

Effect of Organizational Environment on Administrative Innovation

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Abstract

This study aimed at identifying the relationship between the administrative innovation and organizational environment, recognizing the level of motivation of the employees towards innovation and realizing the effect of organizational environment on administrative innovation in Ebn Nafees Medical Clinic (ENMC). The descriptive & historical methods had been used, in addition to the Statistical Package for Social Sciences (SPSS) for analyzing the gathered data & information from the selected sample. The paper concluded to some findings, such as the location of ENMC is suitable for presenting competitive services to the clients, moreover, the good treatment for the employees motivated them for sharing their innovative thoughts which helping management to ascertain the objectives, whilst the recommendations revealed full consideration to the observations & complaints of the employees & clients for improving the performance of the ENMC, furthermore, granting appropriate remunerations for the employees who will present innovative thoughts which may contribute in ascertaining the objectives of ENMC.

Keywords: Organizational Environment, Administrative Innovation, Organizing Services, Organizational Loyalty and Thinking Abilities

Introduction

The importance of the organizational environment has been increased due the rapid changes in the surrounding environment, and also due to the massive competition which is facing the organizations nowadays. This required supporting innovation and continuous evolution amongst the work force, likewise personnel innovative behavior will be affected according to the existing organizational environment.

The importance of innovation to competitiveness is acknowledged. On the other hand, understanding the meaning of innovation is a little more controversial, mainly in the academic sphere [2].

The need of innovation for the organizations has become very essential for the uniqueness in their performance and survival among the acute competition. The researcher has noticed that the research problem indicated that most of principals of the organizations were not encouraging employee's innovative opinions, and thought that they were losing of time.

The significance of this paper revealed the literature review related with the variables of the title (Organizational Environment & Administrative Innovation), also this research can be an additive to behavior sciences researches in collegiate library, likewise this is the first research which has been conducted in Ebn Nafees Medical Center (ENMC) in Rabak Town (White Nile Estate).

This paper conducted to ascertain the following objectives:

- Evaluating the level of the organizational environment in (ENMC).
- Recognition of relationship between the organizational environment & administrative innovation.
- Realizing the effect of organizational environment on administrative innovation in ENMC.

In order to investigate about the research problem and to make sure about the questions raised in the questionnaire model, the following hypotheses can be raised for the same:

- **H1:** There is relationship between work and circumstances environment & administrative innovation in ENMC, Rabak

Town.

- **H2:** There is relationship between employee's interaction & administrative innovation in ENMC, Rabak Town.
- **H3:** There is relationship between the objectives and regulations & administrative innovation in ENMC, Rabak Town.

Literature Review

This section has discussed in brief the literature pertinent with the variables of the title of this paper which are consisting of organizational environment and administrative innovation, as follows:

Organizational Environment

The organizational environment denotes internal and external environmental factors influencing organizational activities and decision making. Every organization, whether business or non-business, has its environment. The organizational environment is always dynamic and ever-changing, so changes of today are so frequent and bring so many challenges, those managers and leaders of the organizations need to be attentive about the environmental changes. The environment of an organization

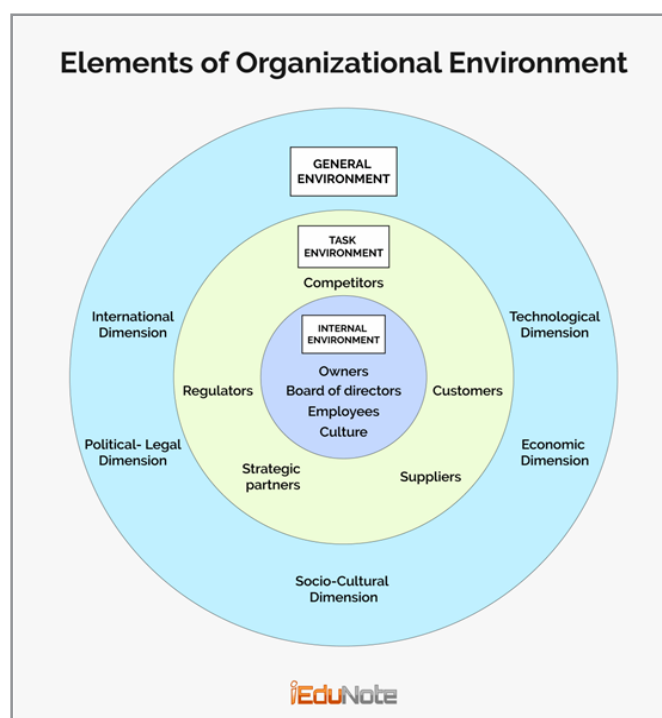
consists of its surroundings – anything that affects its operations, favorably or unfavorably, [1].

Organization environment as defined by consisted of characteristics group towards the internal environment which is reflecting balanced stability towards employees values & attitudes, whilst defined (OE) as group of laws, systems & methods controlling personnel behavior in a particular organization [3, 4].

The researcher thinks (OE) group of characteristics controlling the activities of the organization in long term.

According to Importance of organizational environment can be revealed in earmarking suitable environment for the work force, in order to develop and improve the organization processes and activities, whilst saw that (IOE) as an import organizational change which can affect positively on personnel behavior in the organization [5, 6].

The Below Shape Showed the Elements of Organizational Environment Cited From



The rapid moving in the environment of the organizations induced the managers to develop their organizations environment, for keeping up their continuity & survival.

The researcher thought the organizational environment has direct effect on performance & functional satisfaction, and if the organizational environment is suitable & appropriate for the work force, this can increase the satisfaction & loyalty to the organization and reflect positively on general performance.

As indicated by organizational environment objectives can be pointed out, as below:

- The trait & uniqueness of the organizations based on their appropriate organizational environment.

- If the organizational environment appropriate & attractive for the clients based on good & cooperative treatment, this will increase the loyalty of the employees towards the organization.
- The appropriate & suitable organizational environment will make Employees & organizations objectives are coincided [7].

Administrative Innovation

Innovation as defined by is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace [8].

Innovation is commonly defined as, the carrying out of new combinations that included the introduction of new goods, new methods of production, the opening of new markets, the conquest of new sources of supply and the carrying out of a new organization of any industry, [9].

Innovation is the specific function of entrepreneurship, whether in an existing business, a public service institution, or a new venture started by a lone individual in the family kitchen. It is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth [10].

In the administrative management discipline, administrative innovation is defined as changes in organizational structure or administrative processes, frequently, organizational innovation is also called administrative or management innovation, and can be conceptualized simply as how managers do what they do, [11-13].

In the management literature, it is similar to management innovation, generally defined as implementation of new management practices, processes and structures that represent a significant departure from current standards [14].

In practice, many technical innovations involve administrative changes, and the division can be fuzzy and ambiguous between administrative innovations and process innovations, such as Enterprise Resource Planning (ERP) systems. Moreover, examples of administrative innovation can be found in both private and public sectors, in the private sector included Total Quality Management (TQM) in the 1980s, examples also can be found in public sector.

The definition of administrative innovation in the Oslo Manual Organization for Economic Co-operation and Development, is at the same time broad and simple, organizational innovation is the implementation of a new organizational method in a firm's business practices, workplace organization or external relations. This definition comprises three main branches:

- **Business practices:** new methods for organizing routines and procedures.
- **Workplace organization:** new ways of distributing responsibilities involving employees.
- **External relations:** new ways of organizing relations with other firms or public institutions [15, 16].

In this paper, I can define the administrative innovation simply as new administrative ideas & opinions that not known before, by getting use of the existing sources for ascertaining the organization objectives.

According to, the innovative abilities of the workforce might affect with external factors depending on the below levels:

- **Economic level:** whenever any person has good economic level for financing his projects and tasks, the level of his achievement will be the best.
- **Cultural level:** if any person lives in well-educated family, they will support & motivate him in cultural & innovative aspect.

- **Educational style:** if the method of education in school or university not considering the individual learning, this will reflect negatively on student innovation [17].

Overview of Previous Researches

In this section the researcher described the results of pertinent researches, and compared them with the presented paper, as follows:

As indicated by the relationship between different types of innovation and new product development has received little attention. This article widely argued that technological innovation is an important factor for new product development, the authors contributed by illustrating the importance of process and administrative innovation, which changed an organization's way of doing business. Their findings showed that innovation-supporting human resource practices such as talent development programs and work autonomy increase the effectiveness of process and administrative innovations. They suggested that organizations can achieve sustainable presence in the product market when they constantly innovate the way they run themselves [18].

As pointed out by that the purpose of this paper examined both main theoretical basis and the recent perspectives within the organizational innovation literature. The authors have conducted a bibliometric analysis reviewing the research on organizational innovation from 460 articles published in the period from 2007 to 2016 and indexed in the Web of Science through co-citation and bibliographical coupling analyses. The paper concluded to some findings such as, the clusters analysis results showed that the main theoretical foundations were learning and evolution and implementation of innovation. The study organized the knowledge basis for future research on organizational innovation, and provided the current trends on the topic and presented a comprehensive research agenda [19].

The study of aimed at recognition of the status of the administrative innovation and the impact of its obstacles on using them in innovative process stages. The main finding revealed the organizational obstacles will affect the creative thinking on medium level, whilst the researcher had suggested putting more carefulness on administrative innovation by motivating and looking after the liner managers for the same, also motivating the grouping work in order to contribute in administrative decisions [20].

The study of (Groani, 2010), aimed to recognize the effect of organizational environment in Selifit educational district on the level of functional performance which were pertinent to the targeted sample. The most important finding there was medium effect on organizational environment in connection with variables of age & social condition on employee's functional performance, while there were no affection on variables of sex and experiences of employee's functional performance in the said educational district.

As indicated by IT-enabled administrative innovation has been increasingly important to managers, both in the private and public sectors. This article examined four alternative diffusion theories of administrative innovation, namely, the performance-and-then-legitimacy driven theory, the diminishing-mimetic-isomorphism theory, the fashion-and-then-abandon-by-performance theory, and the performance-fashion-legit-

imacy theory. The conclusion was each theory appeared likely to hold in certain conditions, and none of them came out as the absolute explanation for the diffusion process. The possibility of multiple adoption pathways or conditional diffusion trajectories were suggested and future theoretical development as well as empirical research was needed to understand the diffusion process [21].

Research Methodology

The researcher had used the descriptive method to determine changes and events which were related to the concepts of the variables of research topic, also used the historical methodizing to know the findings of the previous studies, besides the literature review which were related to the variables of the title of this paper.

Furthermore, the researcher has used the standard deviation to measure responses of the targeted questionnaires, moreover Chi square was used for examining the rightness of the hypothesis, if it is exceeding the significant level 0.05 will be accepted, but if not exceeded this measure 0.05, this hypothesis will be rejected.

The researcher has used the Statistical Package for Social Sciences (SPSS) to analyze the data and information, which had been collected from the selected sample in Ebn Nafees Medical Clinic (ENMC), also alpha-cronbach to assure about the rightness & constancy of the designed questionnaire, furthermore, the Standard deviation had been used to know the values distribution about their mean [22].

Results

This paper has deployed the quantitative research approach for collecting the data & information from the selected sample comprised the entire 50 personnel, including physicians, technicians and others supported administrative & financial staff who are working in Ebn Nafees Medical Clinic (ENMC), which is located in White Nile State at Rabak town, by using questionnaire model covering three variables (work conditions & environment, employee's interaction with management besides objectives & regulations of (ENMC) management).

The questionnaire model copied and distributed to the entire 50 selected sample, only 42 questionnaires at 84% had been received back duly filled with complied data & information; however this percentage can be suitable for the statistical processes, and will be applicable on research community.

The following standards have been used to make sure whether the questionnaire model is stabled or not:

- Stability & reliability test: this concerned testing of the questions of the questionnaire in terms of the concept, formalizing & clarity, had been presented to three of academically recognized for evaluation, according which the questionnaire has been modified.
- Stability & internal uniformity test: this standard means no mistakes in the measurements, and it means the internal uniformity between the phrases of the hypothesis which measure any variable, whilst stability means resulting same values if the same measurement repeated, by using Alpha-cronbach which given same results, and assuring the stability of the measurement.

Table 1: Results of Alpha-Cronbach Test for the Phrases of (Work & Circumstances environment)

No.	Phrase	Alpha-cronbach
1	Work & circumstances environment not encouraged administrative innovation	0.73
2	high noise & cars traffic not helped people for the innovation	0.74
3	The location of (ENMC) suitable for presenting competitive services to clients	0.72
4	There is appropriate environment in (ENMC) is motivating the staff for innovation	0.73
5	The existing technology in (ENMC) is contributing in innovation	0.74
	General stability average	0.73

Source: the researcher, 2019.

The above table 01, revealed that all results of the phrases of the first axis bigger than 60%, this result agreed with the internal uniformity for all phrases, however the general stability average 0.73 is expressing high stability, and can be depended on it for

measuring all phrases of the first axis (work & circumstances environment), on the other hand can help in ascertaining the research objectives.

Table 2: Results of Alpha-Cronbach Test for the Phrases of (Employees' Interaction with Management)

No.	Phrase	Alpha-cronbach
1	Good treatment of management motivating employees to present innovative fair thoughts	0.71
2	Regular meetings attended by employees encouraging them for innovation	0.74
3	Observations & complaints box in (ENMC) drawing innovative ideas of clients	0.74
4	ENMC participate staff in decisions making for improving the general performance	0.75
5	The positive innovative mistakes will be considered as lessons for future planning	0.74
	General stability average	0.73

Source: the researcher, 2019.

The above table 02, indicated that all results of the phrases of the second axis bigger than 60%, this result agreed with the internal uniformity for all phrases, however the general stability average 0.73 is expressing high stability, and can be depended on it for

measuring all phrases of the second axis (employees' interaction with management), on the other hand can help in ascertaining the research objectives.

Table 3: Results of Alpha-Cronbach Test for the Phrases of (Regulations & Objectives of the ENMC)

No.	Phrase	Alpha-cronbach
1	Every employee has obligation to work according to the regulations & policies of ENMC	0,72
2	ENMC treating all workforce equally and fairly for ascertaining the planned objectives	0.74
3	The regulations & policies of ENMC encouraging the innovative thoughts	0.73
4	The workforce who present innovative opinions will be given prizes	0.73
5	ENMC regulations & policies are fair and can be subject for implementation	0.71
	General stability average	0.72

Source: the researcher, 2019.

As obviously indicated in table 03, that all results of the phrases of the second axis bigger than 60%, this result agreed with the internal uniformity for all phrases, however the general stability average 0.72 is expressing high stability, and can be depended on it for measuring all phrases of the third axis (regulations & objectives of the ENMC), on the other hand can help in ascertaining the research objectives.

- Regression analyzing: for testing the effect of any dependent variable on the independent variable, in order to examine the research hypothesis based on T-test value. In case of the acceptance of the hypothesis, the accounted T-test value will be biggest than the scheduled T- test value or less than 5%.

Discussion

After the assurance of stability & reliability of the questionnaire, the researcher had used the statistical package of social sciences (SPSS) for analyzing the gathered data and information, for identify the percentage of acceptance and no acceptance of the hypothesis's phrases, as follows:

Analyzing of the First Hypothesis

HI: This hypothesis assumed: There is relationship between work and circumstances environment & administrative innovation in (ENMC), Rabak Town.

In order to analyze the data & information which have been collected & gathered from the selected sample, the following statistical measurements were used accordingly:

- Reliability Test: for testing the stability and true of the raised questions, also Cronpach's Alpha has been used for measuring internal consistency of the phrases of the hypothesis, in order to assure about the correctness of this tool if exceeding 60% will be acceptable.
- Inference statistic: for examining the hypothesis at 5%, if the value of Chi square less than 5% is significant and at confidence rate 95%, the raised hypothesis will be accepted, otherwise will be rejected.

Table 4: Frequency of the First Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	16	38.1	04	9.5	05	11.9	15	35.7	02	4.8
2	18	43.9	07	16.7	03	7.1	10	23.8	04	9.5
3	17	40.5	18	43.9	02	4.8	05	11.9	0	0
4	15	35.7	11	26,2	06	14.3	06	14.3	04	9.5
5	13	31.0	10	23.8	09	21.4	09	21.4	01	2.4
Aver.		37.84		24.08		11.90		21.42		5.24

Source: the researcher from questionnaires data, 2019.

As obviously shown in table 04, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 61.9%, whilst the average of the neutral from reply for the ques-

tionnaires was 11.9%, although the ratio of those who had disagreed for all hypothesis phrases was 26.0% only, these results reflecting the acceptance & rightness for the hypothesis phrases.

Table 5: Dean, Standard Deviation & Chi-Square for the First Hypothesis

No	Phrase	Mean	Std. deviation	Chi-square	Asymp. Significant
1	Work and circumstances environment not encouraged administrative innovation	3.4	1.432	20.61	0

2	High noise & cars traffic not helped people for the innovation	3.59	1.482	17.28	0.002
3	The location of (ENMC) suitable for presenting competitive services to clients	4,11	0.967	19.14	0
4	There is appropriate environment in (ENMC) which is motivating the staff for innovation	3.64	1.358	9.66	0.046
5	The existing technology in (ENMC) is contributing in innovation	3.59	1.21	9.42	0.051
General average		3.66	1.289	15.222	0.019

As indicated in the above table no 05, the average of mean of the selected sample for phrases of the hypothesis was 3.66, and the Standard deviation average 1.289, whilst the average of Chi-Square was 15.222, also the average of the Asymp. Significant was only 0.019 which was less than the T-test value 5%, these differences in responses of those who accepted all phrases of this hypothesis.

Analyzing of the Second Hypothesis

- **H2:** There is relationship between employee's interaction with management & administrative innovation in (ENMC), Rabak Town.

Table 6: Frequency of the Second Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	16	38.1	13	31.0	04	9.5	07	16.7	02	4.8
2	14	33.3	10	23.8	04	9.5	10	23.8	04	9.5
3	09	21.4	08	19.0	07	16.7	14	33.3	04	9.5
4	09	21.4	07	16.7	08	19.0	15	35.7	03	7.1
5	17	40.5	07	16.7	09	21.4	06	14.3	03	7.1
Aver.		30.94		21.44		15.22		24.76		7.60

Source: the researcher from questionnaires data, 2019.

According to table 06, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 52.38%, whilst the average of the neutral from reply for the questionnaires was

15.22%, although the ratio of those who had disagreed for all hypothesis phrases was 32.4% only, these results reflecting the acceptance & rightness for the hypothesis phrases.

Table 7: Dean, Standard Deviation & Chi-Square for the Second Hypothesis

No	Phrase	Mean	Std. deviation	Chi-square	Asymp. Significant
1	Good treatment of management motivating employees to present fair innovative thoughts	3.80	1.254	16,81	0.002
2	Regular meetings attended by employees encouraging them for innovation	3.47	1.418	8.95	0.062
3	Observations & complaints box in (ENMC) drawing innovative ideas of clients	3.09	1.339	6.33	0.176
4	ENMC participate staff in decisions making for improving the general performance	3.09	1.303	8.95	0.062
5	The positive innovative mistakes will be considered as lessons for future planning	3.69	1.334	13.23	0.010
General average		3.42	1.329	10.85	0.062

Source: the researcher from questionnaires data, 2019

As shown in the above table no 07, the average of mean of the selected sample for phrases of the hypothesis was 3.42, and the Standard deviation average 1.329, whilst the average of Chi-Square was 10.85, also the average of the Asymp. Significant was 0.062 which was bigger than the T-test value 5%, this result

assuring no differences in responses of those who accepted all phrases of this hypothesis.

Analyzing of the Third Hypothesis

- **H3:** There is relationship between the objectives and regulations & administrative innovation in ENMC, Rabak Town.

Table 8: Frequency of the Third Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	17	40.5	12	28.6	06	14.3	07	16.7	0	0
2	16	38.1	12	28.6	09	21.4	05	11.9	0	0
3	13	31.0	11	26.2	05	11.9	11	26.2	02	4.8
4	13	31.0	08	19.0	06	14.3	12	28.6	03	7.1
5	14	33.3	09	21.4	07	16.7	07	16.7	05	11.9
Aver.		34.78		24.76		15.72		20.02		4.76

Source: the researcher from questionnaires data, 2019.

As per the above-mentioned table 08, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 59.54%, whilst the average of the neutral from reply for the ques-

tionnaires was 15.70%, although the ratio of those who had disagreed for all hypothesis phrases was 24.76% only, these results reflecting the acceptance & rightness for the hypothesis phrases.

Table 9: Dean, Standard Deviation & Chi-Square for the Third Hypothesis

No	Phrase	Mean	Std. deviation	Chi-square	Asymp. Significant
1	Every employee has obligation to work according to the regulations & policies of ENMC	3.92	1.112	7.33	0.062
2	ENMC treating all workforce equally and fairly for ascertaining the planned objectives	3.92	1.045	6.19	0.103
3	The regulations & policies of ENMC encouraging the innovative thoughts	3.52	1.311	10.38	0.034
4	The workforce who present innovative opinions will be given prizes	3.38	1.378	8.23	0.083
5	ENMC regulations & policies are fair and can be subject for implementation	3.47	1.418	5.61	0.229
General average		3.64	1.252	7.54	0.102

Source: the researcher from questionnaires data, 2019.

As indicated in the above table no 07, the average of mean of the selected sample for phrases of the hypothesis was 3.64, and the Standard deviation average 1.252, whilst the average of Chi-Square was 7.54, also the average of the Asymp. Significant was 0.102 which was bigger than the T-test value 5%, this result assuring no differences in responses of those who accepted all phrases of this hypothesis.

Examining Rightness of the Hypotheses

The researcher has used regression analysis for testing rightness of the hypotheses or otherwise, based on the relationship between the dependent variables and independent, as follows:

- **HI:** This hypothesis assumed: There is relationship between work and circumstances environment & administrative innovation in (ENMC), Rabak Town.

Table 10: Regression Analysis for the First Hypothesis

The hypothesis	Correlation ratios R	Determination ratios R2	Regression ratios B	T-test value	Asymp. Significant	Result
There is relationship between work and circumstances environment & administrative innovation in ENMC, Rabak Town	0.77	0.59	0.814	9.620	0.000	Acceptance

Source: the researcher from questionnaires data, 2019.

The above table no 10 revealed the following:

- There is strong correlation between work & circumstances environment and administrative innovation at correlation ratio 0.77, is not determined the sort of relationship between the dependent and independent variables, whilst the value of regression analysis 0.814, is proving positive relationship between work and circumstance environment & administrative innovation in ENMC, Rabak Town.

- The Determination ratio 0.59 was considered as a result of the independent variable (administrative innovation), because of the dependent variable (work & circumstances environment), according to T-test at general Asymp. Significant being 0.05, whilst T-test value reached 9.620 at the resulted Asymp. Significant 0.000, which was less than the general Asymp. Significant 0.05 is proving the rightness of the above-mentioned hypothesis.

- **H2:** There is relationship between employees' interaction with management and administrative innovation in ENMC, Rabak Town.

Table 11: Regression Analysis for the Second Hypothesis

The hypothesis	Correlation ratios R	Determination ratios R2	Regression ratios B	T-test value	Asymp. Significant	Result
There is relationship between employees interaction with management and administrative innovation in ENMC, Rabak Town	0.79	0.62	0.830	10.415	0.000	Acceptance

Source: the researcher from questionnaires data, 2019.

The above table no 10 showed the following:

- There is strong correlation between employees interaction with management & administrative innovation at correlation ratio 0.79, is not determined the sort of relationship between the dependent and independent variables, whilst the value of regression analysis 0.830, is proving positive relationship between employees interaction with management & administrative innovation in ENMC, Rabak Town.
- The Determination ratio 0.62 was considered as a result of the independent variable (administrative innovation), be-

cause of the dependent variable (employees interaction with management), according to T-test at general Asymp. Significant being 0.05, whilst T-test value reached 10.415 at the resulted Asymp. Significant 0.000, which was less than the general Asymp. Significant 0.05 is proving the rightness of the above-mentioned hypothesis.

- **H3:** There is relationship between the objectives and regulations & administrative innovation in (ENMC), Rabak Town.

Table 12: Regression Analysis for the Third Hypothesis

The hypothesis	Correlation ratios R	Determination ratios R2	Regression ratios B	T-test value	Asymp. Significant	Result
There is relationship between the objectives and regulations & administrative innovation in ENMC,	0.81	0.66	0.297	11.318	0.000	Acceptance

Source: the researcher from questionnaires data, 2019.

The above table no 10 pointed out the following:

- There is strong correlation between the objectives and regulations & administrative innovation at correlation ratio 0.81, is not determined the sort of relationship between the dependent and independent variables, whilst the value of regression analysis 0.297, is proving positive relationship between the objectives and regulations & administrative innovation in (ENMC), Rabak Town.
- The Determination ratio 0.66 was considered as a result of the independent variable (administrative innovation), because of the dependent variable (the objectives and regulations), according to T-test at general Asymp. Significant being 0.05, whilst T-test value reached 11.318 at the resulted Asymp. Significant 0.000, which was less than the general Asymp. Significant 0.05 is proving the rightness of the above-mentioned hypothesis.

Conclusion

The paper concluded to some findings, such as:

- Good Work environment & circumstances motivating people to present positive innovations.
- Employees' interaction with management leading to administrative innovation.
- Fair objectives and regulations motivating employees to participate with their positive innovation.
- The location of ENMC is suitable for presenting competitive services to the clients.

- Good treatment for the employees motivated them for sharing their innovative thoughts which helping management to ascertain the objectives.
- Every employee has obligation to work according to the regulations & policies of ENMC.
- ENMC treating its workforce equally and fairly for ascertaining the planned objectives.
- In the light of the findings, the researcher recommends the following:
- Availability of appropriate technology in ENMC will contribute in presenting right innovations.
- Putting consideration to the observations and complaints of the employees & clients for improving the performance of the ENMC.
- Granting appropriate remunerations for the employees who will present innovative thoughts which may contribute in ascertaining the objectives of ENMC.
- It is necessary to develop & simplifying ENMC regulations & policies for smooth implementation by the workforce.
- Associating the staff in decisions making can improve the general performance of ENMC.
- Arranging regular meetings and to be attended by employees will encourage them for innovation.
- Arranging contracts with famous specialized physicians in order to attract potential clients in future.

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