and reinforcing rules and policies. The culture's information

values and norms (2) also emphasize control and integrity, with a strong emphasis on accurate and reliable information to standardize processes, improve efficiency, and ensure compliance. Internal information takes precedence, with the organization seeking data about internal processes, workflows, and regulatory or accountability requirements. Essential sources include policy documents, data generated by operations, and specialists who provide advice on technical or legal matters. The information collected is used (3) to govern operations, enhance efficiency, and maintain accountability.

In contrast, a Relationship-based culture (1) focuses on managing information to promote communication, participation, and a sense of identity within the organization. Information values and norms (2) in this culture prioritize sharing and proactive information use, which fosters collaboration, cooperation, and the willingness to contribute and act on information. The primary focus remains on internal information, with individuals seeking information about their colleagues, project teams, social groups, and information for personal and group development. Vital sources include well-connected individuals, friends, peers, and human resource data. The information collected is utilized (3) to encourage communication and interpersonal interactions that enhance engagement and commitment.

In summary, different information cultures can be distinguished by their unique attributes: the goal of information management, information values and norms, and information behaviors concerning information needs, seeking, and use.

In a culture that embraces risk-taking, the handling of information is geared towards fostering innovation, creativity, and the exploration of novel ideas. The values and norms governing information emphasize the sharing of knowledge and proactive utilization of information, which

in turn fosters innovation, the development of new products or capabilities, and a bold approach to taking initiative. This type of culture places a strong emphasis on seeking external information, actively searching for ideas related to new products, unexplored markets, and emerging trends or changes in the organizational environment. Sources of valuable information include creative and visionary individuals, market and technology experts, as well as relevant industry and government sources⁵⁴.

The use of information in this culture revolves around identifying and evaluating opportunities, and it encourages entrepreneurial risk-taking while simultaneously managing potential risks. It is important to note that an organization's information culture may not neatly fit into a single category, but rather, it is likely to exhibit norms and behaviors from various types to different degrees. However, it is hypothesized that one or two culture types would dominate within most organizations.

Three "information capabilities" was proposed that constitute an organization's Information Orientation, which has a direct impact on performance outcomes. These three capabilities are as follows: Information technology practices: This capability focuses on the effective management of IT applications and infrastructure to support operational processes, business activities, innovation, and managerial decision-making⁵⁴.

Information management practices: This capability pertains to the efficient handling of information throughout its life cycle, encompassing processes such as sensing, collecting, organizing, processing, and maintaining information. Information behaviors and values: This capability involves instilling and promoting behaviors and values that encourage the effective and meaningful use of information among individuals within the organization.

According to the authors, an organization must demonstrate strength in all three capabilities to achieve superior performance results⁵⁵. However, six key information behaviors and values were identified and defined the information culture within an organization. These characteristics include information integrity, formality, control, sharing, transparency, and proactiveness. Information integrity refers to the trustworthy and principled use of information at both the individual and organizational levels. It establishes limits beyond which individuals may not venture and implies that there are certain inappropriate ways of utilizing information, which will result in sanctions.

Information formality pertains to the willingness to rely on and trust institutionalized information sources over informal ones. Information control involves the continuous presentation of performance-related information to individuals, enabling them to manage and monitor their performance. Managers employ information to oversee operational activities and make decisions that align with their strategic objectives, ultimately improving business performance.

Information transparency is characterized by the openness in reporting and presenting information on errors and failures. This approach allows members of the organization to learn from mistakes, fostering a culture of continuous improvement.

Information sharing denotes the willingness to provide others with information in a collaborative and appropriate manner. Senior managers notably recognize the importance of internal information sharing in this regard. Proactiveness entails an active concern for obtaining and applying new information promptly in response to changes in the business environment. This proactive stance aims to stimulate innovation in both products and services⁵⁵.

Efforts to oversimplify culture have been frequent, especially concerning organizational culture. The roots of such oversimplification can be traced back to the populist management theory of

Thomas Peters and Richard Waterman, presented in their bestseller "In Search of Excellence" in 1985. In their quest for excellence, Peters and Waterman attributed a crucial role in a company's success to its organizational culture, suggesting that struggling organizations could achieve success by merely changing their cultures. However, culture's complexity goes beyond simple modifications; it involves acknowledging the profound influences of fundamental values and beliefs⁵⁶.

Scholarly research has played a crucial role in challenging this simplistic view, with Geert Hofstede's research being particularly instrumental in promoting awareness of the various layers or levels of culture. Within organizational contexts, three significant layers have been identified: national, occupational, and corporate culture. The corporate culture layer stands as the most surface-level and susceptible to change. This layer can be impacted, for instance, by a shift in leadership that may encourage the adoption of different management styles or through changes in the visual representation of the organization to reflect new strategic directions or desired images.

Nevertheless, it is essential to recognize the substantial influence exerted by the underlying layers of culture, shaped by individuals' socialization, upbringing, education, and career choices⁵⁶. In a similar manner, the concept of information culture can be seen as a multi-level concept. Utilizing a three-level framework for analysis not only helps to recognize the various influences at play but also aids in distinguishing between factors that are superficial and easily changeable from those that are deeply ingrained and resistant to change.

To facilitate discussions about information culture perspectives, a comprehensive three-level pyramid model has been developed. This model does not focus on the mere creation, availability,

and utilization of information. Instead, it centers on understanding people's behaviors, their inherent values, and attitudes that influence how information is generated and managed. The different levels in the model reflect the ease or feasibility of modifying the factors at each level.

At the base of the pyramid (Level 1), there are factors that are both highly influential and challenging to modify. Identifying these factors can be difficult, but without a full awareness and understanding of what is happening at this fundamental level, it becomes nearly impossible to effect any meaningful change or achieve desired outcomes from new strategies.

One crucial factor at the base of the pyramid pertains to the value and respect accorded to information. This involves recognizing the need to manage information for various distinct purposes, such as using it as evidence, for accountability, and for knowledge creation and awareness. Similarly, the focus could be on data management, taking into account different purposes depending on the specific environment under examination. Predicting the values held by individuals in different roles requires more empirical data.

The second factor at Level 1 concerns information preferences, which is equally intricate. Preferences can be broadly categorized into three groups, often associated with national cultural differences. The first category of information preferences relates to the need for explicit versus implicit information to communicate effectively. High-context communication relies heavily on implicit information conveyed through pictures or images, while low-context communication places more emphasis on explicitly expressed text. These communication styles have been linked to national cultural differences, particularly in terms of individualism versus collectivism.

The second category of information preferences is also connected to national differences, particularly in high and low context cultures. People from low-context cultures tend to seek

information about decisions and deals from research-based sources. They rely on reading, reports, databases, and other factual information. In contrast, individuals from high-context cultures may initially seek information from trusted individuals within their social groups rather than immediately turning to written resources.

To summarize, the notion of information culture is complex, involving multiple levels of influence. By using a three-level pyramid model, researchers can better understand the dynamics of information culture and distinguish between changeable and deeply rooted factors. Understanding the values and preferences of individuals in relation to information is crucial for implementing effective strategies and bringing about meaningful change.

Once more, this factor will impact inclinations towards generating, utilizing, and preserving written materials. The third information preference category pertains to individuals' willingness to share information with others and the extent to which they find it appropriate to do so in detail. This characteristic has also been associated with variations in national cultures' positions on the individualism/collectivism spectrum. In this regard, work organizations in collectivist countries are more inclined to view sharing information as a key aspect of organizational success, in contrast to individualist countries where withholding information might be considered an attribute of organizational success⁵⁷. The consequences of these differing beliefs can significantly influence the effectiveness of any organization-wide information management systems that are put into place. It is crucial not to assume that just because a system or strategy has succeeded in one cultural context, it will have similar success in another.

The intermediate layer of information culture focuses on people's skills, knowledge, and experience in managing information, irrespective of the purpose for which the information or

data needs to be handled (e.g., as evidence, for accountability, or for knowledge promotion). Two perspectives are relevant here: literacy and understanding of relevant societal requirements^{57, 58}.

Information and digital literacy skills have become crucial in today's fast-paced environment, where accessing, creating, using, and sharing information is readily available to everyone through various technologies, eliminating the necessity for information professionals like archivists, stage managers, or actors to act as intermediaries. Since the introduction of information, the interest and participation of film actors, actresses, and movie practitioners in this concept have grown significantly⁵⁹. Consequently, the interpretation of information literacy has become a subject of debate with multiple interpretations. Three primary discourses on information literacy have been identified: the acquisition of information-related skills, the development of cognitive habits, and involvement in information-rich social practices.

A significant portion of the literature on information literacy focuses on defining various literacies, all of which are related to different types of information (e.g., digital literacy, new literacies, visual literacy) and how they are interconnected. Researchers and commentators seem particularly driven to comprehend information literacy in the ever-changing landscape of social media, often attempting to offer a comprehensive view of information literacy in today's context⁶⁰.

Regarding digital technologies, literacies encompass the abilities individuals or social groups employ when interacting with digital tools to create or interpret meaning within social, educational, and professional contexts⁶¹. This broad definition includes interactions with all kinds of information, such as the movie recording systems that film practitioners may use for

business transactions with consumers and the utilization of personal devices like mobile phones to generate and maintain digital records. Additionally, some researchers propose information literacy as a metaliteracy, which encompasses related literacies. They identify seven areas of practice: understanding formats and delivery methods, assessing user feedback, providing context for user-generated information, evaluating dynamic content, producing original content in multiple media formats, understanding personal privacy, information ethics, intellectual property issues, and sharing information in participatory environments. The demand for information and digital literacy continues to grow exponentially due to the ongoing development and integration of new technologies into everyday life. As technology advances, the complexity of required knowledge and skills also increases⁶¹.

The paradox lies in the fact that as technology aims to improve user interactions and make things easier, it becomes harder to identify skill deficiencies. Consequently, understanding the consequences of online behaviors and decisions becomes obscured. This paradox is evident in workplace situations where employees may appear fluent in technology usage but lack understanding of critical aspects like file formats and storage options. As a result, decisions are made without considering the long-term sustainability of information or the risks associated with unauthorized access⁶².

Decisions regarding corporate IT governance are likely to manifest in the IT department's policies and procedures, whether formally documented or not^{63, 64}. These decisions may encompass various aspects, such as setting limits on email in-box sizes or shared file repositories. When these decisions are made solely from an IT perspective, their primary focus might be on achieving IT-related objectives, like enhancing processing speed and response times. However, it

is crucial that these decisions also align with information management interests. For example, if size limits lead to the bulk deletion of emails and documents for people to continue their work, it could have adverse implications for preserving movie/film recordings for archival purposes.

Another critical aspect at level three pertains to interpersonal relationships between individuals responsible for providing information management services, such as movie directors, stage managers, and actors/actresses, and their target users in workplaces or social settings. Trust plays a vital role in this context. If the information management role is not trusted, people may not cooperate fully, fearing the loss of important information. Knowledge workers, in particular, heavily rely on information as the foundation of their work.

Without sufficient access to necessary information, achieving work goals becomes increasingly difficult, and failure becomes a genuine possibility. Consequently, individuals may feel compelled to circumvent or sabotage local information management systems to fulfill their work obligations, and the significance of this cannot be underestimated. Addressing this level three factor necessitates introspection on the part of information professionals and a willingness to genuinely listen and address user concerns⁶⁵. Essential information and digital literacy skills needed in most workplaces include handling information overload, awareness of open source vs. proprietary systems, familiarity with different file formats, cloud computing, and specific training for particular systems.

At the middle level of the information culture framework, the concept of metaliteracy is emphasized, which involves understanding the laws, standards, and norms relevant to one's work and living environments. This includes aspects related to privacy, personal information protection, access to official information, and intellectual property concerns. Addressing not only regulatory compliance but also ethical implications and dilemmas is crucial.

To determine the knowledge, skills, and expertise required for information management, an assessment of current competencies can be performed. However, developing effective training programs necessitates considering the features identified at level one (basic information literacy) and level three (unique workplace realities). At the top of the pyramid (level three), the factors identified are the most open to change compared to those at the base. Yet, successful implementation of change depends on a good understanding of the characteristics of the features at levels one and two.

Regarding information management in organizations, critical decisions are made about information governance. At level one, it is crucial to be aware of the constraints and opportunities presented by the technological infrastructure of the country or geographic region. At level three, the focus shifts to the local environment, including corporate information technology governance, which involves the systems, policies, procedures, and specifications for the overall information architecture and security considerations. To ensure effective information management, it is essential to consider all these factors and the interplay between different levels of the information culture model.

2.1.3 Concept of Innovative Culture

In all aspects of an organization, from generating ideas to bringing products or services to the market, Innovation plays a crucial role. Some researchers have identified five consistent stages in the innovation process: idea creation, exploration and development, application, commercialization, and internalization. The essence of innovation lies in transforming valuable ideas into new methods that benefit the organization, its customers, employees, and investors. It is vital to recognize that organizational innovation should not solely rely on individual creativity but should be viewed as a collective effort to elevate innovation as a valuable asset for the

organization. Establishing a synergy between individuals and stakeholders is crucial for fostering organizational innovation⁶⁶.

Innovation is characterized as the introduction of novel products or processes within the company, not necessarily new to the world or other industries. It involves bringing together fresh ideas that are new to the adopting industry or creating something entirely new that holds significant value for the relevant unit of adoption. An idea can be considered innovative if it is original to the individual who conceived it, even if it may not be entirely novel to society as a whole⁶⁷. Researchers have identified five dimensions of innovation: the introduction of new products or services, innovative production methods, entering new markets, utilizing new sources of supply, and introducing new forms of competition⁶⁸. While these dimensions encompass different aspects of “newness” some scholars have linked innovation with "change," while others emphasize the impact of newness on the adopting unit and its beneficiaries, including both producers and consumers of innovation. In summary, innovation is intentionally introducing and applying new ideas, processes, products, or procedures within a role, group, or organization, designed to significantly benefit individuals, groups, organizations, or society at large.

"In the realm of organizational culture, much like the concept of innovation culture, the term 'innovation culture' is frequently used but seldom clearly defined⁶⁹. Existing research also lacks strong evidence of a universally accepted definition for innovation culture. Instead, the literature on innovation culture tends to focus on what constitutes an innovative organizational culture. In essence, innovation culture can be understood as a mindset and behavior that fosters the creation, development, and establishment of values and attitudes within a company. These values and attitudes, in turn, encourage the acceptance and support of ideas and changes aimed at enhancing

the firm's functioning and efficiency. However, such changes may sometimes challenge conventional and traditional behaviors.

The significance of innovation culture lies in its role as a crucial indicator for instilling confidence and driving growth within an organization. In highly turbulent markets, a company's ability to innovate becomes the most decisive factor for gaining a competitive advantage⁷⁰. Innovation extends beyond just products and can encompass procedures and machinery used in the core operations of an organization. Process innovation refers to the application of novel or improved creation and delivery techniques, involving substantial changes in methods, equipment, or software. It can be categorized into improvements or changes made to existing procedures and techniques used in product manufacturing or service delivery. Process innovation involves enhancing equipment, technology, and software to optimize production or delivery methods. These innovations are typically new to the organization and have not been previously implemented.

Firms adopt process innovation to improve business efficiency and decrease production costs, aiming to produce innovative products and satisfy customer needs. To stay competitive in the market, companies often engage in process innovation to keep pace with industry peers⁷¹. Product innovation refers to the introduction of a new or improved good or service, incorporating advancements in features, materials, software, user-friendliness, or other functional aspects. It serves as a fundamental aspect of innovative organizations, offering a significant competitive advantage in both new and established markets. Unlike a single implementation or improvement, product innovation involves a more comprehensive and ongoing process. It involves creating a new product or enhancing an existing one in terms of its features, intended use, software, user-

friendliness, components, or materials. Classic examples of product innovation include the development of the first digital camera and microprocessors.

The primary goal of product innovation is to attract new customers, prompting organizations to create or modify products based on customer demands. In industries with short product life cycles, innovation becomes necessary to stay competitive. Highly competitive sectors, such as banking, adopt product innovation as a means to gain a competitive edge and achieve higher profits. Studies have indicated that firms engage in product innovation to outcompete rivals in the market. Successful product innovation directly influences a company's performance and overall success, making it a key factor for growth and market share expansion.

Additionally, marketing innovation complements the marketing concept and involves strategies that significantly deviate from conventional marketing practices. The underlying principle of marketing innovation is to go beyond traditional rules to ensure success and attractiveness in modern markets. Marketing innovation thrives on playfulness, boundlessness, and provocativeness. It encompasses various areas such as personal marketing, ambient marketing, environmental marketing, guerrilla marketing, ambush marketing, buzz marketing, viral marketing, product placement, mobile marketing, word of mouth marketing, geo-marketing, behavioral marketing, and others. These areas are continually evolving, and their definitions and categorizations might vary. Scholars often classify innovative marketing into six specific areas: technology-driven innovation, innovation based on unique control methods, customer-centric innovation, imaginative innovation, research-based innovation, and innovation based on functional excellence⁷².

In the ultimate summary, marketing innovation can be defined as the act of introducing fundamentally novel concepts, products, services, or technologies, all rooted in market-driven ideas that stem from diverse customer desires. According to some research on innovative marketing, it revolves around six key functions, which encompass: product design or packaging, product placement or communication channels, product promotion or pricing strategies, market approach, product delivery, and service delivery. The examples provided to illustrate these functions include the utilization of applications, leveraging social media, and involving customers in various processes⁷³.

"Furthermore, Organizational innovation can be defined as the adoption of novel ideas or behaviors within a particular organization⁷⁴. It encompasses fresh approaches to work organization and accomplishment, aimed at fostering a competitive advantage. Organizational innovation can manifest as a new product, service, technology, or administrative practice⁷⁵. The process of organizational innovation involves identifying and addressing problems while actively developing new knowledge to solve them. It encompasses product innovation, process innovation, and marketing innovation, each with distinct and shared variance among the other forms of innovation. Another perspective on "organizational innovation" refers to the creation or adoption of original ideas or behaviors that are new to the organization⁷⁶. Moreover, organizational innovation involves the implementation of new organizational methods, such as changes in business practices, workplace organization, or external relations.

Accordingly, a typology of organizational innovation categorizes it into four types: (1) structural organizational innovation, which pertains to altering the divisional structure of organizational functions, hierarchical levels, and information flow; (2) procedural organizational innovation, which focuses on modifying the process and operation routines within the firms; (3) intra-

organizational innovation, occurring within the boundaries of the organization; and (4) inter-organizational aspects of innovation, referring to novel organizational structures and processes that exist beyond the firm's borders⁷⁷. In conclusion, organizational innovation fosters a creative approach among employees or organizational agents to tackle organizational challenges and seek solutions that are considered new to the organization and possibly novel to the industry or business community as a whole.

Innovation Culture refers to a specific arrangement that fosters natural innovative thinking among all employees within an organization. It comprises five dimensions that encompass the presence of innovative leaders, teams, and individuals, as well as an organizational context conducive to innovation and easy external connections. These dimensions are built on a foundation of innovator skills, such as observation, questioning, networking, experimentation, and association, which need to be spread throughout the organization⁷⁸.

The responsibility for managing an organization's culture lies with its leaders, and bringing about changes will require their personal commitment and introspection. For instance, transitioning from traditional to self-governing management necessitates profound personal questioning by managers. Innovative organizations are often led by innovators who have created products, developed discovery skills, and believe in their ability to make a difference in the world. Leaders play a crucial role in cultivating innovation within all sectors of the organization and fostering creativity among staff as the initial step towards innovation⁷⁹.

Each level of hierarchy can contribute to variations in the organizational climate, with some units being more innovative than others due to the influence of their managers. However, the behavior of leaders and managers is influenced by the culture of their country, including factors like

power distance and uncertainty tolerance, which can impact the innovation process. Innovation tends to thrive in cultures with low power distance and high tolerance for uncertainty, whereas cultures with high power distance may prioritize hierarchical ideas, and intolerance to uncertainty may delay the implementation of new ideas⁸⁰. The given factors indicate that establishing an innovation culture within a company is likely to be more feasible in low-power distance societies compared to those with high-power distance. In the latter scenario, the innovation culture might clash partially with the country's prevailing culture where the company is situated. Furthermore, fostering an innovation culture is expected to be more attainable in societies that embrace high levels of uncertainty tolerance, rather than those with low uncertainty tolerance.

The majority of innovative work takes place within teams, but the level of creativity displayed varies from one team to another. The team's performance in generating and promoting ideas is closely related to its motivational orientation. This refers to the process through which individuals or groups align their actions with their objectives, values, and norms. Motivation can take the form of prevention, where the focus is on avoiding losses, or promotion, where the aim is to obtain benefits and reach an ideal state.

Innovative companies tend to prefer small, well-structured project teams that bring together individuals with complementary discovery skills. These discovery skills are essential for creative work. For a team to be effective in fostering creativity, it should be composed of individuals with diverse skills, possess good communication abilities, be open to new ideas, and have the capacity to challenge, trust, and assist each other. In such an environment, individuals benefit greatly from the support of the team.

The presence of an innovative individual with exceptional discovery skills is critical within an organization. This person is the source of creativity, generating new and valuable ideas, and plays a significant role in implementing these ideas, thereby driving innovation within the organization⁸¹. Consequently, such innovative individuals make substantial contributions to the organization's overall innovation performance.

Researchers have identified seven factors to measure the innovation culture, and two of these factors relate to individuals. The first factor is empowerment, freedom, and creativity, emphasizing the importance of allowing individuals to have autonomy and creative freedom. The second factor is commitment to the innovation process, which highlights the significance of individuals being dedicated to the process of innovation⁸².

Furthermore, results from work engagement surveys indicate a direct correlation between individual engagement and the innovation levels of the firm. Employees fall into three categories: engaged, non-engaged, and actively disengaged. Engaged individuals work passionately and align with the company's vision, actively fostering innovation and acting as driving forces. Non-engaged employees fulfill their job requirements without much passion or commitment. Finally, actively disengaged individuals are dissatisfied at work and may even undermine the efforts of others.

Another study proposes a model to analyze organizational cultures based on two dimensions: stability and control versus flexibility and discretion, along with internal focus and integration⁸³.

This model identifies four types of corporate culture: hierarchy (control and internal focus), market (control and external focus), clan (flexibility and internal focus), and adhocracy

(flexibility and external focus). Among these types, only the adhocracy quadrant is associated with an innovation culture.

Researchers also put forward an evolutionary model for organizational culture, tracing back to prehistoric times when human societies developed new social structures, bringing about radical organizational innovations. In today's societies, five types of organizations coexist: Red organizations, dating back to hunter-gatherer times, characterized by relational violence, division of tasks, and the notion of hierarchy. An example is the mafia. Amber organizations, which emerged with agriculture, known for their conformity and stability over time. Some public administrations exemplify this type.

Orange organizations, born during the Renaissance and industrial revolution, live by the success paradigm. They introduced innovation, responsibility, and meritocracy. Many multinational companies operate in this mode. Green organizations, which emerged approximately 40 years ago with the information society, focus on empowerment of employees, stakeholder integration, and values-based approaches. Opal organizations, a recent stage, have invented self-governance, self-assertion, and a purpose-driven evaluative approach.

In today's society, the predominant organizational types are either amber or orange. According to this model, innovation is an essential element of orange, green, and opal stage organizations, and the innovation culture strengthens as organizations progress through these evolutionary stages. On the other hand, innovation is not inherent in the red and amber stages. Hence, the innovation process will differ based on the organization's stage of evolution and the level of development of the innovation culture. In natural innovative environments, the innovation process requires less framing and explanation.

Some methodologies focusing directly on organizational workflows scrutinize the presence or absence of optimal approaches to gauge an organization's potential for fostering innovation. These identified practices are intrinsically tied to the internal dynamics of the organization, encompassing aspects like creativity, new product development, human resources management, strategy, innovative project management, and knowledge management, all of which directly impact the product and customer relations.

In addition to the mere presence or absence of specific practices, it is equally valuable to explore how an organization adapts its methodologies over time and the pace of these evolutionary changes. Certain researchers propose that fostering innovation necessitates leveraging skills, where a company's general philosophy should encompass four principles: the democratization of innovation, prioritizing disruptive innovation, forming small and structured project teams, and embracing intelligent risk-taking. Business processes can be seen as a fifth guiding principle, formulated as follows: processes should empower innovators and facilitate the utilization of discovery skills⁸⁴.

The assessment of an organization's innovation culture, as outlined in key factors, also involves elements tied to the organizational context, which should be embraced by all employees. These factors encompass the social representation of innovation, organizational learning capacity, market orientation (product, customer, and competitor), value orientation, and an agile and flexible environment. This evaluation primarily examines the organization's underlying philosophy of action.

A different perspective, originating from another study focusing on the work environment's role in fostering innovation, highlights certain key elements⁸⁵. These factors include the absence of

organizational barriers, adequate resources, a well-defined innovation process, the presence of competent innovation management, meaningful work, an appropriate level of challenge for all individuals, and a motivation to innovate. Similarly, the Silicon Valley innovation ecosystem was analyzed using a comparable approach and the authors used the analogy of the Amazonian Forest to illustrate their findings. This ecosystem model suggests that innovation thrives in lush and rich environments with ample exchanges, often emerging unexpectedly like "weeds" without deliberate encouragement. This stands in contrast to the traditional field approach with a rigidly defined process and continuous elimination of potential disruptions. This concept aligns, in part, with Frédéric Laloux's evolutionary model, wherein natural innovation doesn't require a formalized process and develops spontaneously, akin to weeds⁸⁶. Consequently, Silicon Valley start-ups appear to follow seven implicit rules⁸⁷: "Break the rules and dream," "Open doors and listen," "Trust and be trusted," "Experiment and iterate together," "Seek fairness, not advantage," "Err, fail and persist," and "Pay it forward." These rules correspond with several elements identified by other authors, such as empowerment and freedom, a focus on promotion, the pursuit of disruptive innovation, innovator's skills, interpersonal trust, low power distance, value importance (in this case, equity over benefit), dealing with uncertainty and risk, and a permeable boundary between the organization and its external environment.

One aspect of the culture of innovation revolves around the significance of interactions with entities outside the organization. For researchers, this facet of openness aligns closely with differentiation and competition. The latter two characteristics pertain exclusively to organizations in the orange stage. During this phase of development, organizations foster distinct types of external relationships. In the red stage, the prevailing attitude is perpetual conflict, viewing others as enemies. In the amber stage, organizations aim for self-sufficiency and seek to

avoid any connections with the outside world, treating change and other entities with suspicion. The orange stage is characterized by intense competition among organizations, akin to competition between individuals. Here, others are seen as rivals, and the goal is to outperform them. In contrast, the green stage revolves around the pursuit of justice, equality, and harmony across all levels, embracing stakeholders, shareholders, management, employees, civil society, and nature for mutual benefit. In this stage, others are perceived as valuable counterparts. As for the opal stage, the organization becomes self-governing and integrates humanity holistically. In this model, every relationship, whether internal or external, is nurtured to be fruitful. Consequently, depending on the type of organization, the external relationship evolves from denial and suspicion to trust and cooperation⁸⁸.

However, networking plays a crucial role in the discovery skills sought at all levels of the company (individuals, teams, management)⁸⁹. This means that external relations are a responsibility for all staff, resembling opal organizations, where each individual has direct contact with the outside world, being on the “front line⁹⁰.” There are various ways to approach external links. For instance, looking from within the organization, one might examine the place of the client in the design process or the company's integration into a network, akin to looking through a window. In contrast, a broader approach, as presented in The Rainforest, allows for dynamic and interactive mapping of the ecosystem, exploring the perimeter around the organization, including stakeholders, institutions, large groups, financiers, entrepreneurs, population, local culture, and available skills⁹¹. It also incorporates a temporal dimension, making collaborative projects and changes of direction possible, easy, and fast.

Within an organization, cultivating an innovation culture primarily relies on developing discovery skills among managers, teams, and individuals. Additionally, an innovation culture

flourishes when it is supported by a conducive context of empowerment, motivational orientation, internal and external cooperation, and fundamental values⁹². Relationships with the external environment, which foster innovation, possess three essential characteristics: they are built on a benevolent view of the external environment, supported by a multitude and diversity of internal/external contact points, and facilitated by the ease and speed of establishing collaborations.

Self-assurance enables individuals and leaders to express and develop their discovery skills. Trust in others facilitates horizontal management approaches, reducing power distance, and promoting empowerment and cooperation within the organization and with external entities. Furthermore, having confidence in the future encourages acceptance of uncertainty and risk. Trust in others plays a significant role in fostering cooperation within large organizations, collaboration with unfamiliar parties, and predicting organizational performance. It is closely linked with confidence in the future, and together, they diminish the perception of risk.

Innovation culture consists of various factors that provide organizations with the confidence necessary to express innovation in their sector, businesses, and products. Cultivating an innovation culture relies on long-term recruitment and training strategies, value-based management, and organizational development policies through projects.

The relationship between technical culture and innovation culture is intricate and evolving. The innovation culture is distinct from the knowledge, skills, and professions within a company, which are essential but insufficient for driving innovation. Instead, technical culture supports the capacity to innovate without solely determining it, while the innovation culture, through trust, allows this capacity to be realized. Technical culture can be considered a prerequisite for

innovation as historical evidence shows that the modern approach to innovation emerged from the technical culture and the aspirations of engineers, alongside consumer needs. This conceptualization highlights the dynamic interplay between technology and usage observed in contemporary innovation strategies⁹³.

The film industry is a sector that has combined technological advancements with creative and artistic experimentation throughout its history⁹⁴. It can be considered a chronicle of innovative breakthroughs in filmmaking, beginning with the creation of the cinematograph, a motion picture film camera, in the late 19th century, which marked the birth of cinema. Since then, the film industry has continually embraced and adapted various innovations. These include adopting new equipment, exploring novel ways of utilizing tools, and introducing innovative approaches to organizing the film production process. These advancements have led to significant aesthetic improvements, the emergence of diverse film styles and genres, and the mastery of innovative filming techniques, among other developments⁹⁴.

However, defining, categorizing, and representing all the innovations that have shaped the film industry over time is a challenging task due to the vast range of innovations involved. Film innovations encompass both tangible aspects like technological advancements and equipment, as well as intangible aspects like aesthetic choices and film styles, which are highly subjective⁹⁴.

Innovations have played multiple roles within the film industry. They have not only enhanced production processes but also generated new cinematic effects and served as tools for implementing fresh business strategies⁹⁵. Innovation has been an integral part of the film industry since its inception⁹⁶. To understand the main innovative culture in the film industry over time, attempts have been made to categorize innovations based on traditional measures found in

literature, such as product, process, and organizational innovations, as well as soft innovation prevalent in the creative industries⁹⁶. Additionally, each type of innovation is examined in relation to the various stages of the film value chain, allowing for a comprehensive understanding of the innovative culture in different film clusters. Some film clusters encompass all stages of the value chain, while others specialize in specific stages. Consequently, the presence of an innovative culture within particular film clusters depends on their specialization⁹⁶. For instance, film clusters with all stages of the value chain present have facilitated diverse film innovative cultures, while clusters focusing on digital special effects or animation have primarily seen innovations concentrated in regions like Silicon Valley and London^{97, 98}.

The film industry has a rich history of advancements driven by new or improved technologies. Among these innovations, the most significant was the introduction of sound in the mid-1920s to mid-1930s, which can be likened to the invention of cinema itself⁹⁹. Since then, the industry has constantly evolved with subsequent innovations, such as the introduction of color motion picture films. However, one of the latest and most impactful breakthroughs has been the adoption of digital technologies, transforming various aspects of film production, distribution, and consumption¹⁰⁰.

It is worth noting that digital technologies have not only improved existing processes but also supported the creation of new film products, sparking important debates among filmmakers and academics regarding its consequences on the film industry. Processing innovation has also played a crucial role, as innovative ways of editing film content can lead to new cinematic effects, regardless of whether the underlying technology is old or new.

Beyond technological and product innovations, the film industry has seen significant changes in organizational practices. Organizational innovation encompasses new methods of film

production, distribution, marketing, and exhibition. Researchers have pointed out that even the inception of films itself was an organizational innovation, revolutionizing the entertainment business with standardized and automated distribution and organization within theatres¹⁰¹. The film industry continues to experience a constant flow of product, process, organizational, and soft innovations, some of which are attributed to specific national industries or regions. However, there is still much to uncover about the dynamics within particular clusters, even though they may focus on specific elements of the film value chain.

In an innovative culture, continuous improvement is the norm, achieved through the generation and implementation of ideas across all parts of the organization¹⁰². Researchers have identified several activities that foster the growth of an innovative culture, many of which overlap with findings from other studies. One such activity that can promote innovation in the film industry is investment. By focusing not only on the initial functions but also on integrating innovation at different levels within the industry, growth in innovative practices can be facilitated.

Another activity that contributes to an innovative culture is benchmarking. This involves evaluating an organization's internal and external operations from an innovation perspective using methods such as surveys and performance analysis. Additionally, involving customers directly can help foster an innovative culture as they provide valuable insights that can be utilized for product or service development in the film industry.

Selecting innovative individuals, such as actors, actresses, stage managers, and movie directors, is crucial for cultivating an innovative culture. It is important for the film industry to be open to all and encourage everyone to contribute their new ideas. However, during the recruitment process, it is essential to ensure that the individuals hired are receptive to and embrace

innovation, and possess the potential for innovative thinking in the future. This helps in building a truly innovative culture within the industry.

The film industry must also be willing to take risks, acknowledging that only a small fraction of the many ideas generated may ultimately succeed. Embracing failures and errors of major players while rewarding efforts, not just outcomes, further promotes an innovative culture. Moreover, various aspects, such as "reward systems for innovation" and "training for creativity and innovation," contribute significantly to fostering an innovative culture within the film industry. By developing a learning culture that encourages creativity and innovation, the industry can nurture a climate of continuous improvement and progress.

2.2 Theoretical Framework

This section explains the various theories and models that can be used to describe the influence of innovative culture and information culture on job performance of administrators in the Yoruba film industry in Nigeria. Basing on this, the following theories are reviewed to indicate the relationship between innovative culture, information culture and job performance which includes John Campbell Theory of Job Performance, Information Orientation Theory and Resource Base View Theory

2.2.1 John Campbell Theory of Job Performance

The job performance theory was propounded by a researcher ¹⁰³. The general latent structure of job performance was described in terms of eight distinct dimensions. The eight factors are: job specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision, and management or administration. Job-specific task proficiency is defined as the

degree to which the individual can perform the core substantive or technical tasks that are central to a job and distinguish one job from another. Non-job-specific task proficiency, on the other hand, is used to refer to tasks not specific to a particular job, but is expected of all members of the organization. Demonstrating effort captures the consistency or perseverance and intensity of the individuals to complete the task, whereas maintenance of personal discipline refers to the eschewment of negative behaviours (such as rule infractions) at work¹⁰⁴. Management or administration differs from supervision in that the former includes performance behaviours directed at managing the organization that are distinct from supervisory or leadership roles. Written and oral communications reflect that component of the job performance that refers to the proficiency of an incumbent to communicate (written or oral) independent of the correctness of the subject matter. These eight dimensions are sufficient to describe the latent structure of performance at a general level which could be high or low.

It could be pointed out that the salience or importance of these eight dimensions differs across occupational groups. Further, each of the eight factors are proposed to have sub-factors that will also vary in their degree of salience across occupations. The true score correlations between these eight dimensions can be assumed to be small enough to consider them distinct. Each dimension is likely to produce rank ordering of employees that is different.

In conclusion, theory of job performance is perhaps the most central construct in work psychology. Explanation of this construct is important for many functions that one engages in one's profession. Explaining the content domain of the construct of job performance is a critical component of our job performance as industrial and organizational psychologists. This theory is relevant to this study because it emphasizes those components in an organization that could

enhance the productivity of employees as it goes a long way in making organizations to meet its goals and objectives.

2.2.2 Information Orientation Theory

The Information Orientation theory examine how the interaction of people, information and technology establishes an orientation towards the use of information and business performance at the organizational level¹⁰⁵. This theory used the perception of the senior managers to determine the degree to which a company possesses competence and synergy across three vital constructs: information behaviour and value, information management practice and information technology practice. Using a powerful set of statistical techniques, they defined the key activities and practices associated with information orientation. They demonstrated that, in the minds of senior managers information orientation is a predictor of business performance and that being good at information behaviour and value, information management practice, or information technology practices alone does not guarantee increases in business performance. Rather, it is the comprehensive concept of information orientation using the three constructs together (and each of the constructs is necessary) that is needed to improve business performance. They found the empirical evidence to support the information orientation model and showed three separate dimensions of the information orientation construct.

The relevance of this theory is that it gives an overall understanding about an organization's information management, different from Market Orientation and Customer Orientation etc., Information Orientation Theory focuses on how interaction of people, information and technology affect performance. It pursues to establish an infrastructure of information technology application capabilities within a business organization to achieve effective

information use and business performance improvement. This theory and its entities can be used perfectly to exam and measure the information management capability of any company.

2.2.3 Resource Base View Theory

This study is anchored on resources based-view theory. The theory suggests that a firm's culture possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance¹⁰⁶. if three conditions can be met: the culture should be valuable, enabling the firm to do things that lead to economic value, the culture should be rare or unique, and (3) the culture should be imperfectly imitable so that competing firms cannot easily change their cultures to include the desired characteristics. It proposes that culture can easily meet the first two conditions, although the third may be more difficult however, argues that the third condition can also be met because the cultural transformation process is a cognitive one that represents the interface between underlying beliefs and behavior. It requires making sense of what employees do, which is difficult to imitate. Therefore, culture can create competitive advantage¹⁰⁷.

Resources that are valuable and rare can lead to the creation of competitive advantage. Resources based-view theory contends that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals. Barney stated that for resources to hold potential as sources of sustainable competitive advantage, they should be valuable, rare, imperfectly imitable and not substitutable. The resource-based view suggests that organizations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things differently. The resource-based view offers strategists a means of evaluating potential factors that can be deployed to confer a competitive edge. A key

insight arising from the resource-based view is that not all resources are of equal importance, nor do they possess the potential to become a source of sustainable competitive advantage.

This theory is considered relevant to the study in that in the context of the Resource-Based View (RBV), innovative culture has been considered as valuable, rare and imperfectly imitable. Therefore, it can serve as a potential resource for creating sustainable advantage. This leads to further arguments that innovative culture is one of the key determinants of performance. The key tenet of this study is that organizations have different strategic directions in terms of role performance and, therefore, managers need to understand which specific culture (i.e. content) will support the achievement of improved performance in the organization

2.3 Review of Empirical Studies

2.3.1 Innovative Culture and Job Performance

Several researchers explored the connection between a culture of innovation and job performance in a Malaysian automotive organization¹⁰⁸. The study specifically investigated how employees utilized innovative work behavior to enhance their performance. Data were gathered from three hundred respondents within the organization, involved in various aspects of car production, using a structured questionnaire and personal interviews. The collected data were analyzed through Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression.

The results of the analysis revealed that psychological commitment to non-work roles tended to negatively affect job performance rather than improving it. Additionally, normative commitment showed a negative but insignificant impact on job performance. On the other hand, affective commitment and continuance commitment demonstrated weak influences on job performance,

while psychological and normative commitments had an inverse influence on role performance. As a result, the study concludes that management should prioritize motivating factors that significantly enhance employee job performance.

In another study, focused on the banking sector in Ghana, the relationship between Innovation Capabilities, various types of innovation, and firm performance was examined¹⁰⁹. The data collected from 450 respondents were analyzed using exploratory factor analysis, confirmatory factor analysis, and structural equation modeling via SmartPLS 3 and SPSS V.22. The study identified organizational, product, process, and marketing innovations as dimensions that contribute to bank performance. Moreover, it found a positive relationship between innovation capabilities and all four dimensions of innovation (organizational, product, process, and market innovations). The research highlights that choosing appropriate innovation types can enhance bank performance and effectively meet customer needs.

In a related investigation aimed at establishing the correlation between innovation culture within organizations and job performance in the education departments of Alborz Province, Iran, nine elements representing the components of innovation culture were examined. These elements included risk-taking, attention to detail, attention to outcomes, the impact of decisions on staff, members' perspectives within the organization, impetuosity, stability, and their effects on job performance¹¹⁰. The research was conducted on a population of 1,200 male and female employees from the Office of Education in Alborz province. Through simple random sampling and using Cochran's formula, a sample size of 270 participants (261 participants based on the formula) was selected. The study's findings demonstrated a positive and significant relationship between an innovative culture and employee job performance. However, it was observed that

creativity did not significantly impact job performance. Among the components, risk-taking exhibited the most influence in predicting job performance, followed by adventure-seeking and consideration of outcomes.

Another study investigated the influence of an innovative culture on firm performance in Port Harcourt, River State¹¹¹. The study employed a survey research design and included a population of 1,875 employees from two multinational companies in Port Harcourt. The sample size for the study was 330. Innovative culture was considered the independent variable, while firm performance was the dependent variable. The results revealed that an innovative culture significantly affected firm performance by enabling firms to explore new resources, challenge existing norms, and create fresh opportunities for improvement. Moreover, the study identified specific characteristics of an innovative culture, such as the presence of innovative leaders, managers, and teams, as well as individuals fostering innovation. Additionally, an organizational context that encouraged innovation and facilitated multiple and easy external connections were found to be key aspects. All these dimensions were built upon the foundation of innovator's skills or discovery skills (observe, question, network, experiment, and associate) that were to be cultivated across all organizational levels.

A research was conducted to examine the association between innovativeness and firm performance while considering the influence of an innovation culture as a potential moderator. A survey was administered to 121 random manufacturing companies located in Poland. The researchers utilized a series of regression analyses to explore the connections between innovation, innovation culture, and firm performance.

The findings indicate that both organizational innovativeness and innovation culture significantly and positively impact firm performance. The presence of an innovation culture played a moderating role in the relationship between innovativeness and firm performance, regardless of whether the company had a high or low level of innovation culture. This effect was observed across all dimensions of innovation. Notably, the moderating impact was strongest in the domain of strategic innovativeness, with the market innovativeness model displaying the most significant variance attributed to the moderator. The study also observed that businesses often focus more on allocating resources, optimizing processes, and quantifying success, as these aspects are more readily measurable. In contrast, the people-oriented determinants of an innovative culture receive less attention, despite their importance in fostering innovation¹¹².

A different research endeavor examined the influence of innovation culture, company size, and technological capability on the performance of small and medium-sized enterprises (SMEs) in China¹¹³. The investigation gathered data from 1124 SMEs in China and utilized regression analysis to assess the proposed hypotheses. The results indicated that both technological capability and organization size had a statistically significant positive impact on the performance of SMEs. Additionally, the study revealed that technological capability showed a positive and statistically significant correlation with firm performance in the manufacturing industry, but not in the service industry. On the other hand, innovation culture exhibited a positive and statistically significant relationship with firm performance in the service industry, but not in the manufacturing industry.

A study was conducted to examine how market information sharing influences the relationship between an innovative culture and individual employee outcomes. The research identified three

specific outcome variables at the individual level, which are job satisfaction, perception of organizational dynamism, and perception of firm performance. These variables reflect how employees psychologically and cognitively respond to the process of fostering organizational innovation and an innovative culture. The survey data was collected from 3960 individual employees in China. The findings revealed that a perceived innovative culture significantly and positively impacts employees' job satisfaction and their perceptions of organizational dynamism and firm performance. Additionally, the study showed that the behavioral aspect of the innovation culture is more market-driving rather than market-driven. This indicates that the firm emphasizes internal-based competencies in their innovation processes, which significantly affect innovation performance, particularly in the initial stages of innovation. On the other hand, relying mainly on customer feedback for new ideas is less likely to generate radical innovations and contributes to sustainable competitive advantage to a lesser extent¹¹⁴.

A study with a comparable objective explored the correlation between innovation culture and innovation performance in Iceland. The research focused on firms operating in the manufacturing, retail, and services sectors with over 50 employees. A sample of 265 managers from these companies participated in the study. The researchers utilized the Pearson product-moment correlation method to analyze the gathered data. The results revealed a robust connection between innovation culture and innovation performance. Additionally, it was observed that innovation culture had a significant association with both the front end and the back end of innovation¹¹⁵.

A study was conducted to compare the organizational culture and firm performance of local and foreign companies based in Ho Chi Minh City. The aim was to investigate the relationship

between organizational culture and firm performance. The study involved 246 respondents from foreign companies and 181 respondents from local companies as participants to examine this relationship, the study used supportive culture, bureaucratic culture, and innovative culture as the explanatory variables, while job satisfaction and firm performance were the dependent variables. The researchers employed descriptive statistics and regression analysis to analyze the collected data. The findings revealed that both supportive culture and innovative culture had a significant and positive influence on job satisfaction and firm performance. However, the bureaucratic culture showed no significant impact on these variables. Notably, there were no notable differences between local and foreign companies concerning innovative culture. However, for foreign firms, the supportive culture displayed a stronger impact, while for local firms, the bureaucratic culture held more dominance¹¹⁶.

2.3.2 Information culture and Job Performance

A scholar conducted a research study in Lagos State Internal Revenue Service to explore how information culture and work environment impact employee job performance¹¹⁷. The study utilized a survey research approach with 210 respondents. Four research questions were formulated based on the existing literature. Data was collected through a questionnaire and then analyzed using the Likert scale and percentages. The findings revealed that information culture had a positive influence on employee job performance. Additionally, both information culture and work environment were found to positively impact employee performance. The study emphasized the significance of information culture and work environment in enhancing job performance. Information culture, as reflected in an organization's values, norms, and practices concerning information management and use, plays a crucial role in achieving organizational

goals. Values encompass the belief system aligned with the organization's mission, while norms define socially accepted standards within the organization.

In a related investigation, a study was conducted focusing on Information Culture and Information Use within three organizations. The research utilized a survey method, employing a questionnaire to gather data from 650 employees working in different sectors: a national law firm, a public health agency, and an engineering company. For data analysis and hypothesis testing, the study solely relied on descriptive statistics such as frequency counts and percentages.

The study's findings revealed that an organization's information culture is influenced by various factors, including its mission, historical background, leadership, employee characteristics, industry, and national culture. Moreover, the way tasks are performed and decisions are made also shapes the cognitive and epistemic expectations that contribute to the organization's information culture. The results further indicated the possibility of identifying specific behaviors and values that characterize an organization's information culture, and these identified aspects significantly impact the outcomes of information use¹¹⁸.

Equally related to the foregoing is a study that investigated Culture as a driver of Innovation performance¹¹⁹. The study uses both qualitative and quantitative methods for collecting data in terms of 38 interviews and 510 useful survey answers from 13 organizations. Results from the interviews were summarized and analyzed within-case and cross-case, while the survey results were analyzed with a regression analysis for uncovering potential relations between the cultural factors and innovation performance. Results showed ten cultural factors to be significant for innovation performance; competition, encourage change, innovation support, organizational encouragement and risk-taking. Further the study confirms a few specific factors of the

innovation culture that have higher impact on the innovation performance in specific dimensions than others. By clarifying inter-relationships between innovation performance in specific dimensions and different aspects of innovation culture, an identification of a deficient innovation performance dimension opens up for changes in the innovation culture, enabling to deploy supportive processes, procedures and roles to reach concrete output.

Yet another study examined the impact of innovative corporate culture on employee job performance as well as organizational productivity using Nigerian banking industry as the case study¹²⁰. The study used survey research method. Employees in selected banks were divided into three strata: management staff, senior staff, and junior staff. A simple random sampling technique was used to select a total of 100 employees that constituted under sample size. The result showed that innovative corporate culture is very important in every organization and that it has positive impact on employee job performance in addition it shows that there is a positive relationship between organizational culture and employee job performance. Besides, innovative corporate culture affects the level of organizational productivity in a positive way. The study conclude that Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job.

Another study aimed at analyzing the influence of the innovation culture in innovation performance of products and processes in the textile industry of Vale do Itajaí – SC. The study is characterized as causal, survey and quantitative. The sample included 287 respondents. Data

were analyzed by structural equation modeling. The result indicated that there was a positive ratio between culture of innovation and performance in innovation of products and processes realized. It was found that innovation culture has greater influence on the process than on the product, and that the size of the organization does not influence the performance in product and processes innovation for the sample studied. It was found that an innovation culture influence performance in product innovation. This influence can occur due to creativity, work teams, open communication, respect for employees, as well as rapid decision-making, which are characteristics of both the culture of innovation as in the textile sector¹²¹.

Research to examine the extent to which climate for innovation, supportive climate, and rules climate influence job performance and satisfaction of local police (LP) officers in Spain¹²². Participants included 175 LP officers who completed a questionnaire including measures of climate (FOCUS-93), job satisfaction, and perceived performance. Purpose of the study was to examine the extent to which climate for innovation, supportive climate, and rules climate influence job performance and satisfaction of local police (LP) officers in Spain. The findings of the study revealed that that developing a climate for innovation has a positive impact on police satisfaction and perceived performance beyond that of well-established climates. Climate for innovation emerges as the main predictor of job satisfaction, while it provides a small, significant increment of explained variance in perceived performance.

2.3.3 Innovative Culture, information culture and Job Performance

The information culture perspective could therefore add to the workplace innovative culture. Which researchers have described not as an individual attribute or set of activities, rather a collective attempt in performing role tasks at workplaces. Being a collective approach, it

includes multiple social and cultural factors that influences organizational activities. Apart from the individual skills of information handling, workplace information literacy is about navigating the organizational level of innovative awareness which is relevant in identifying information sources and critically evaluate innovative processes needed for problem solving as well as being fluent in navigating the IT landscape of the workplace, but in film industry context the information culture focus on aspects like attitudes and values to information, social interaction for knowledge creation, and information use outcomes. From a management point of view this means that individual information handling skills must be supported in interaction with the workplace innovative culture. A successful workplace information culture should take a more holistic approach to information literacy where leadership aspects in connection to information handling is crucial. Acknowledging the innovative cultural aspect in connection to workplace information culture will also help designing more concrete implementation and assessment frameworks for role performance.

A scholar investigated the moderating role of market information culture and innovative culture on individual employee performance. Survey research was used in order to carry out the study¹²³. The study identified three distinct types of individual-level outcomes stemming from an innovative culture. The three outcome variables-job satisfaction, organizational dynamism perception, and firm performance perception - reflect employees' psychological and cognitive reactions to the process of creating organizational innovation and innovative culture. The study collects survey data from 3960 individual employees in China. The findings showed that a perceived innovative culture significantly and positively affects employees' job satisfaction and perceptions of organizational dynamism and firm performance.

In a similar study, another scholar investigated the relationship between innovation culture, information culture and performance in Iceland¹²⁴. The population of interest was firms in Iceland with more than 50 employees in manufacturing, retail and services. A total of 265 managers were sampled for the study. Pearson product-moment correlation was employed in analyzing the data. The findings showed a strong relationship between information culture, innovation culture and performance. There is a strong relationship is between information culture, innovation culture and the front end of innovation.

Another study carried out a comparative study between local and foreign companies located in Ho Chi Minh City in order to determine the relationship between information culture, innovative culture and firm performance. 246 respondents from foreign companies and 181 respondents from local companies were sampled for the study. Supportive culture, bureaucratic culture and innovative culture were employed as the explanatory variables while job satisfaction and firm performance were employed as the dependent variable. Descriptive statistics and regression analysis were employed in analyzing the data. The results showed that both supportive culture and innovative culture have a significant and positive impact on job satisfaction and firm performance. The bureaucratic culture has no significant impact. There is no difference between local and foreign companies in terms of innovative culture. For foreign firms, information culture is a stronger. For local firms the bureaucratic dominates¹²⁵.

Research to investigate the effect of information culture and innovative culture on organization performance on public universities in Kenya. 215 management personals from 11 public universities were sampled for the study. Pearson Product Moment Correlation and regression analysis were employed in analyzing the data. The results indicate that there was a strong positive significant correlation between organizational culture and organizational performance.

The study further revealed that organizational values had the strongest unique contribution to the organizational performance, followed by organizational artifacts and finally individual believes¹²⁶.

2.4 Conceptual Framework

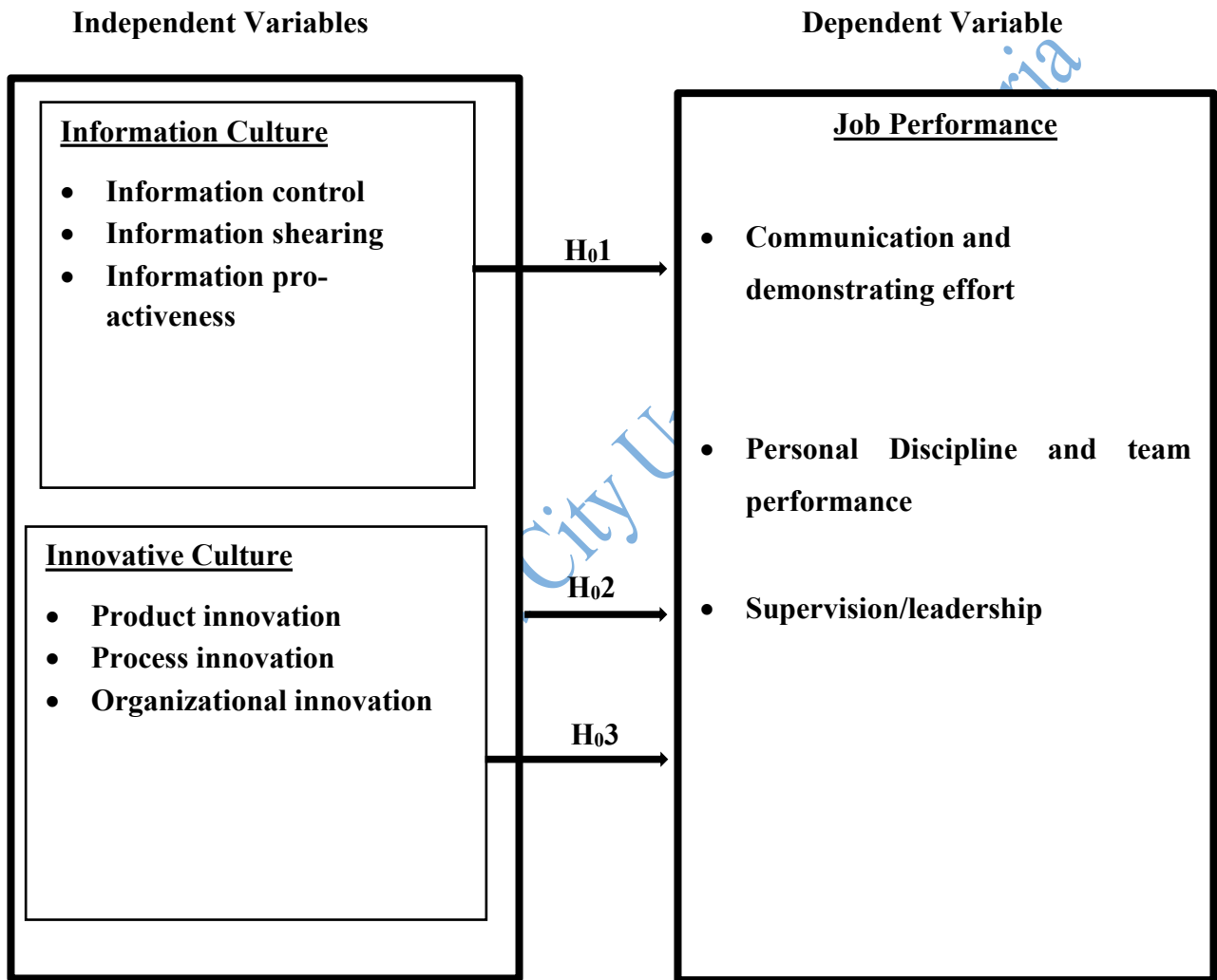


Figure 2.1 Conceptual Model for Information Culture, Innovative Culture and Job Performance.

Source: Researcher’s Fieldwork, 2023.

According to the conceptual model of the study, the dependent variable of this study is Job performance of administrators in the Yoruba film industry. In the context of this study, it will be

measured using John Campbell theory of Job Performance¹⁰⁴. The Job performance (dependent variable) has three measures relevant for this study which includes: communication and demonstrating effort, personal discipline and team performance and supervision/leadership. The independent variables are information culture and innovative culture; information culture is measured information control, information shearing and information proactiveness while innovative culture has three measures relevant for this study which include: product innovation, process innovation and organizational innovation. The selections of the model are based on the belief that, the quality of both inputs invariably affects the quality of output in this case of role performance of the Yoruba film industry in Lagos State, Nigeria.

The conceptual framework illustrates the combine influence of information culture and innovative culture on Job performance of administrators in the Yoruba Film industry in Nigeria. With these variables, this study will identify the impact of information culture on job performance (communication and demonstrating effort, personal discipline and team performance and supervision/leadership) of administrators in the Yoruba film industry in hypothesis one, impact of innovative culture on job performance (communication and demonstrating effort, personal discipline and team performance and supervision/leadership) of administrators in the Yoruba film industry in hypothesis two and the combine impact of information culture and innovative culture on the job performance of administrators in the Yoruba film industry in Nigeria; where recommendations that will improve the job performance of the administrators will be drawn.

The conceptual framework is anchored on John Campbell theory of Job Performance, Information Orientation theory, and Resource Base View theory. John Campbell theory was used to explain the Job performance. Some of the measures that were adapted from the John

Campbell theory are communication and demonstrating effort, personal discipline and team performance and supervision/leadership. Information Orientation Theory was used to explain information culture. Some of the measures that were adapted for information culture are information control, information shearing and information pro-activeness. For innovative culture, Resource Base View theory was used. The measures used for this study were product innovation, process innovation and organizational innovation.

2.5 Summary of Gaps in Literature Reviewed

This chapter has reviewed related literature relevant to this research work. Literature reviewed on the concept of job performance, explored its meaning and discussed empirical findings on performance of film administrators from different clusters in the movie industry within and outside Nigeria. The review on literature on job performance of administrators in the film industry showed that communication/demonstrating effort, personal discipline/team performance and supervision/leadership were strong components of job performance. Literature gives a deep insight into various meanings of communication/demonstrating effort, personal discipline/team performance and supervision/leadership. This has been augmented because of the requirement to deal with today's different information and innovative challenges. Literatures reviewed in this study indicate that innovative culture and information culture have a strong influence on various components of job performance in any organization or industry. Unfortunately, the film industry especially in Nigeria do not give due consideration to these important factors which has led to setbacks in the film industry. Also, literature on all the independent variables (innovative culture and information culture) in this study having a joint influence on job performance was also not covered in the review. This however, serves as one of the gaps this study tends to cover.

The Moderating Role of Market Information Sharing," the findings indicate that solely examining the direct effects of innovative culture and market information sharing might lead to incorrect conclusions on managing the cultural infusion process. The study suggests that market information-sharing has only a weak effect on job satisfaction and no effect on perceptions of organizational dynamism or firm performance. The researchers utilized an exploratory factor analysis through Smart PLS 3 and SPSS.V.22 for the study, but they suggest that other methods could be employed to explore the results further.

A Mediating Role of Sustainability" found that both management innovation and technological innovation significantly and positively contribute to sustainability and organization performance. However, they point out that more work is needed to fully conceptualize and empirically examine this area. They also suggest considering additional dimensions of organization performance to enhance the understanding of the results.

The Overlooked Role of Willingness to Cannibalize surveyed three high-tech industries and found that willingness to cannibalize is a more powerful driver of radical product innovation than firm size. The researchers suggest a need to reconsider conventional wisdom on firm size, cannibalization, and organizational synergy. They acknowledge resource constraints and call for further research to identify other factors involved in innovation, such as a firm's propensity for risk, technological capability, formalization, and complexity.

A Complementarity Theory-Based Approach" identified three types of relationships among KM strategies: non-complementarity, non-critical symmetric complementarity, and asymmetric complementarity. They recommend extending the proposed method to deal with continuous variables and suggest using composites of performance to improve the results.

Relationship between Innovation Capability, Information Culture, and Firm Performance." The results highlight the importance of effective management of innovation capability for better performance outcomes. However, they note that the empirical research was conducted only in the insurance industry, and they call for future studies to be applied to different developing countries and service sector industries to explore the impact on innovation with different economic growth and market levels.

Employee Creativity and Its Impact on Organizational Innovation Capability and Performance in the Banking Sector of Pakistan." The study found a direct relationship between job complexity and supervisory relationship with employee creativity. However, they mention that personal characteristics play a significant role in employee creativity, which was not considered in their study. They encourage further studies to include personal characteristics in the examination of creativity in the workplace.

The results revealed a positive relationship between innovation and organizational performance. To generalize the results, the researchers suggest conducting further research using multiple regression analysis.

The Relationship of Innovation with Organizational Performance and found a positive impact of product, process, and organizational innovation on organizational performance. They recommend further studies on green innovation, marketing innovation, or sustainable innovation, and also suggest including knowledge management and knowledge sharing as moderating variables.

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Chapter Three

Methodology

This chapter presents the methodology to be used in this study. It includes the research design strategies employed, population, sample, data collection and operation of variables.

3.1 Research Design

This study adopted a cross-sectional survey design as it attempts to study a subset of a population at a point in time and to determine influence of innovative culture and information culture on job performance of administrators in the Yoruba film industry in Nigeria. The advantage of this method is that it has economic advantage over the longitudinal survey design. Researches based on this design are conducted to assess the status quo of a particular phenomenon of interest without manipulation of variables. This design is considered appropriate for this study because it saves time, expenses and the amount of quality information yielded is valid and reliable. Likewise, its usage in this study is premised on early researchers whose work is related to this study but done in different research context.

3.2 Population of the Study

The population of this study consist of sixty-one (61) administrators in the Yoruba Film industry in South West, Nigeria which comprised of Theater Arts and Motion Pictures Practitioners Association of Nigeria member and major Yoruba Movie production companies in the south western part of the country that are currently operating; The movie/production companies covered include Odunfa Caucus, J15 School of Performing Art, KAP Films and Television Academy, NAJ Investment Nigeria Enterprise Limited, Corporate Pictures Nigeria Limited and Mainframe Films and Television Production, ROK Studios, Golden Effects Pictures, Jungle

Filmworks, Koga Studios, Wale Adenuga Productions and OGD Pictures Ltd. Also considered are Anthill Studios, Ebony Life Films, Royal Art Academy Production, DVWORX Studios, Denziot Productions, TFP Global Network, Ossa Affason, and Kas-Vid International in Nigeria. These movie/production companies were selected because the perceived gaps which form the purpose of this study has been traced to exist there. The study will also enroll respondents from selected Yoruba movie companies specifically from the top, middle and lower cadres of administrators in the Yoruba film industry.

3.3 Sample Size and Sampling Technique

This study has a total of sixty - one (61) sample size, which are made up of the administrators in the Yoruba film industry in South West Nigeria. Total enumeration was used for this study.

3.4 Description of Research Instrument

Data will be collected using a structured questionnaire titled: Information Culture, Innovative Culture and job Performance of administrators in the Yoruba Film Industry in Nigeria. The instrument will be structured questionnaire adapted from previous empirical studies. This study will also adopt the Likert scale design which will allow the researcher provide various opinion about the issue under study. The instrument will be used to collect opinion and perception of Yoruba Film Industry on issues such as information culture, innovative culture and job Performance of administrators in the Yoruba Film Industry.

Section A: This section will be designed to collect demographic information of respondents and these contains Bio – data of Respondents measured through five factors; Gender, Age, Educational Qualification, Year of Experience and Position in the industry.

Section B: This section is designed to collect data on job Performance of administrators in the

Yoruba Film Industry. The performance scale cover measure communication and demonstrating effort, personal discipline and team performance and supervision/leadership. Each of the adapted questionnaire was considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the various variables was adopted respectively. Sample of the items in the questionnaire will include close ended questions relating the Job performance of administrators in the Yoruba film industry. The response options that will be made available to respondents following the Likert-type scale include Very high level = 4, High level = 3, Low level = 2, Very low level = 1.

Section C: This section is designed to collect data on information culture. The information culture scale will indicate factors that will enable the researcher cover measure such information control, information shearing and information pro-activeness which were adapted from scholar in different context. Each of the adapted questionnaire will be considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables will be used respectively. Sample of the items in the questionnaire include will be tailored towards information culture questions. The response options that will be available to respondents following the Likert-type scale include Very high level = 4, High level = 3, Low level = 2, Very low level = 1.

Section D: This section will be designed to collect data innovative culture. The innovative culture scale will indicate the level of innovativeness in the Yoruba film industry and the type of innovative culture practices in the film industry which will cover measure such product innovation, process innovation and organizational innovation which were adapted from scholar in different context. Each of the adapted questionnaire will be considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables will be used respectively. Sample of the items in the questionnaire will include factors relating to innovative

culture as it affects the film industry. The response options available to respondents following the Likert-type scale will include Very high level = 4, High level = 3, Low level = 2, Very low level = 1.

3.5 Validity of Research Instrument

The items for the instrument were gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Both face and content product validity were done with the input of the supervisor and other experts in the field of information management. Corrections made were incorporated in constructing the final questionnaire and will be given out to the respondents for the study.

3.6 Reliability of the Instrument

The researcher subjected the questionnaire to a reliability test to check internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using copies of the questionnaire which will be administered to administrators in the Nigerian film industry in Lagos state which is not part of the study. Split method was used to create 2 sample of questionnaire to analyze using Cronbach Alpha to get the reliability coefficient. The result of the analysis revealed that the instrument has a Cronbach alpha value of 0.73 which indicates that it meets the threshold for reliability of a research instrument

3.7 Method of Data Collection

The primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument work well with a descriptive

survey research mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues. A letter of introduction and project attestation form was obtained from the Department of Information Management, Lead City University which will be used to gain permission to conduct the survey. A two (2) day training was conducted for four (4) research assistance to ease the administration, retrieval and initial sorting of copies of the questionnaires. The researcher and research assistants will work with the respondents directly to ensure confidentiality of their responses while briefing them on the need for adequacy of responses and advantages embedded in the findings of the study.

3.8 Methods of Data Analysis

The data that will be collected from respondents, analyzed using the descriptive and inferential statistics. Descriptive statistics (frequency distribution, simple percentage and mean) will be used to analyze research question one to three. The justification for using the descriptive analysis is because it helps to analyze all the variables in the study and to provide answers to the research questions raised. Inferential analysis will be used to analyze null hypotheses one to four using multiple regression analyzes. All hypotheses in the study will be tested at level of 0.05 significance. The data collected for the study will be analyzed using Statistical Package for Social Sciences (SPSS), Version 24.

Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter focuses on the presentation of data, analyses of the data and interpretation of results. The analysis is guided by the research questions and hypotheses in the study. The first section presents the analyses of demographic data using tables with frequencies and percentages. The second section presents the analyses of research questions using tables with frequencies, percentages and mean distribution of the responses. The third section shows the presentation of the test of hypotheses using regression analysis while the final section presents the discussion of findings.

A total of sixty-one (61) questionnaires were administered and all the copies (61) were returned. After sorting the questionnaires, fifty-nine (59) copies were certified as duly filled and considered usable. The usable questionnaire represented 96.72% response rate. The response results are shown in Table 4.1.

Table 4.1: Response Rate

| Response | Frequency | Percent (%) |
|---|------------------|--------------------|
| Returned and used | 59 | 96.72 |
| Returned but not used | 2 | 3.28 |
| Total number of distributed questionnaires | 61 | 100 |

Source: Field Survey, 2023

4.1 Demographic Data of Respondents

This section is descriptive and it presents the demographic characteristics of the respondents.

Table 4.2 shows analysis of the gender, age, qualification and work experience of the respondents.

Table 4.2: Demographic Characteristics of Respondents

| Variables | Measurement | Frequency | Percentage |
|------------------------|--------------------|------------------|-------------------|
| Gender | No response | 1 | 1.7% |
| | Male | 22 | 37.3% |
| | Female | 36 | 61.0% |
| | Total | 59 | 100.0% |
| Age | No response | 1 | 1.7% |
| | 25 – 30 years | 45 | 76.3% |
| | 36 – 50 years | 13 | 22.0% |
| | 51 years and above | 0 | 0.0% |
| | Total | 59 | 100.0% |
| Qualification | HND | 17 | 28.8% |
| | BSc | 11 | 18.6% |
| | MSc | 2 | 3.4% |
| | PhD | 0 | 0.0% |
| | MBA | 1 | 1.7% |
| | Others | 28 | 47.5% |
| | Total | 59 | 100.0% |
| Work experience | No response | 8 | 13.6% |
| | 1 – 10 years | 37 | 62.7% |
| | 11 – 20 years | 12 | 20.3% |
| | 21 years and above | 2 | 3.4% |
| | Total | 59 | 100.0% |

Source: Field Survey, 2023

As shown in Table 4.2, the demographic profile by gender reveals that 36 respondents representing 61.0% were female while 22 respondents representing 37.3% were male. A respondent representing 1.7% did not disclose the gender. This indicates that majority of the respondents for this study were female. The demographic profile of respondents as shown by age in table 4.2 reveals that 45 respondents representing 76.3% were between 25 and 30 years of age; 13 respondents representing 22.0% were between 36 and 50 years; and none of the respondents

was 51 years and above. The age characteristics also shows that a respondent representing 1.7% did not disclose the age. Therefore, the age profile shows that majority of the respondents were between 25 and 30 years.

The demographic profile by qualification in Table 4.2 reveals that 17 respondents representing 28.8% had HND; 11 respondents representing 18.6% had BSc; 2 respondents representing 3.4% had MSc; 1 respondent representing 1.7% had MBA; and 28 respondents representing 47.5% had other qualifications not listed in this study. However, comments from the respondents indicate that 17 (28.8%) out of the 28 respondents had OND. Hence, the qualification profile suggests that the highest qualification of majority of the respondents was HND. The demographic characteristics by work experience reveals that 37 respondents representing 62.7% had between 1 and 10 years of experience; 12 respondents representing 20.3% had between 11 and 20 years of experience; 2 respondents representing 3.4% had 21 years and above of experience; while 8 respondents representing 13.6% did not disclose their years of work experience. Therefore, the demographic characteristics by years of experience suggests that majority of the respondents had between 1 and 10 years of working experience.

4.2 Analysis of Research Questions

Research Question One: What is the level of job performance of administrators in the Yoruba film industry in Nigeria?

Table 4.3: Analysis of responses on level of job performance of administrators in the Yoruba film industry in Nigeria.

| Communication and demonstrating effort | Very High | High | Low | Very Low | Mean |
|---|------------------|---------------|-------------|-----------------|-------------|
| Using communication skills effectively | 29 (49.2%) | 28 (47.5%) | 1 (1.7%) | 1 (1.7%) | 3.44 |
| Competent in using information tools and | 31 | 18 | 8 | 2 | 3.32 |

| | | | | | |
|---|------------------|-------------|------------|-----------------|-------------|
| technologies | (52.5%) | (30.5%) | (13.6%) | (3.4%) | |
| Performing competently under pressure | 22 | 30 | 4 | 3 | 3.20 |
| | (37.3%) | (50.8%) | (6.8%) | (5.1%) | |
| Work overtime to complete workload | 26 | 21 | 12 | 0 | 3.24 |
| | (44.1%) | (35.6%) | (20.3%) | (0.0%) | |
| Seamless dissemination of information to other staff | 20 | 26 | 11 | 2 | 3.08 |
| | (33.9%) | (44.1%) | (18.6%) | (3.4%) | |
| Weighted Mean | | | | | 3.26 |
| Personal discipline and team performance | Very High | High | Low | Very Low | Mean |
| Performing work scheduled on time | 43 | 14 | 2 | 0 | 3.69 |
| | (72.9%) | (23.7%) | (3.4%) | (0.0%) | |
| Regularity at work always | 39 | 14 | 6 | 0 | 3.56 |
| | (66.1%) | (23.7%) | (10.2%) | (0.0%) | |
| Very cooperative, showing team spirit | 40 | 17 | 2 | 0 | 3.64 |
| | (67.8%) | (28.8%) | (3.4%) | (0.0%) | |
| Do not engage in any act of insubordination | 20 | 21 | 13 | 5 | 2.95 |
| | (33.9%) | (35.6%) | (22.0%) | (8.5%) | |
| Accept and make amends in the incidence of mistake or wrongdoing | 24 | 31 | 4 | 0 | 3.34 |
| | (40.7%) | (52.5%) | (6.8%) | (0.0%) | |
| Always more motivated when working as team than to work as individual | 33 | 23 | 1 | 2 | 3.47 |
| | (55.9%) | (39.0%) | (1.7%) | (3.4%) | |
| Weighted Mean | | | | | 3.44 |
| Supervision/leadership | Very High | High | Low | Very Low | Mean |
| Working with minimum supervision | 27 | 28 | 3 | 1 | 3.37 |
| | (45.8%) | (47.5%) | (5.1%) | (1.7%) | |
| Always being an example to others | 31 | 23 | 3 | 2 | 3.41 |
| | (52.5%) | (39.0%) | (5.1%) | (3.4%) | |
| Encourages subordinates to voice their suggestions and speak out about their thoughts without concern | 24 | 25 | 9 | 1 | 3.22 |
| | (40.7%) | (42.4%) | (15.3%) | (1.7%) | |
| Guiding others toward acceptable work behavior | 33 | 23 | 2 | 1 | 3.49 |
| | (55.9%) | (39.0%) | (3.4%) | (1.7%) | |
| Behave correctly by observing ethical leader behavior | 33 | 21 | 5 | 0 | 3.47 |
| | (55.9%) | (35.6%) | (8.5%) | (0.0%) | |
| Weighted Mean | | | | | 3.39 |
| Overall Weighted Mean | | | | | 3.36 |

Decision rule: < 2.5 = low; 2.5 = moderate; > 2.5 = high

Note: Very High (4), High (3), Low (2), Very Low (1)

Source: Field Survey, 2023

According to Table 4.3, for communication and demonstrating effort, 49.2% of respondents use communication skills effectively to a very high level, 47.5% of respondents to a high level, 1.7%

of respondents to a low level and another 1.7% of respondents reported very low level. On average, the responses on respondents who use communication skills effectively have a mean of 3.44. For the next item, 52.5% of respondents are competent in using information tools and technologies to a very high level, 30.5% of respondents to a high level, 13.6% of respondents to a low level, and 3.4% of respondents to a very low level. On average, the responses on respondents who use communication skills effectively have a mean of 3.32. More so, 50.8% of respondents performed competently under pressure to a high level, 37.3% of respondents to a very high level, 6.8% of respondents to a low level, and 5.1% of respondents to a very low level. On average, the responses on respondents who performed competently under pressure have a mean of 3.20.

For the fourth item, 44.1% of respondents work overtime to complete workload to a very high level, 35.6% of respondents to a high level, 20.3% of respondents to a low level, and none of the respondents to a very low level. On average, the responses on respondents who work overtime to complete workload have a mean of 3.24. For the last item in this category, 44.1% of respondents seamlessly disseminate information to other staff to a high level, 33.9% of respondents to a very high level, 18.6% of respondents to a low level, and 3.4% of respondents to a very low level. On average, the responses on respondents who seamlessly disseminate information to other staff have a mean of 3.08. As shown in Table 4.3, the mean values for all items on communication and demonstrating effort are high. Also, the weighted mean for communication and demonstrating effort is 3.26. This result suggests that, overall, the level of communication and demonstrating effort of administrators in the Yoruba film industry in Nigeria is high.

For personal discipline and team performance, Table 4.3 reveals that 72.9% of respondents performed work scheduled on time to a very high level, 23.7% of respondents to a high level, 3.4% of respondents to a low level, and none of the respondents reported very low level. On average, the responses on respondents who performed work scheduled on time have a mean of 3.69. For the next item, 66.1% of respondents are regular at work always to a very high level, 23.7% of respondents to a high level, 10.2% of respondents to a low level, and none of the respondents to very low level. On average, the responses on respondents who are regular at work always have a mean of 3.56. More so, 67.8% of respondents were very cooperative, showing team spirit to a high level, 28.8% of respondents to a very high level, 3.4% of respondents to a low level, and none to very low level. On average, the responses on respondents who were very cooperative, showing team spirit have a mean of 3.64.

For the fourth item, 35.6% of respondents do not engage in any act of insubordination to a high level, 33.9% of respondents to a very high level, 22.0% of respondents to a low level, and 8.5% of the respondents to a very low level. On average, the responses on respondents who do not engage in any act of insubordination have a mean of 2.95. Also, 52.5% of respondents accepted and made amends in the incidence of mistake or wrongdoing to high level, 40.7% of respondents to a very high level, 6.8% of respondents to a low level, and none of the respondents to a very low level. On average, the responses on respondents who accepted and made amends in the incidence of mistake or wrongdoing have a mean of 3.34.

For the last item in this category, 55.9% of respondents were always more motivated when working as team than to work as individual to a very high level, 39.0% of respondents to a high level, 1.7% of respondents to a low level, and 3.4% of respondents to a very low level. On

average, the responses on respondents who were always more motivated when working as team than to work as individual have a mean of 3.47. As shown in Table 4.3, the mean values for all items on personal discipline and team performance are high. Also, the weighted mean for personal discipline and team performance is 3.44. This result suggests that, overall, the level of personal discipline and team performance of administrators in the Yoruba film industry in Nigeria is high.

For supervision and leadership, Table 4.3 shows that 47.5% of respondents work with minimum supervision to a high level, 45.8% of respondents to a very high level, 5.1% of respondents to a low level, and 1.7% of respondents reported very low level. On average, the responses on respondents who work with minimum supervision have a mean of 3.37. For the next item, 52.5% of respondents were always being examples to others to a very high level, 39.0% of respondents to a high level, 5.1% of respondents to a low level, and 3.4% of respondents to a very low level. On average, the responses on respondents who were always being examples to others have a mean of 3.41. More so, 42.4% of respondents encouraged subordinates to voice their suggestions and speak out about their thoughts without concern to a high level, 40.7% of respondents to a very high level, 15.3% of respondents to a low level, and 1.7% of respondents to a very low level. On average, the responses on respondents who encouraged subordinates to voice their suggestions and speak out about their thoughts without concern have a mean of 3.22.

For the fourth item, 55.9% of respondents guided others toward acceptable work behavior to a very high level, 35.6% of respondents to a high level, 8.5% of respondents to a low level, and none of the respondents to a very low level. On average, the responses on respondents who guided others toward acceptable work behavior have a mean of 3.49. For the last item in this

category, 55.9% of respondents behaved correctly by observing ethical leader behavior to a very high level, 35.6% of respondents to a high level, 8.5% of respondents to a low level, and none of the respondents to a very low level. On average, the responses on respondents who behaved correctly by observing ethical leader behavior have a mean of 3.47.

As shown in Table 4.3, the mean values for all items on supervision and leadership are high. Also, the weighted mean for supervision and leadership is 3.39. This result suggests that, overall, level of supervision and leadership of administrators in the Yoruba film industry, Nigeria is high. The overall weighted mean for job performance of administrators in the Yoruba film industry in Nigeria is 3.36. This suggests that, based on this study, there is high level of job performance of administrators in the Yoruba film industry in Nigeria.

Research Question Two: What is the level of information culture of administrators in the Yoruba film industry in Nigeria?

Table 4.4: Analysis of responses on the level of information culture of administrators in the Yoruba film industry in Nigeria.

| Information Control | Very high extent | High extent | Low extent | Very low extent | Mean |
|---|-------------------------|--------------------|-------------------|------------------------|-------------|
| Ensure sensitive information are not exchanged with regulatory bodies | 24 (40.7%) | 31 (52.5%) | 3 (5.1%) | 1 (1.7%) | 3.32 |
| Ensuring high level of information control | 27 (45.8%) | 28 (47.5%) | 4 (6.8%) | 0 (0.0%) | 3.39 |
| Ensuring high levels of sensitive information protection | 31 (52.5%) | 21 (35.6%) | 4 (6.8%) | 3 (5.1%) | 3.36 |
| I receive information about the performance of my organization | 25 (42.4%) | 28 (47.5%) | 4 (6.8%) | 2 (3.4%) | 3.29 |
| Weighted Mean | | | | | 3.34 |
| Information Sharing | Very high extent | High extent | Low extent | Very low extent | Mean |
| Often exchange information with partner organizations | 27 (45.8%) | 19 (32.2%) | 8 (13.6%) | 5 (8.5%) | 3.15 |

| | | | | | |
|---|-------------------------|--------------------|-------------------|------------------------|-------------|
| Often exchange information with customers, or clients outside my organization | 13 (22.0%) | 27 (45.8%) | 8 (13.6%) | 11 (18.6%) | 2.71 |
| Often exchange information with the people with whom I work regularly | 28 (47.5%) | 22 (37.3%) | 8 (13.6%) | 1 (1.7%) | 3.31 |
| Often exchange information with people outside of my regular work unit but within my organization | 16 (27.1%) | 27 (45.8%) | 11 (18.6%) | 5 (8.5%) | 2.92 |
| People come often for information | 21 (35.6%) | 21 (35.6%) | 9 (15.3%) | 8 (13.6%) | 2.93 |
| Weighted Mean | | | | | 3.00 |
| Information pro-activeness | Very high extent | High extent | Low extent | Very low extent | Mean |
| Actively seek out relevant information on changes and trends going on outside of my organization | 28 (47.5%) | 23 (39.0%) | 7 (11.9%) | 1 (1.7%) | 3.32 |
| Use information to respond to changes and developments going on outside of my organization | 23 (39.0%) | 24 (40.7%) | 10 (16.9%) | 2 (3.4%) | 3.15 |
| Use information to create or enhance my organization's products, services and processes | 26 (44.1%) | 30 (50.8%) | 2 (3.4%) | 1 (1.7%) | 3.37 |
| Information is used actively to enhance the delivery of services in my organization | 25 (42.4%) | 24 (40.7%) | 8 (13.6%) | 2 (3.4%) | 3.22 |
| Placing emphasis on seeking relevant information for the growth of the organization | 27 (45.8%) | 23 (39.0%) | 7 (11.9%) | 2 (3.4%) | 3.27 |
| Weighted Mean | | | | | 3.27 |
| Overall Weighted Mean | | | | | 3.20 |

Decision rule: < 2.5 = low; 2.5 = moderate; > 2.5 = high

Note: Very high extent (4), High extent (3), Low extent (2), Very low extent (1)

Source: Field Survey, 2023

According to Table 4.4, for information control, 52.5% of the respondents' ensured sensitive information are not exchanged with regulatory bodies to a high extent, 40.7% of respondents to a very high extent, 5.1% of respondents to a low extent, and 1.7% of respondents reported very low extent. On average, the responses on respondents who ensured sensitive information are not exchanged with regulatory bodies have a mean of 3.32. For the next item, 47.5% of respondents

ensured high level of information control to a high extent, 45.8% of respondents to a very high extent, 6.8% of respondents to a low extent, and none of the respondents to a very low extent. On average, the responses on respondents who ensured high level of information control have a mean of 3.39. More so, 52.5% of respondents ensured high levels of sensitive information protection to a very high extent, 35.6% of respondents to a high extent, 6.8% of respondents to a low extent, and 5.1% of respondents to a very low extent. On average, the responses on respondents who ensured high levels of sensitive information protection have a mean of 3.36.

For the last item in this category, 47.5% of respondents received information about the performance of their organization to a high extent, 42.4% of respondents to a very high extent, 6.8% of respondents to a low extent, and 3.4% of respondents reported very low extent. On average, the responses on respondents who received information about the performance of their organization have a mean of 3.29. As shown in Table 4.4, the mean values for all items on information control are high. Also, the weighted mean for information control is 3.34. This result suggests that, overall, the level of information control of administrators in the Yoruba film industry in Nigeria is high.

For information sharing, Table 4.4 reveals that 45.8% of respondents often exchange information with partner organizations to a very high extent, 32.2% of respondents to a high extent, 13.6% of respondents to a low extent, and 8.5% of respondents reported very low extent. On average, the responses on respondents who often exchange information with partner organizations have a mean of 3.15. For the next item, 45.8% of respondents often exchanged information with customers, or clients outside their organization to a high extent, 22.0% of respondents to a very high extent, 18.6% of respondents to a very low extent, and 13.6% of respondents reported low

extent. On average, the responses on respondents who often exchanged information with customers, or clients outside their organization have a mean of 2.71.

Also, 47.5% of respondents often exchanged information with the people with whom they work regularly to a very high extent, 37.3% of respondents to a high extent, 13.6% of respondents to a low extent, and 1.7% of respondents reported very low extent. On average, the responses on respondents who often exchanged information with the people with whom they work regularly have a mean of 3.31. For the next item, 45.8% of respondents often exchanged information with people outside of their regular work unit but within their organization to a high extent, 27.1% of respondents to a very high extent, 18.6% of respondents to a low extent, and 8.5% of respondents reported very low extent. On average, the responses on respondents who often exchanged information with people outside of their regular work unit but within their organization have a mean of 2.92.

In addition, 35.6% of respondents reported that people came often for information to a very high extent, another 35.6% of respondents to a high extent, 15.3% of respondents to a low extent, and 13.6% of respondents to a very low extent. On average, the responses on respondents who reported that people came often for information have a mean of 2.93. As observed from Table 4.4, the mean values for all items on information sharing are high. More so, the weighted mean for information sharing is 3.00. This result suggests that the level of information sharing of administrators in the Yoruba film industry in Nigeria is high.

For information pro-activeness, Table 4.4 shows that 47.5% of respondents actively seek out relevant information on changes and trends going on outside of their organization to a very high extent, 39.0% of respondents to a high extent, 11.9% of respondents to a low extent, and 1.7% of

respondents to very low extent. On average, the responses on respondents who actively seek out relevant information on changes and trends going on outside of their organization have a mean of 3.32. Likewise, 40.7% of respondents reported they used information to respond to changes and developments going on outside of their organization to a very high extent, 39.0% of respondents to a high extent, 16.9% of respondents to a low extent, and 3.4% of respondents reported very low extent. On average, the responses on respondents who used information to respond to changes and developments going on outside of their organization have a mean of 3.15.

Also, 50.8% of respondents indicated that they used information to create or enhance their organization's products, services and processes to a very high extent, 44.1% of respondents to a high extent, 3.4% of respondents to a low extent, and 1.7% of respondents reported very low extent. On the average, the responses on respondents who indicated that they used information to create or enhance their organization's products, services and processes have a mean of 3.37.

More so, 42.4% of respondents reported they used information actively to enhance the delivery of services in their organization to a very high extent, 40.7% of respondents to a high extent, 13.6% of respondents to a low extent, and 3.4% of respondents reported very low extent. On average, the responses on respondents who used information actively to enhance the delivery of services in their organization have a mean of 3.22. Also, 45.8% of respondents indicated that they placed emphasis on seeking relevant information for the growth of the organization to a very high extent, 39.0% of respondents to a high extent, 11.9% of respondents to a low extent, and 3.4% of respondents reported very low extent. On the average, the responses on respondents who placed emphasis on seeking relevant information for the growth of the organization have a mean of 3.27.

As shown in Table 4.4, the mean values for all items on information pro-activeness are high. In addition, the weighted mean for information pro-activeness is 3.27 which suggests that the level of information pro-activeness of administrators in the Yoruba film industry in Nigeria is high. The overall weighted mean for information culture of administrators in the Yoruba film industry in Nigeria is 3.20. This suggests that, based on this study, there is high level of information culture of administrators in the Yoruba film industry in Nigeria.

Research Question Three: What is the level innovative culture of administrators in the Yoruba film industry in Nigeria?

Table 4.5: Analysis of responses on the various innovative culture of administrators in the Yoruba film industry in Nigeria

| Product innovation | Very high extent | High extent | Low extent | Very low extent | Mean |
|---|-------------------------|--------------------|-------------------|------------------------|-------------|
| Provide clients with services that offer unique benefits superior to those of competitors | 42 (71.2%) | 14 (23.7%) | 2 (3.4%) | 1 (1.7%) | 3.64 |
| Actively carry out work on developing existing new products | 25 (42.4%) | 30 (50.8%) | 3 (5.1%) | 1 (1.7%) | 3.34 |
| Enhance the range of film products released annually | 22 (37.3%) | 28 (47.5%) | 8 (13.6%) | 1 (1.7%) | 3.20 |
| Deliver new products that are technologically driven | 19 (32.2%) | 36 (61.0%) | 3 (5.1%) | 1 (1.7%) | 3.24 |
| See new product development as a critical success factor | 25 (42.4%) | 28 (47.5%) | 2 (3.4%) | 4 (6.8%) | 3.25 |
| Weighted Mean | | | | | 3.03 |
| Process innovation | Very high extent | High extent | Low extent | Very low extent | Mean |
| Develop an in-house solution to improve filming process | 26 (44.1%) | 27 (45.8%) | 4 (6.8%) | 2 (3.4%) | 3.31 |
| Flexible in offering services according to market demand | 16 (27.1%) | 34 (57.6%) | 6 (10.2%) | 3 (5.1%) | 3.07 |
| Use new ways to deliver services to the industry | 32 (54.2%) | 21 (35.6%) | 6 (10.2%) | 0 (0.0%) | 3.44 |
| Reduce the time of developing new products | 18 (30.5%) | 25 (42.4%) | 11 (18.6%) | 5 (8.5%) | 2.95 |

| | | | | | |
|---|-------------------------|--------------------|-------------------|------------------------|-------------|
| Actively adjust new administrative/business process | 21 (35.6%) | 26 (44.1%) | 9 (15.3%) | 3 (5.1%) | 3.10 |
| Weighted Mean | | | | | 3.17 |
| Organizational innovation | Very high extent | High extent | Low extent | Very low extent | Mean |
| Adopts innovative work designs | 31 (52.5%) | 24 (40.7%) | 4 (6.8%) | 0 (0.0%) | 3.46 |
| Use technology to drive organizational process | 19 (32.2%) | 38 (64.4%) | 1 (1.7%) | 1 (1.7%) | 3.27 |
| Perform better than other administrators in the manner of developing new managerial works | 33 (55.9%) | 21 (35.6%) | 5 (8.5%) | 0 (0.0%) | 3.47 |
| Successfully commercialize new management processing | 31 (52.5%) | 24 (40.7%) | 4 (6.8%) | 0 (0.0%) | 3.46 |
| Constantly train staff on new management processes | 28 (47.5%) | 26 (44.1%) | 2 (3.4%) | 3 (5.1%) | 3.34 |
| Weighted Mean | | | | | 3.40 |
| Overall Weighted Mean | | | | | 3.20 |

Decision rule: < 2.5 = low; 2.5 = moderate; > 2.5 = high

Note: Very high extent (4), High extent (3), Low extent (2), Very low extent (1)

Source: Field Survey, 2023

As shown in table 4.5, for product innovation, 71.2% of respondents provided clients with services that offer unique benefits superior to those of competitors to a very high extent, 23.7% of respondents to a high extent, 3.4% of respondents to a low extent, and 1.7% of respondents reported very low extent. On average, the responses on respondents who provided clients with services that offer unique benefits superior to those of competitors have a mean of 3.64. For the next item, 50.8% of respondents actively carried out work on developing existing new products to a high extent, 42.4% of respondents to a very high extent, 5.1% of respondents to a low extent, and 1.7% of respondents to a very low extent. On average, the responses on respondents who actively carried out work on developing existing new products have a mean of 3.34. More so, 47.5% of respondents enhanced the range of film products released annually to a high extent, 37.3% of respondents to a very high extent, 13.6% of respondents to a low extent, and 1.7% of

respondents to a very low extent. On average, the responses on respondents who enhanced the range of film products released annually have a mean of 3.20.

In addition, 61.0% of respondents delivered new products that are technologically driven to a high extent, 32.2% of respondents to a very high extent, 5.1% of respondents to a low extent, and 1.7% of respondents to a very low extent. On average, the responses on respondents who delivered new products that are technologically driven have a mean of 3.24. For the last item on product innovation, 47.5% of respondents saw new product development as a critical success factor to a high extent, 42.4% of respondents to a very high extent, 3.4% of respondents to a low extent, and another 6.8% of respondents reported very low extent. On average, the responses on respondents who saw new product development as a critical success factor have a mean of 3.25. As shown in Table 4.5, the mean values for all items on product innovation are high. Also, the weighted mean for product innovation is 3.03. This result suggests that, overall, the level of product innovation of administrators in the Yoruba film industry in Nigeria is high.

For process innovation, Table 4.5 reveals that 45.8% of respondents developed an in-house solution to improve filming process to a high extent, 44.1% of respondents to a very high extent, 6.8% of respondents to a low extent, and 3.4% of respondents reported very low extent. On average, the responses on respondents who developed an in-house solution to improve filming process have a mean of 3.31. For the next item, 57.6% of respondents were flexible in offering services according to market demand to a high extent, 27.1% of respondents to a very high extent, 10.2% of respondents to a low extent, and 5.1% of respondents reported very low extent. On average, the responses on respondents who were flexible in offering services according to market demand have a mean of 3.07.

In addition, 54.2% of respondents used new ways to deliver services to the industry to a very high extent, 35.6% of respondents to a high extent, 10.2% of respondents to a low extent, and none of the respondents to a very low extent. On average, the responses on respondents who used new ways to deliver services to the industry have a mean of 3.44. Also, 42.4% of respondents reduced the time of developing new products to a high extent, 30.5% of respondents to a very high extent, 18.6% of respondents to a low extent, and 8.5% of respondents to a very low extent. On average, the responses on respondents who reduced the time of developing new products have a mean of 2.95.

Likewise, 44.1% of respondents actively adjusted new administrative/business process to a high extent, 35.6% of respondents to a very high extent, 15.3% of respondents to a low extent, and 5.1% of respondents to a very low extent. On average, the responses on respondents who actively adjusted new administrative/business process have a mean of 3.10. As observed from Table 4.5, the mean values for all items on process innovation are high. More so, the weighted mean for process innovation is 3.17. This result suggests that level of process innovation of administrators in the Yoruba film industry in Nigeria is high.

For organizational innovation, Table 4.5 shows that 52.5% of respondents adopted innovative work designs to a very high extent, 40.7% of respondents to a high extent, 6.8% of respondents to a low extent, and none of the respondents to very low extent. On average, the responses on respondents who adopted innovative work designs have a mean of 3.46. Likewise, 64.4% of respondents reported they used technology to drive organizational process to a high extent, 32.2% of respondents to a very high extent, 1.7% of respondents to a low extent, and another

1.7% of respondents reported very low extent. On average, the responses on respondents who used technology to drive organizational process have a mean of 3.27.

Also, 55.9% of respondents indicated that they performed better than other administrators in the manner of developing new managerial works to a very high extent, 35.6% of respondents to a high extent, 8.5% of respondents to a low extent, and none of the respondents reported very low extent. On the average, the responses on respondents who performed better than other administrators in the manner of developing new managerial works have a mean of 3.47. Likewise, 52.5% of respondents successfully commercialized new management processing to a very high extent, 40.7% of respondents to a high extent, 6.8% of respondents to a low extent, and none of the respondents reported very low extent. On the average, the responses on respondents who successfully commercialized new management processing have a mean of 3.46.

In addition, 47.5% of respondents indicated they constantly trained staff on new management processes to a very high extent, 44.1% of respondents to a high extent, 5.1% of respondents to a very low extent, and 3.4% of respondents reported low extent. On the average, the responses on respondents who constantly trained staff on new management processes have a mean of 3.34.

As shown in Table 4.5, the mean values for all items on organizational innovation are high. In addition, the weighted mean for organizational innovation is 3.40 which suggests that the level of organizational innovation of administrators in the Yoruba film industry in Nigeria is high. The overall weighted mean for the various innovation culture of administrators in the Yoruba film industry in Nigeria is 3.20. This suggests that, based on this study, there is a high level of innovation culture of administrators in the Yoruba film industry in Nigeria

4.3 Test of Hypotheses

In this section, regression analyses were carried out on hypotheses one to three. The researcher adopted linear regression analysis approach and the pre-set level of significance for this study was 0.05.

H₀₁: There will be no significant influence of information culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria.

The null hypothesis one was tested using simple linear regression analysis. The values of job performance were regressed on the values of information culture sub-variables. The results of the regression analysis are shown in Tables 4.6 a, b and c.

Table 4.6: Regression analysis for the influence of information culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria

a. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .574 ^a | .329 | .317 | .28058 |

a. Predictors: (Constant), Information culture

b. ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.202 | 1 | 2.202 | 27.973 | .000 ^a |
| | Residual | 4.487 | 57 | .079 | | |
| | Total | 6.690 | 58 | | | |

a. Predictors: (Constant), Information culture

b. Dependent Variable: Job Performance

c. Coefficients^a

| | Unstandardized Coefficients | Standardized Coefficients |
|--|-----------------------------|---------------------------|
|--|-----------------------------|---------------------------|

| Model | | B | Std. Error | Beta | t | Sig. |
|-------|---------------------|-------|------------|------|-------|------|
| 1 | (Constant) | 1.904 | .280 | | 6.808 | .000 |
| | Information culture | .459 | .087 | .574 | 5.289 | .000 |

a. Dependent Variable: Job Performance

Source: Field Survey, 2023

Tables 4.6a shows that information culture sub-variables have moderate and positive correlation ($R = 0.574$) with job performance of administrators in Yoruba film industry in Nigeria. In addition, the coefficient of determination ($\text{Adj. } R^2 = 0.317$) shows that information culture sub-variables explain 31.7% of the total variance in job performance of administrators in the Yoruba film industry in Nigeria. The other 68.3% variation in job performance of administrators in the Yoruba film industry in Nigeria are explained by other factors not investigated in this study. Table 4.6b shows that for the overall significance of the model, information culture sub-variables have a significant influence on job performance of administrators in the Yoruba film industry in Nigeria ($F(1, 57) = 27.973, p < 0.05$). Table 4.6c also shows that, if all other factor are constant, a unit change in information culture sub-variables will lead to 0.459 increase in the job performance of administrators in the Yoruba film industry in Nigeria at 95% level of confidence ($B = 0.459, p < 0.05$). Therefore, based on the result of the regression analysis, the null hypothesis one, which states that there is no significant influence of information culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria is rejected. **H₀₂:** There will be no significant influence of innovative culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria.

Likewise, the second null hypothesis was tested using simple linear regression analysis. The values of job performance were regressed on the values of innovation culture sub-variables. The results of the regression analysis are shown in Tables 4.7 a, b and c.

Table 4.7: Regression analysis for the influence of innovative culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria

a. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .415 ^a | .172 | .158 | .31171 |

a. Predictors: (Constant), Innovative culture

b. ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 1.151 | 1 | 1.151 | 11.851 | .001 ^a |
| | Residual | 5.538 | 57 | .097 | | |
| | Total | 6.690 | 58 | | | |

a. Predictors: (Constant), Innovative culture

b. Dependent Variable: Job Performance

c. Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.096 | .372 | | 5.633 | .000 |
| | Innovative culture | .386 | .112 | .415 | 3.442 | .001 |

a. Dependent Variable: Job Performance

Source: Field Survey, 2023

According to Table 4.7a, innovative culture sub-variables have moderate and positive correlation ($R = 0.415$) with job performance of administrators in the Yoruba film industry in Nigeria. Also, the coefficient of determination ($\text{Adj. } R^2 = 0.158$) reveals that innovative culture sub-variables explain 15.8% of the total variance in job performance of administrators in the Yoruba film industry in Nigeria. Other factors not included in this study explained the other 84.2% variation in job performance of administrators in the Yoruba film industry in Nigeria.

Also, Table 4.7b presents the overall significance of the model which indicates that innovative culture sub-variables have a significant influence on job performance of administrators in the

Yoruba film industry in Nigeria ($F(1, 57) = 11.851, p < 0.05$). In addition, Table 4.7c shows that, at 95% level of confidence, given all other factors remain constant, a unit change in innovative culture sub-variables will lead to 0.386 increase in the job performance of administrators in the Yoruba film industry in Nigeria ($B = 0.386, p < 0.05$). Therefore, considering the result of the regression analysis, the null hypothesis two, which states that there is no significant influence of innovative culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria is hereby rejected.

H₀₃: There will be no combined significant influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria.

The third null hypothesis was tested using multiple linear regression analysis. The values of job performance were regressed on the values of information culture and innovative culture. The results of the regression analysis are shown in Tables 4.8 a, b and c.

Table 4.8: Regression analysis for the influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria

a. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .574 ^a | .329 | .306 | .28302 |

a. Predictors: (Constant), Innovative culture, Information culture

ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.204 | 2 | 1.102 | 13.758 | .000 ^a |
| | Residual | 4.486 | 56 | .080 | | |
| | Total | 6.690 | 58 | | | |

a. Predictors: (Constant), Innovative culture, Information culture

b. Dependent Variable: Job Performance

b. Coefficients^a

| Model | | Unstandardized | | Standardized | | |
|-------|---------------------|----------------|------------|--------------|-------|------|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 1.932 | .341 | | 5.668 | .000 |
| | Information culture | .474 | .131 | .592 | 3.625 | .001 |
| | Innovative culture | -.023 | .152 | -.024 | -.150 | .881 |

a. Dependent Variable: Job Performance

Source: Field Survey, 2023

The results of the third null hypothesis are presented in Table 4.8. As shown in Table 4.8a, information culture and innovative culture have moderate and positive correlation ($R = 0.574$) with job performance of administrators in the Yoruba film industry in Nigeria. Also, information culture and innovative culture explain 30.6% ($\text{Adj. } R^2 = 0.306$) of the total variance in job performance of administrators in the Yoruba film industry in Nigeria. Factors not investigated in this study explained the other 69.4% variation in job performance of administrators in the Yoruba film industry in Nigeria. In addition, Table 4.8b presents the overall significance of the model which indicate that information culture and innovative culture have significant influence on job performance of administrators in the Yoruba film industry in Nigeria ($F(2, 56) = 13.758$, $p < 0.05$).

More so, Table 4.8c shows that for the combined influence on the job performance, at 95% level of confidence, if all other factors are constant, a unit change in information culture will lead to 0.474 increase in the job performance of administrators in the Yoruba film industry in Nigeria ($B = 0.474$, $p < 0.05$). However, for the combined influence on the job performance, there is no significant evidence that at 95% level of confidence, given that all other factors remain constant,

a unit change in innovative culture will lead to an increase in the job performance of administrators in the Yoruba film industry in Nigeria ($p > 0.05$). Nevertheless, on the strength of the results of the overall significance of the model ($F(2, 56) = 13.758, p < 0.05$), we reject the null hypothesis three which states that there is no combined significant influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria.

4.4 Discussion of Findings

This section discusses the findings of this study in relation to past studies. Research findings are discussed and organized according to earlier stated hypothesis and in relation with past studies.

Hypothesis one results examine the influence of information culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria revealed that information culture sub-variables have moderate and positive correlation with job performance of administrators in Yoruba film industry. Conceptually the existence of information culture is considered a critical success factor towards the performance of employees and the organization at large. The findings of this study have support in empirical literature.

A scholar examined the influence of information culture and work environment on employee job performance in Lagos state internal revenue service. Survey research was used in order to carry out the study¹. The findings from the study showed that: information culture positively influenced employee job performance. The results further revealed that information culture and work environment both have positive influence on employee performance. The study further averred that information culture and work environment plays an important role in enhancing

employee job performance nonetheless Information culture is reflected in organization's values, norms, and practices with regard to the management and use of information.

Another study was carried out on Information Culture and Information Use: An Exploratory Study of Three Organizations. The survey method was used and data was collected with the aid of a questionnaire from 650 employees in the three organizations; a national law firm, a public health agency, and an engineering company. The study only made use of descriptive statistics such as frequency counts and percentages to analyze data and test the hypothesis². Findings show that the information culture of an organization is determined by a large number of variables such as its mission, history, leadership, employee traits, industry, national culture, and so on. In addition, information culture would also be shaped by the cognitive and epistemic expectations embedded in the way that tasks are performed and decisions are made. The result further indicates that it is possible to identify behaviors and values that describe an organization's information culture, and that the sets of identified behaviors and values can account for significant proportions of the variance in information use outcomes.

Equally related to the foregoing is a study that investigated Culture as a driver of Innovation performance³. The study uses both qualitative and quantitative methods for collecting data in terms of 38 interviews and 510 useful survey answers from 13 organizations. Results from the interviews were summarized and analyzed within-case and cross-case, while the survey results were analyzed with a regression analysis for uncovering potential relations between the cultural factors and innovation performance. Results showed ten cultural factors to be significant for innovation performance; competition, encourage change, innovation support, organizational encouragement and risk-taking. Further the study confirms a few specific factors of the innovation culture that have higher impact on the innovation performance in specific dimensions

than others. By clarifying inter-relationships between innovation performance in specific dimensions and different aspects of innovation culture, an identification of a deficient innovation performance dimension opens up for changes in the innovation culture, enabling to deploy supportive processes, procedures and roles to reach concrete output.

Hypothesis two results for the influence of innovative culture sub-variables on job performance of administrators in the Yoruba film industry in Nigeria revealed that innovative culture sub-variables have moderate and positive correlation with job performance of administrators in the Yoruba film industry in Nigeria.

A study examined the impact of innovative corporate culture on employee job performance as well as organizational productivity using Nigerian banking industry as the case study⁴. The study used survey research method. Employees in selected banks were divided into three strata: management staff, senior staff, and junior staff. A simple random sampling technique was used to select a total of 100 employees that constituted under sample size. The result showed that innovative corporate culture is very important in every organization and that it has positive impact on employee job performance in addition it shows that there is a positive relationship between organizational culture and employee job performance. Besides, innovative corporate culture affects the level of organizational productivity in a positive way. The study conclude that every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job.

In a related study aimed to determine the relationship between innovation culture in organizations with job performance and education departments in Alborz Province, Iran⁵. Nine components' elements of innovation culture, risk taking, attention to detail, attention to outcomes, according to members of the organization, the impact of decisions on staff, according to the ambitions and Impetuosity stability and its effect on job performance was carried out. The population for the study consisted of 1,200 male and female employees Office of Education Alborz province. Using simple random sampling and random selection Cochran, formula of 270 patients (261 patients, according to the formula) was selected. The result of the study showed a positive and significant relationship between innovative culture and employee job performance. The study further showed that components such as creativity is not significant on the job performance. Risk taking factor has the most impact on predicting job performance and components of adventure seeking and considering outcomes come next in rankings.

Accordingly, a study examined the effect of innovative culture on firm performance in Port Harcourt, River State⁶. The study found that innovative culture has significant effect on firm performance. The study contends that innovative culture help firms to explore new resources, break through existing norms, and create new opportunities to improve its performance. The result further revealed that innovation culture is a particular configuration that makes innovative thinking natural within the organization and encourages innovation activities at the level of all employees. They further noted that innovative culture has the following specific characteristics; the presence of innovative leaders and managers; the presence of innovative teams; the presence of innovative individuals; an organizational context conducive to innovation; and multiple and easy links with outside of the organization. These dimensions all rest on a foundation consisting

of the innovator's skills or discovery skills (observe, question, network, experiment and associate) that must be disseminated at all levels of the organization.

A study was done by examining the relationship between innovativeness and firm performance, considering the culture of innovation as a potential moderator of this relationship⁷. Findings of the study reveals that organizational innovativeness and innovation culture both have a substantial and positive impact on firm performance. The innovation culture played a moderating role in the relationship between innovativeness and firm performance in both high- and low-innovation cultures and across all dimensions of innovation. The moderation itself was the strongest in strategic innovativeness, whereas the market innovativeness model produced the most significant variance attributable to the moderator. The study further noted that although enterprises often are more concentrated on resources, processes, and measuring success which is the more easily quantified. Less attention is put to the harder-to-measure, people-oriented determinants of innovative culture.

Hypothesis three results for the combined influence of information culture and innovative culture on job performance of administrators in the Yoruba film industry in Nigeria revealed that information culture and innovative culture have moderate and positive correlation with job performance of administrators in the Yoruba film industry in Nigeria.

A study investigates the effect of information culture and innovative culture on organization performance on public universities in Kenya⁸. The results indicate that there was a strong positive significant correlation between organizational culture and organizational performance. The study further revealed that organizational values had the strongest unique contribution to the organizational performance, followed by organizational artifacts and finally individual believes.

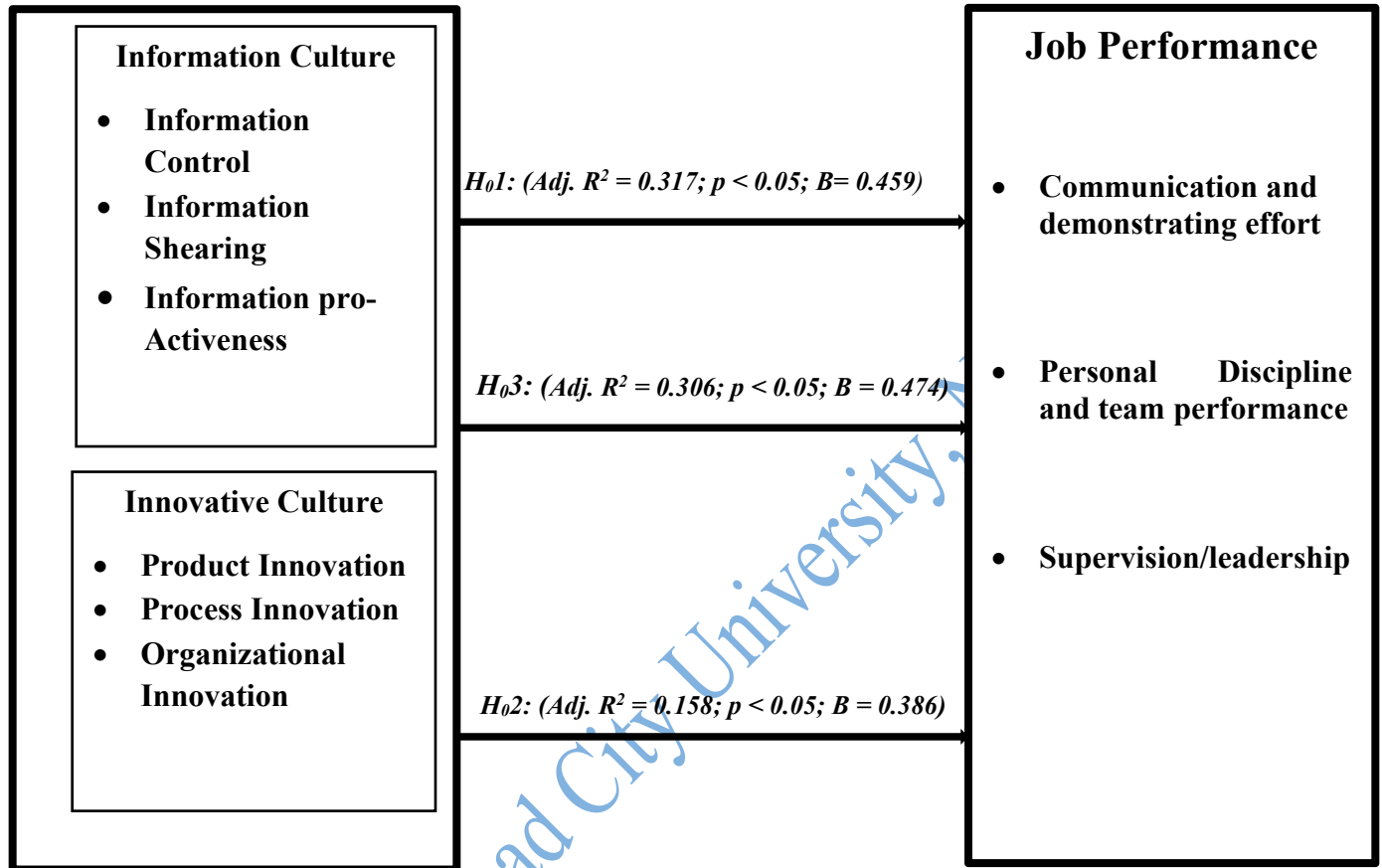
Another study carried out a comparative study between local and foreign companies located in Ho Chi Minh City in order to determine the relationship between information culture, innovative culture and firm performance⁹. 246 respondents from foreign companies and 181 respondents from local companies were sampled for the study. Supportive culture, bureaucratic culture and innovative culture were employed as the explanatory variables while job satisfaction and firm performance were employed as the dependent variable. Descriptive statistics and regression analysis were employed in analyzing the data. The results showed that both supportive culture and innovative culture have a significant and positive impact on job satisfaction and firm performance. The bureaucratic culture has no significant impact. There is no difference between local and foreign companies in terms of innovative culture. For foreign firms, information culture is a stronger, while for local firms the bureaucratic dominates.

A scholar investigated the moderating role of market information culture and innovative culture on individual employee performance¹⁰. Survey research was used in order to carry out the study. The study identified three distinct types of individual-level outcomes stemming from an innovative culture. The three outcome variables-job satisfaction, organizational dynamism perception, and firm performance perception - reflect employees' psychological and cognitive reactions to the process of creating organizational innovation and innovative culture. The study collects survey data from 3960 individual employees in China. The findings showed that a perceived innovative culture significantly and positively affects employees' job satisfaction and perceptions of organizational dynamism and firm performance. In a similar study, a scholar investigated the relationship between innovation culture, information culture and performance in Iceland¹¹. The population of interest was firms in Iceland with more than 50 employees in

manufacturing, retail and services. A total of 265 managers were sampled for the study. Pearson product-moment correlation was employed in analyzing the data. The findings showed a strong relationship between information culture, innovation culture and performance.

From the theoretical stand point the Resource Based View theory was strengthened. The theory suggests that a firm's culture possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance, if three conditions can be met: (1) the culture should be valuable, enabling the firm to do things that lead to economic value, (2) the culture should be rare or unique, and (3) the culture should be imperfectly imitable so that competing firms cannot easily change their cultures to include the desired characteristics¹². This study's results are in concomitance with these theoretical perspectives. Therefore, on the strength of the support found in conceptual, empirical and theoretical submissions in extant literature with this present study's results, the study posits that information culture and innovative culture have significant influence on job performance of administrators in the Yoruba film industry in Nigeria.

Result of Hypothesis Testing



Source: Researcher's Result of Hypothesis Testing (2023)

Endnotes

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The aim of this study is to investigate the influence of Information Culture and Innovative Culture on Job Performance of Administrators in the Yoruba Film Industry, Nigeria. The study has five chapters so as to achieve its main objective. Chapter one presented the background to the study which confirms that performance is an important influencing factor in every industry or sector regardless of its type, sizes and level of development. It is viewed as the effectiveness, quality, and efficiency of overall output which goes a long way to show how valuable various entities is to an organization or sector.

Literature review of existing relevant studies on the concept of Information Culture, Innovative Culture and Job Performance was done. Information Culture in this study included dimensions such as information control, information sharing and information pro-activeness. Innovative culture was measured with product innovation, process innovation and organizational innovation. Job performance was measured with communication and demonstrating effort, personal discipline and team performance and supervision/leadership respectively. The empirical review was done to capture the interaction between information culture, innovative culture and job performance of administrators in the Yoruba Film Industry.

The study reviewed three different theories which are of specific relevance to the study. These are; John Campbell Performance theory, Information Orientation Theory and Resource Based

View Theory. This study is anchored on Resource Based View Theory. This theory holds that a firm's culture possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance, if three conditions can be met: the culture should be valuable, enabling the firm to do things that lead to economic value, the culture should be rare or unique, and the culture should be imperfectly imitable so that competing firms cannot easily change their cultures to include the desired characteristics.

This study adopted a cross-sectional survey design as it attempts to study a subset of a population at a point in time and to determine influence of innovative culture and information culture on job performance of administrators in the Yoruba film industry in Nigeria. The population of the study was sixty-one administrators in the Yoruba Film Industry, South West. Simple random sampling was employed and 61 respondents were sampled. Self-rated questionnaires were used to elicit response from 61 administrators who returned the questionnaires. The study adopted descriptive and multiple regression statistical analyses technique to explain the relative and combined influence of information culture and innovative culture on job performance of administrators in the Yoruba Film Industry. The Statistical Package for Social Sciences (SPSS), Version 24 was used to test the hypotheses at 0.05 level of significance to determine the rejection or acceptance of the null hypotheses. The results were extensively discussed in the context of the current research as well as extant literature.

The findings of the study can be summarized as follows:

1. Job performance of administrators in the Yoruba film industry in Nigeria is high; however, communication and demonstrating effort of administrators is low compared with other measures of job performance.

2. Information culture of administrators in the Yoruba film industry in Nigeria is high.
3. Innovative culture is prevalent in the Yoruba film industry in Nigeria.
4. There is significant positive influence of Information culture sub-variables (information control, information sharing and information pro-activeness) on job performance of administrators in the Yoruba Film Industry, Nigeria. This implies that the standard of information culture in place will continuously lead to higher job performance of administrators in the Yoruba Film Industry.
5. There is significant positive influence of Innovative culture sub-variables (product innovation, process innovation and organizational innovation) on job performance of administrators in the Yoruba Film Industry, Nigeria.
6. Information culture and innovative culture sub-variables significantly influence job performance of administrators in the Yoruba Film Industry, Nigeria.

5.2 Conclusion

In a competitive environment, every organization needs a high-performing human entity that fulfills the goals and objectives as well as enhance the productivity of the organization. It is noteworthy to state that individual work performance is sometimes associated with work behaviors that are germane to achieving organizational goals which are within the individual job holder's control. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery. On the other hand, information culture is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, considerable potential benefit for practitioners, and facilitates insight into the often very complex and challenging social and cognitive issues that are faced when attempting to lead and implement information management initiatives and strategies between an organization and its employees.

Innovative culture, more broadly is a multidimensional concept which describes creativity, openness and receptiveness to new ideas, risk taking, and entrepreneurial mind-set that cumulatively result in substantial change of business processes as well as evolving with the turbulent environment to achieve competitive advantages. A variety of factors influence administrators job performance, some of these factors are information culture and innovative culture. Based on the empirical findings, this study concluded that there is statistically significant influence of information culture and innovative culture on job performance of administrators in the Yoruba Film Industry, Nigeria.

5.3 Recommendations

The goal of every research is to add to the body of knowledge and promote society's general development by producing fresh information that will either improve the current situation or provide new ideas and techniques for solving problems. Based on the findings in this study, the following recommendations were made:

1. Management of the Yoruba Film Industry, should ensure that strategies are put in place for strict compliance to information and innovative culture being a pre-requisite in achieving superior job performance.
2. Administrators in the Yoruba Film Industry should continually work on their information and innovative skills, most especially in the ever-changing world.
3. Management of the Yoruba Film Industry should intensify effort towards the reinforcement of Information culture sub-variables (information control, information sharing and information pro-activeness) which will go a long way in yielding superior performance.

5.4 Contribution to Knowledge

This study offers significant contribution to literature conceptually, theoretically, and empirically. Conceptually, the study focused on identifying gaps in literature pertaining to Information culture, innovative culture and job performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher to analyze the gaps identified in literature. Being the first model to combine dependent (job performance), and independent variables (information culture and innovative culture) variables with measures ranging from dimensions of Information Culture such as information control, information sharing and information pro-activeness. Innovative culture was measured with product innovation, process innovation and organizational innovation. Job performance was measured with communication and demonstrating effort, personal discipline and team performance and supervision/leadership respectively. The model also can be adapted to suite future studies.

From the theoretical stand point the Resource Based View Theory was strengthened. This theory holds that a firm's culture possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance, if three conditions can be met: (1) the culture should be valuable, enabling the firm to do things that lead to economic value, (2) the culture should be rare or unique, and (3) the culture should be imperfectly imitable so that competing firms cannot easily change their cultures to include the desired characteristics. This study's results are in concomitance with these theoretical perspectives.

Empirically, the study is able to add to recent literature on the interaction among information culture, innovative culture and job performance. Though, studies on Information culture,

innovative culture and job performance abound in developed economy context, however empirical study from developing countries like Nigeria seems to be few in this regard. Hence by the findings of the three null hypotheses examined, the study becomes a basis for reference for future study on Information culture, Innovative culture and Job performance. Moreover, the study provides findings which scholars can use to buttress the empirical submissions in their studies. Over all, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implications for the management and administrators in the Yoruba Film Industry, Nigeria that was investigated.

5.5 Suggestion for Further Research

This study investigated the influence of information culture and innovative culture on job performance of administrators in the Yoruba Film Industry, Lagos State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

1. The present study was carried out in the Yoruba Film Industry, further studies in the area of information culture, innovative culture and Job Performance can as well be carried out in other Film Industry within the country so as to be able to extend the knowledge gained from this work to all film industry in the country.
2. This study investigated information culture, innovative culture and Job Performance of administrators in Lagos State, a comparative study with other film industry in Nigeria may be considered in the nearest future.

3. This study investigated information culture, innovative culture and Job Performance in Lagos State, a comparative study with film industry outside Nigeria may be considered in the nearest future.
4. A cross-sectional survey design was used in the course of the study, and this means evidence of causality cannot be established hence, further study may consider longitudinal survey design to explain causality over a long period of time.
5. The present study was carried out in the film industry; future research work may look into the corporate world.
6. This study employed primary data for collection of information from the Yoruba film industry, same study may be carried out in the nearest future using the secondary data for collection of information.

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Appendix 1

**Lead City University, Ibadan
Department of Information Management,
Questionnaire**

Dear Respondent

My name is OSHOLONGE Agboola Rasheed a Post Graduate student of the above-named institution. I am gathering data for thesis titled “Information Culture, Innovative Culture and Job Performance of Administrators in the Yoruba Film Industry.” The questionnaire is strictly meant for academic purpose. Kindly respond honestly to the questions as this will assist the researcher a great deal. To the best of the researcher ability, all information provided shall be treated with utmost confidentiality.

Thank you for your cooperation.

SECTION A: Bio-data of Respondent

Instruction: Please, tick (✓) the appropriate answers to the questions asked below:

1. Gender: Male () Female ()
2. Age: 25–35 years (), 36–50 years (), 51 years and above ()
3. Qualification: HND () B.Sc. (), M.Sc. () Ph.D. () MBA () Others _____
4. Work Experience: 1–10 years (), 11– 20years (), 21 years and above ()

SECTION B: Level of Job Performance of Administrators in Yoruba film industry

The statement in this section concerns Job performance measures as applicable to your Industry. Using the four-point Likert-type-scale provided, please indicate the level to which each statement applies to your job performance, by selecting one of the options provided (4, 3, 2, 1).

Very High Level = 4, High Level = 3, Low Level = 2, Very Low Level = 1

| Please indicate the level to which each statement applies to the job performance in the Yoruba film industry, by selecting one of the options provided | | | | | |
|--|---|-----|----|----|-----|
| I | Communication and Demonstrating effort | VHL | HL | LL | VLL |
| 1 | Using communication skills effectively | 4 | 3 | 2 | 1 |
| 2 | Competent in using information tools and technologies | 4 | 3 | 2 | 1 |
| 3 | Performing competently under pressure | 4 | 3 | 2 | 1 |
| 4 | Work overtime to complete workload | 4 | 3 | 2 | 1 |
| 5 | seamless dissemination of information to other staff | 4 | 3 | 2 | 1 |
| II | Personal discipline and team performance | VHL | HL | LL | VLL |
| 1 | Performing work schedule on time | 4 | 3 | 2 | 1 |
| 2 | Regularity at work always | 4 | 3 | 2 | 1 |
| 3 | Very cooperative, showing team spirit | 4 | 3 | 2 | 1 |

| | | | | | |
|------------|---|------------|-----------|----------------------|------------|
| 4 | Do not engage in any act of insubordination | 4 | 3 | 2 | 1 |
| 5 | Accept and make amends in the incidence of mistake or wrongdoing | 4 | 3 | 2 | 1 |
| 6 | Always more motivated when working as team than to work as individual | 4 | 3 | 2 | 1 |
| III | Supervision/leadership | VHL | HL | L L | VLL |
| 1 | Working with minimum supervision | 4 | 3 | 2 | 1 |
| 2 | Always being an example to others | 4 | 3 | 2 | 1 |
| 3 | encourages subordinates to voice their suggestions and speak out about their thoughts without concern | 4 | 3 | 2 | 1 |
| 4 | Guiding others toward acceptable work behaviour | 4 | 3 | 2 | 1 |
| 5 | Behave correctly by observing ethical leader Behavior | 4 | 3 | 2 | 1 |

SECTION C: Level of Information Culture among Administrators in the Yoruba film industry

The statement in this section concerns information culture factors as applicable to your industry. Using the four-point Likert-type-scale provided, please indicate the level to which each statement applies to your information culture by selecting one of the options provided (4, 3, 2, 1).

Very High Level = 4, High Level = 3, Low Level = 2, Very Low Level = 1

| | | | | | |
|-----------|---|------------------------|-----------------------|-----------------------|------------------------|
| | Please indicate the level to which each statement applies to the information culture of the Yoruba film industry | | | | |
| IV | Information Control | VHL 4 | HL 3 | LL 2 | VLL 1 |
| 1 | Ensure Sensitive information are not exchanged with regulatory bodies | 4 | 3 | 2 | 1 |
| 2 | Ensuring high level of information control | 4 | 3 | 2 | 1 |
| 3 | Ensuring high levels of sensitive information protection | 4 | 3 | 2 | 1 |
| 4 | I receive information about the performance of my organization | 4 | 3 | 2 | 1 |
| V | Information Sharing | VHL 4 | HL 3 | LL 2 | VLL 1 |
| 1 | often exchange information with partner organizations | 4 | 3 | 2 | 1 |
| 2 | often exchange information with customers, or clients outside my organization | 4 | 3 | 2 | 1 |
| 3 | often exchange information with the people with whom I work regularly. | 4 | 3 | 2 | 1 |
| 4 | often exchange information with people outside of my regular work unit but within my organization | 4 | 3 | 2 | 1 |

| | | | | | |
|-----------|---|------------|-----------|-----------|------------|
| 5 | People come often for information | 4 | 3 | 2 | 1 |
| VI | Information pro-activeness | VHL | HL | LL | VLL |
| | | 4 | 3 | 2 | 1 |
| 1 | actively seek out relevant information on changes and trends going on outside my organization | 4 | 3 | 2 | 1 |
| 2 | Use information to respond to changes and developments going on outside my organization. | 4 | 3 | 2 | 1 |
| 3 | use information to create or enhance my organization's products, services, and processes | 4 | 3 | 2 | 1 |
| 4 | Information is used actively to enhance the delivery of services in my organization | 4 | 3 | 2 | 1 |
| 5 | Placing emphasis on seeking relevant information for the growth of the organization | 4 | 3 | 2 | 1 |

SECTION D: Level of Innovative Culture among Administrators in the Yoruba film industry

The statement in this section concerns innovative culture factors as applicable to your industry. Using the four-point Likert-type-scale provided, please indicate the level to which each statement applies to your innovative culture by selecting one of the options provided (4, 3, 2, 1).

Very High Level = 4, High Level = 3, Low Level = 2, Very Low Level = 1

| | | | | | |
|-----------|--|------------|-----------|-----------|------------|
| | Please indicate the level to which each statement applies to the innovative culture of the Yoruba film industry | | | | |
| IV | Product innovation | VHE | HE | LE | VLE |
| | | 4 | 3 | 2 | 1 |
| 1 | Provide clients with services that offer unique benefits superior to those of competitors | 4 | 3 | 2 | 1 |
| 2 | Actively carry out work on developing existing new products. | 4 | 3 | 2 | 1 |
| 3 | Enhance the range of film products released annually | 4 | 3 | 2 | 1 |
| 4 | Deliver new products that are technologically driven | 4 | 3 | 2 | 1 |
| 5 | See new product development as a critical success factor | 4 | 3 | 2 | 1 |
| V | Process Innovation | VHL | HL | LL | VLL |
| | | 4 | 3 | 2 | 1 |
| 1 | Develop an in-house solution to improve filming process | 4 | 3 | 2 | 1 |
| 2 | flexible in offering services according to market demand | 4 | 3 | 2 | 1 |
| 3 | Use new ways to deliver services to the industry | 4 | 3 | 2 | 1 |
| 4 | Reduce the time of developing new products | 4 | 3 | 2 | 1 |

| | | | | | |
|-----------|---|------------|-----------|-----------|------------|
| 5 | Actively adjust new administrative/business processes | 4 | 3 | 2 | 1 |
| VI | Organizational Innovation | VHL | HL | LL | VLL |
| 1 | Adopts innovative work designs | 4 | 3 | 2 | 1 |
| 2 | Use technology to drive organizational process | 4 | 3 | 2 | 1 |
| 3 | Perform better than other administrators in the manner of developing new managerial works | 4 | 3 | 2 | 1 |
| 4 | Successfully commercialize new management processing | 4 | 3 | 2 | 1 |
| 5 | Constantly train staff on new management processes | 4 | 3 | 2 | 1 |

Do Not Copy, Lead City University, Nigeria

Biodata

Full Name:

Agboola Rasheed **OSHOLONGE**

Date and Place of Birth:

18th March, 1984 Lagos Island, Lagos State

Nationality/How Acquired:

Nigerian and by Birth

State of Origin/Local Govt.: Lagos State Ikorodu Local Government Area

Permanent Home Address: 36 Sari Iganmu Road, Sari Iganmu Lagos State

Current Postal Address: Office and Information Technology Management
Department Lagos State University of Science and Technology, Ikorodu.

E-Mail Address: longolarheed@yahoo.com

Personal Mobile Phone Nos: +2348030784661

Marital Status: Married

Number and Ages of Children: Two (2) – Age, 5 and 8 months

Institutions Attended with Dates

| | |
|---|----------------|
| Lead City University, Ibadan, Oyo State | 2021 till date |
| Lead City University, Ibadan, Oyo State | 2021 –2023 |
| Ajayi Crowther University, Oyo State | 2016 – 2018 |
| Ladoke Akintola University, Oyo State | 2015 - 2016 |
| Yaba College of Technology, Yaba, Lagos State | 2009 - 2011 |
| Yaba College of Technology, Yaba, Lagos State | 2004 - 2006 |
| Islamic Comprehensive High School, Ibadan Oyo State | 1996 - 2001 |

Academic Qualifications with Dates

| | |
|---------------------------------------|-----------------|
| MSc Office and Information Management | In-view |
| Bsc Office and Information Management | Awaiting Result |
| MBA Human Resources | 2018 |
| PGD Management Science | 2016 |
| Higher National Diploma | 2011 |
| National Diploma | 2006 |

Work Experience with Dates:

Neito Energy Limited

Lagos

2014 - 2021

2, Tokunbo Alli Street, Ikeja, Lagos

Position: Relationship/Operation Manager

Responsibility:

- ✓ Preparation of database of prospective customer/industries.
- ✓ Routine visit to prospective and existing customer's officer for LPO and Relationship Management.
- ✓ Ensuring prompt service and sales deliveries.
- ✓ Ensuring prompt collection of outstanding payment/receivable upon deliveries.
- ✓ Building and manage robust customer relationships.
- ✓ Co-ordination of all product discharge (if need be) at destination

**Lagos State University of Science and Technology
OIT Department, Isolo Campus**

2013 – Till Date

Position: Adjunct Lecturer

Responsibility:

- ✓ Lecturing
- ✓ Marking of Exams
- ✓ Invigilating

Community High School, Moboluwaduro, (NYSC)

2012 – 2013

Agbado, Ogun State

Position: French/Computer Teacher

Responsibility:

- ✓ Preparing a regular scheme of work for effective teaching.

- ✓ Ensuring clarity and simplicity for better understanding
- ✓ Monitoring students development through test
- ✓ Preparing examination question and supervising candidates.

Aranshe Oluwa Electrical Contractor,
2008 - 2010

Sari Iganmu, Lagos State

Position: Personal Assistance to the Managing Director

Responsibility:

- ✓ Filing and retrieval of corporate documents
- ✓ Ensuring proper travelling arrangements
- ✓ Preparing memos, circulars and letters
- ✓ On – line enquiry for urgent and necessary information
- ✓ Preparing response to correspondence
- ✓ Ordering supplies, record management

Naj Investment Nigeria Enterprises Limited,

2002 - 2004

Idumota, Lagos

Position: Senior Sales Representative

Responsibility:

- ✓ Selling and Renting of VHS and CD cassettes
- ✓ Adequate and retrieval of sales document
- ✓ Keeping of all Club members records

Professional Trainings

- ✓ Relationship Management and Marketing March 18 – 20, 2015
Hi – Impact Learning Centre
10, Obokun Street, Off Coker Road, Ilupeju, Lagos
- ✓ Management Training with ASPIRE 20TH February, 2015

Names and Addresses of Three (3) Referees

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Coordinator Bilingual Unit

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Signature

Date

The University Compliance Certification

This is to certify that, this Thesis by Agboola Rasheed OSHOLONGE with matriculation number LCU/PG/002349 in the department of Information Management in the Faculty of

Communication and Information Sciences, Lead City University, Ibadan is full compliance with the approved University format and style.

Signature

Date

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