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**University of Hertfordshire Business School**

**MSc International Business**

**The Impact of Organisational Culture on Innovation Management in the Global Industry**

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# LIST OF ABBREVIATIONS

SLR = Systematic literature review

HR = Human resources

IRP = Interpretivism research philosophy

IRA = Inductive research approach

PSM = Purposive sampling method

**ABSTRACT**

In the current rapidly varying business atmosphere largely fuelled by digital transformation and increased market competition, effective innovation management becomes key to the survival and success of any Organisation. From the diverse factors that can drive innovation management, organisational culture has a significant role, as the people strategic enabler that stimulates an organisation’s innovation management to strengthen its market reputation and provide a competitive edge. Thus, this research aimed to analyse the intrinsic relationship between organisational culture and innovation management, addressing the key dimensions that effectively impact this innovation management. This study used qualitative research methodology to explore the organisational values, beliefs, meanings, and social norms that allow us to understand the influence of Organisational culture on innovation management and how to leverage the organisation’s cultural contribution to developing more robust innovation practices. The thematic analysis method was used to analyse the data, extract and interpret the most important results from a set of selected research-focused, peer-reviewed articles, generating themes that encapsulate significance in strengthening innovation management. This research addressed the key research themes, such as leading people, knowledge management & team development, strategy & performance, change management & Organisational development, and employee engagement & motivation.

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# CHAPTER 1: INTRODUCTION

# Introduction

This research addresses the influence of Organisational culture on innovation management in various industries. Organisational culture plays a vital in the success of any Organisation as it deeply places the beliefs and values held by the Organisation's personnel. Recently, Organisational culture has demonstrated a substantial influence on the organisations success. In this section background information will be presented, i..e. problem statement, aim & objectives, research questions, the scope of this study, and the significance of the study.

## Background Information

With the increased digital transformation and evolution of various digital technologies, Organisations need to operate in a business environment that is highly categorized by faster technological changes, rigorous international competition, and varying customer preferences. Considering these issues, innovation represents a critical factor in attaining success and sustaining a competitive edge (Igartua et al., 2010). Organisations with effective innovation management pose more flexibility and quickly respond to business or market changes to take advantage of the available business opportunities. It also helps to better adapt to the varying business needs and atmosphere for improving the business performance and success. Innovation plays a significant role in various Organisational settings, so many researchers focus on determining the associated factors to influence innovation. One of these factors is organisational culture.

Shea et al., (2021) define the concept of Organisational culture is defined as the Organisation’s backbone - it reflects the assumptions, values, beliefs, norms, myths, and goals that are comprehensively accepted and utilized in Organisations for better managing the business and attaining success. Organisational culture supports achieving mutual value promotion, desired employee behaviours, innovation, and competitive advantage.

Cameron & Quinn, (2006) addressed that the Organisational culture is not much considered the key factor in determining the performance of Organisations because it comprises the for-granted assumptions, values, definitions, and expectations. Organisational culture is a significant issue that impacts the Organisation’s innovation management and Organisational development and growth. Organisations should devise and execute an innovative culture for generating unceasing and sustained business values while developing the necessary capabilities for competing in the market. For every Organisation regardless of its size, business processes, and instructed type, an innovative Organisational culture is essential for them to succeed in the globalization era and meet the increased customer demands and varying business atmosphere.

Both small-scale and large-scale organizations drive the economic growth of developing countries. The establishment of a company in any industry faces challenges related to shorter lead times for commercialization, longer lead times for industry applications, and accelerated obsolescence. One of the most critical themes is the corporation’s focus on incorporating innovation into their business operations to better grow and survive in the competitive market (Wu et al., 2019). Today, customers also have access to real-time business information, which empowers them to demand the best quality, product features, optimized services, and reasonable prices. It creates pressure on Organisations to increase business proficiency and become more innovative in product development and enhancements. The creation of a robust Organisational culture that is open to innovation is a crucial need for organisations to achieve success. Further, the leaders need to develop and uphold a robust system for appreciating and rewarding creativity via appropriate compensation and other Human resources (HR)-relevant policies. Companies can stimulate the employee’s desire for innovation by offering extrinsic and intrinsic rewards to them.

The organisations should consider the diversified cultural landscape and understand the influence of the most dominant cultural values, such as hierarchy, collectivism, and risk-taking abilities. They need to facilitate effectual leadership styles to foster a favourable culture of innovation while adapting diverse cultural contexts and impacting employee engagement and motivation. Thus, this research mainly focuses on addressing the impacts of Organisational culture on innovation management in these organisations while addressing the influence of cultural norms on team collaboration and communication, exploring the impact of leadership styles on employee engagement in innovation, and how the organisations can facilitate the government policies for shaping their innovation efforts.

## Problem Statement

In most organizations, the Organisational culture may pose the most critical challenges to fostering efficient innovation management. Despite the integral vitality of any industry, there are a few cultural aspects that might largely hinder the initiation, implementation, and sustainability of the adopted innovation practices to impede the companies from completely leveraging their latency to realize growth and competitiveness (C. Naranjo-Valencia & Calderon-Hernández, 2018). The current Organisational culture may cause resistance to change issues that create barriers to the adoption and implementation of novel business ideas. This issue may stem from a fear of disrupted processes and a lack of awareness about the innovation’s benefits. Also, if Organisations do not prioritize open communication and collaboration in their business culture, then it might hinder the sharing of business ideas or information and cross-functional cooperation. Moreover, the current Organisational culture is not capable of engaging the employees in the adopted innovation processes. Therefore, this research study mainly pursues to assess and provide an in-depth understanding of the relationship between innovation management and Organisational culture, and how the Organisational culture could be utilized as a stimulant to realize the most innovative capabilities.

## Research Questions

### Main Research Question

* How does the Organisational culture influence organizations’ innovation management?

### Sub-Research Questions

* What are the key characteristics and components of Organisational culture in different industries?
* How can the organisations leverage different cultural perspectives and backgrounds to enhance creativity and innovation?
* How Organisational culture shapes employees’ willingness to embrace innovation initiatives?
* How does employee engagement influence innovation management and what factor might hinder their active participation in the initiatives for innovation management?
* How does the alignment of Organisational culture and innovation initiatives influence the overall outcomes of Organisations?
* How do open communication and collaboration within the Organisational culture impact the efficacy of innovation management?

## Aim & Objectives

### Aim

This research dissertation mainly aims to address and explore the impacts of Organisational culture on innovation management.

### Objectives

* To assess the existing Organisational culture in the organizations in different industries.
* To examine the significance of open communication and collaboration in the organisational culture and its impact on innovation management.
* To investigate the role and impact of employee engagement on innovation management.
* To evaluate the role of Organisational leadership in shaping Organisational culture for better innovation.
* To recognize the associated opportunities and challenges to transform Organisational culture for supporting innovation management.

## Scope of this Study

This research study focused on addressing the influence of organisational culture on innovation management in different organisations. This study will target the organnisations in different industries which leverage the Organisational culture to enhance innovation management (Accept Mission, 2023). This research will also explore different aspects of the Organisational culture, such as norms, beliefs, values, leadership styles, and communication patterns, and understand how these aspects hinder or facilitate innovation. Also, this research will explore the specific role played by leadership to shape and influence Organisational culture in the aspects of innovation management. Further, this research will also investigate the significance of employee engagement in innovation management and the factors that influence their participation in innovation management initiatives. Moreover, this research will also assess the impact of external factors (i.e., cultural trends, market competition, and regulatory environments) and policy implications for promoting a supportive atmosphere for better innovation management in different organizations.

## The Rationale Behind this Study

The Asia Pacific region has a growing hub for various industries, but it lacks effective innovation management in the Organisations, particularly in small-scale organizations. Thus, this research will address the key insights related to different cultural contexts related to OC-IM in Asia-Pacific countries (Pietruszka-Ortyl, 2019). Further, it will guide for enhancing innovation capabilities and driving economic growth. Further, it will address the diverse cultural contexts for shaping innovation management processes and recognizing the optimized strategies.

## Significance of this Study

This research study is multifaceted and holds immense potential for offering the most vital and valuable insights across different levels, informing strategic business decisions, and contributing toward sustainable development. This research study will let the organisations better understand the relationship between innovation management and organisational culture and align their cultural values with the specified innovation goals while fostering a creative and adaptable business environment. This research also provides critical insights related to the relationship between innovation management and organisational culture for enabling the researchers to uncover the vital factors that might facilitate or hinder the integration of new processes, ideas, and technologies in diverse organisations. Further, this research addresses the importance of employee engagement in enhancing Organisational culture and fostering employee-obsessed innovation (Daher, 2016). Moreover, this research addresses how leadership skills enhance Organisational culture and reveal vital insights to enable leaders to develop robust leadership practices for promoting a culture of Organisational innovation.

# Conclusion

In this chapter, a detailed introduction is provided to this research dissertation to address Organisational culture's impacts on innovation management in OC-IM. This section provided background information, problem statement, scope, research questions, aim & objectives, and significance of this research study. In the next chapter, a detailed literature review will be conducted of the existing research and journal articles to analyse other researchers’ works and use theories or concepts by them.

# CHAPTER 2: LITERATURE REVIEW

# Introduction

This research chapter is focused on conducting an in-depth literature review of the existing research papers or journal articles. This section will help to gain an improved understanding of the relationship between innovation management and organisational culture. It starts with discussing the notion of organisational culture with the relevant concepts or theories. Then innovation management will be discussed considering the factors, especially organisational culture that impact innovation management. Then the relationship between organisational culture and innovation management will be discussed and then this chapter will be concluded by creating a conceptual model for this research study.

# Literature Review

## Organisational Culture

In the management field, Organisational culture is studied on a comprehensive level and considered the most vital determinant to enhance an Organisation’s performance. Each Organisation has a specific culture along with its business structure, technology, strategy, and employees that are managed by the whole Organisation. Organisational culture could be described as assumptions, beliefs, myths, norms, values, and goals. Gallup, (2023) states Organisational culture represents the patterns of the shared fundamental assumptions that are learned by a specific group to solve the problems related to integration of internal and external adaptations. According to Nguyen, (2015), Organisational culture represents a complicated set of commitments, ideologies, values, and traditions shared across the Organisation and influences the Organisation’s approach to managing its performance to becoming a substantial source of advancement and innovation. A robust Organisational culture significantly drives the performance and success of any Organisation. The Organisational culture influences everything that the Organisation does.

### Organisational Culture Theories

There are many, complementary perspectives of culture, from country to organisational, and they can all play a role in facilitating innovation. Wu, (2023), states **Hofstede’s cultural model** represents a framework to better understand the cultural differences across diverse societies. It analyses and compares the Organisational culture following the Organisation’s practices, values, and beliefs. This model can help Organisations adapt leadership styles that are better tailored to their business operations success. Also, this framework can help organisations better understand the culture of any country based on cultural values. From different lenses, Mamatha S.V. & Geetanjali P., (2020) argues **Schein’s Organisational culture model** provides a unique set of variables for better measuring cultural orientation. This model defines Organisational culture are the pattern of the collective fundamental assumptions to solve the problems related to the integration of internal and external adaptations. This model helps in analysing the organisational culture using noticeable norms, artifacts, and values for reflecting the cultural orientation.

According to Zilber, (2011), the **Institutional theory** provides a vital lens to better understand how the Organisational culture shapes and perpetuates the business practices of organisations. It highlights the interaction between external pressures and internal dynamics for shaping the beliefs, values, and practices within the Organisations. This theory can be combined with Organisational culture to better shape Organisational behaviours and outcomes.

### Organisational Culture Dimensions that foster innovation

Nathalie et al., (2002) used qualitative research methodology to conduct questionnaires for assessing the Organisational culture along with its unique dimensions. From the conducted questionnaires, the four most fundamental conceptual domains or dimensions are recognized. The first Organisational culture dimension is ‘**people** **orientation’** which reflects perceived support, consideration, cooperation, and mutual respect among the Organisation’s members. The second dimension is ‘**innovation**’ which denotes a generalized openness toward tendency and change for experimenting and taking risks. The third dimension is ‘**control**’ which focuses on the work formalization level with the existence of procedures and rules and the significance of hierarchy. The fourth dimension is ‘**result/outcome orientation**’ which focuses on measuring the projected levels of productivity or performance within the Organisation. Chapman et al., (2018), used an inductive lexical approach for identifying the critical dimensions of Organisational culture based on a 9-factor solution, comprising the dimensions of dominant, innovative, friendly, pace, trendy, admired, traditional, diverse, and corporate social responsibility. This approach is very helpful in understanding the human personality and perspectives in facilitating Organisational culture to realize innovation.

## Innovation Management

Innovation management represents a process of managing the Organisational innovation procedures, including business practices, activities, and decisions for implementing an innovative business strategy. Igartua et al., (2010) state that managers are always concerned about achieving a sustained competitive advantage to survive in the market for a longer time. Small and medium-sized corporations face more difficulties in enduring a hostile atmosphere as compared to large-scale Organisations. In organisations, innovation represents the successful implementation of novel ideas and the creation of potential business values for the customers or stakeholders. It realizes continued competitive advantages and sustainable business growth within the company. However, efficient innovation management is a concern for many Organisations. The Organisations need to develop, review, and update innovation policies and strategies following their mission and strategic goals. Their portfolio of products, technologies, and projects should be balanced using robust management disciplines to better meet the Organisation’s needs. Further, good project management is essential for successfully implementing the innovation strategy to avoid the associated risks and uncertainties. Organisational leaders should promote entrepreneurial culture and innovation across the Organisations while personally involved in establishing and implementing the most relevant and effective ways for supporting innovation management.

Innovation management represents a complex process that needs strengthened skills and includes a systematic utilization of effective mechanisms for planning, organizing, leading, and coordinating the competencies and resources of the Organisations to generate innovations as per the Organisation’s business strategies (Tavares-Quinhoes & Velez-Lapão, 2023). More specifically, innovation management refers to a mechanism to allows Organisations to shape the adopted innovation processes and generate novel ideas, products, or practices systematically to generate a positive impact of innovation on the firm’s performance.

### Innovation Management Theories

According to Callegari & Nybakk, (2022), **Joshep Schumpeter’s theory** of innovation represents a classic and dominant framework to better understand economic development and growth. It is a most valuable framework to better understand the innovation’s dynamics and its precise role in shaping economic growth. It includes two different theories, the first is focused on small and new entrepreneurs, and the second is focused on larger entities. The key insights of this theory help promote innovation and build a more prosperous economy. Si & Chen, (2020), state that the **disruptive theory of innovation** addresses how new business models or technologies can significantly disrupt existing industries or marketing by targeting ignored segments and gradually competing with well-established market players. It has a profound influence on the ways using which entrepreneurs, businesses, and investors approach market dynamics and innovation. It also motivates Organisations to become more agile, vigilant, and willing to explore novel opportunities. Bers et al., (2012), argue that the **Stage-Gate model** is a comprehensively used model to better implement and manage Organisational innovation. It offers a highly structured and segmented strategy for innovation management. Here the stages denote key decision points and activities, whereas the gates represent checkpoints to evaluate the organisation’s innovation efforts and decisions. This innovation theory addressed that innovation provides potential ways for Organisations to nurture their technology base and strategic boundaries.

### Factors that Influence Innovation Management

According to Smith et al., (2019), innovation represents the most stimulus ability the organisations in sustaining competitive advantage. Beside organizational culture some factors are there that can also contribute in realizing an optimal level of innovaton management.

This research uses an SLR (systematic literature review) strategy to identify nine key factors for better managing the Organisation’s ability for innovation management. These key nine factors are Organisational culture, technology, corporate strategy, resources, Organisational structure, employees, knowledge management, leadership & management styles, and innovation process.

**Technology** factor concerned with the utilization of effective technology for facilitating innovation within Organisations. The **innovation process** factor focuses on better generating, developing, and implementing the innovation. The **corporate strategy** factor represents a comprehensive subject area that represents vital aspects of an Organisation’s business strategy in the effectual management of Organisational innovation. The **Organisational structure** factor illustrates the potential ways in which the vital Organisation’s parts can be configured to influence its ability of managing innovation (Smith et al., 2019). The **Organisational culture** factor represents the Organisation’s beliefs and values for impacting the ability to facilitate innovation within the Organisation. The **employee** factor also significantly impacts the Organisation’s innovation management capabilities through engagement and motivation. Effective innovation management also depends on Organisational **resources** factors, such as physical, financial, and human resources. **The knowledge management** factor represents an effective utilization of knowledge to facilitate innovation management. The **leadership and management styles** factor also significantly impact innovation management by encouraging the employees to become more innovative and resilient.

### How innovation management looks in IT corporations

University, (2023), states that innovation management represents the practices to control, guide, and manage the ideation and execution of new technologies and strategies for better supporting business growth. There are 4 pillars of innovation management, including structure, competency, culture, and strategy (MassChallenge, 2022). These pillars provide a solid foundation for IT professionals in identifying the potential areas where the Organisation can innovate along with ensuring that the Organisational environment fosters innovation. Technology corporations need to regularly innovate their business operations to stay up to date with the frequently evolving technology and economic landscape by fostering a collaborative culture by intertwining information technology and business strategy in effective decision-making and encouraging the employees to express an entrepreneurial spirit. Further, a highly motivated leadership team can make the Organisation compatible with disruptive innovation. Accept Mission, (2023), defines three main kinds of innovations, such as business model innovation, product development innovation, and process improvement innovation for technology Organisations. This innovation in technology corporations can help them increase competitiveness & productivity, reduce time, enhance products or services, cost-efficiency, and increase customer satisfaction.

## Relationship between Innovation Management and Organisational Culture

### Organisational culture and innovation management

The role of organisational culture in innovation management is quite difficult. Most managers see Organisational culture as a very special and unique asset of any Organisation. When any Organisation tries to define this concept, they only use a few statements like ‘we consider our employees and customers as the most vital asset,’ ‘we follow a customer-centric business approach,’ etc. because the Organisational culture concept is very difficult to define and measures due to its complex structure. The general categorization of the types of Organisational culture is under two broad dimensions (Cameron & Quinn, 2000). The first dimension represents the business orientation towards the Organisation’s judgment, flexibility, inaction, and control. The Organisation is positioned between rigidity and flexibility under this dimension. The second dimension represents the outward or inward business orientation. The main culture types are adhocracy, market, clan, and hierarchy and these types could be found under different proportions within the Organisations.

### Relationship between innovation management and organisational culture

According to Eskiler et al., (2016), the individual’s innovative behaviour at the workplace forms a solid foundation for any Organisation to facilitate an entrepreneurial mindset and change. Culture refers to the most vital social & environmental factor because it may impact an Organisation’s development and life. Organisational culture refers to a paradigm that addresses the reality of its culture. More specifically, it is the system of values, behaviours, habits, and beliefs for directing individual behaviours within the Organisation. Organisational culture has four dimensions, including innovativeness, effectiveness, consistency, and cooperative culture. Thus, Organisational culture is a very important determinant in managing innovative work behaviour and allows firms to obtain a competitive edge. Further, Organisations need to engage their employees in innovative work behaviours to innovate their business operations, strategies, and processes to achieve business goals. Daher, (2016) proposes a set of unique Organisational values, such as flexibility, creativity, autonomy, dynamism, adaptability, entrepreneurship, future-oriented, supportive risk-taking, participative decision-making, and empowerment. These Organisational values can be used as crucial predictors and enablers for Organisational innovation.

### Impact of Organisational culture on innovation management

Pietruszka-Ortyl, (2019) addresses Organisational culture as the key factor behind the failure or success of an Organisation. It directly impacts the Organisation’s innovation strategies, so it needs to be treated as the most vital determinant for the Organisation’s success. Currently, Organisations strive to make efforts to create a robust Organisational culture for fostering employee engagement, sharing knowledge, and building trust. Technology firms have convergent and equally harmonizing organisational cultures, including information culture, lean culture, and group-development culture. Quality culture is the most significant culture to operate an organisation in the IT industry. The author provides a proportional confirmation to address the evolution stages represented by the firms from diverse industries in Poland. Further, the components of the organisational quality culture are highlighted for polishing their business operations. This study validates that the firms are creating a permanent organisational quality culture. The obtained research results can help to create a robust model constituting the organisational quality culture.

## Gaps in Research

The research studies based on addressing the influence of organisational culture on Organisation innovation represented variables like performance and productivity. Prajogo & McDermott, (2005), mainly focused on addressing the multi-dimensional relationship between the firm’s operational performance and Organisational culture by assessing the relationship among 4 different cultural dimensions, including process quality, product quality, process innovation, and product innovation considering larger Organisations but neglect these dynamics in various organisations. There is also a major lack related to the investigation of the digitalization efforts that impact collaboration patterns, cultural norms, and innovation capabilities within the organisations. Çakar & Ertürk, (2010) used Hoftested’s culture framework to study the impact of organisational culture on the innovation competencies or capabilities of Turkish Organisations. The innovation capabilities encompass marginal enhancements, and the productivity is not as per the peer countries, such as South Africa, Egypt, United Kingdom, etc.

It validates that the Asia Pacific countries still have a long way to become innovation giants. Thus, this research mainly focuses on this rich research direction to address how these countries can become competitive through Organisational culture and innovation.

## Conceptual Framework

The below-illustrated conceptual framework addresses that if the Organisations have an appropriate culture, then it will enhance their capabilities to realize innovation. According to this conceptual framework, Organisational innovation depends on the Organisational culture, and this dependency is controlled by the factors that impact innovation.

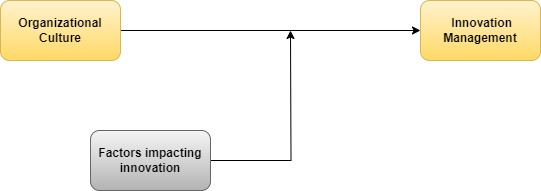


Figure 1: The proposed conceptual framework

[Source: self-created]

# Conclusion

This chapter conducted a detailed literature review of the existing research papers to better understand the concept of organisational culture along with its role in enhancing innovation management and performance. In this section, we discussed the organisational culture theories and dimensions. The theories related to organisational innovation are discussed along with the factors that impact organisational innovation. Then the existence of Organisational innovation is discussed in technology corporations. Then the relationship between innovation management and organisational culture is discussed. Finally, the research gaps are discussed, and a conceptual framework is presented. In the next chapter, we will discuss the used research methodology to conduct this research along with the research philosophy, research approach, data collection, and analysis methods.

# CHAPTER 3: METHODOLOGY

# Introduction

This research chapter is based on the discussion of the selected methodology for this research work. It is the most vital part of the whole research dissertation as it outlines a systematic process used to address the research questions and attain the research goals. An efficient and well-described methodology is important for any research dissertation to ensure the consistency, credibility, and legitimacy of the obtained findings from this research. In this chapter, we will discuss the selected research method, research design, research approach, research philosophy, data collection and analysis methods, and ethical deliberations.

# Methodology

An efficient methodology is very important for this research to address and analyse the impacts of Organisational culture on innovation, especially in organisations in Asia Pacific Countries (Ramsberg, 2018). An effective methodology can foster assurance in the obtained research findings to allow the readers to assess the objectivity, accuracy, and generalizability of this research. It can also facilitate complete transparency throughout this research by outlining the used research design, research approach, data collection and analysis approaches along with the ethical deliberations. Further, this methodology needs to be adaptable and flexible enough to better accommodate the precise cultural dynamics and features related to the technology organisations in the Asia Pacific countries. In this research, we mainly focused on conducting secondary data from the existing datasets based on innovation indicators, individual perspectives or experiences, cultural attributes, and economic performance.

According to Ramsberg, (2018), **research philosophy** represents a framework for guiding how a research work can be conducted following the set of fundamental ideas, beliefs, assumptions, truths, and ethics for leading the approaches and viewpoints of the researchers for shaping the research methods and strategies. It is one of the most critical research aspects for guiding researchers to better deal with any real-world problem. It helps in better dealing with the research nature, source, and available knowledge. An efficient and well-described research philosophy helps ensure coherency in the research problems by justifying and defending the research choices. Mbanaso et al., (2023) argue that research philosophy creates a foundation to address the researcher’s viewpoints and influence their decisions regarding research methodology selection, data collection techniques, and data analysis techniques. There are several research philosophies, such as interpretivism realism, and pragmatism.

Leitch et al., (2009), suggest using an **IRP (interpretivism research philosophy)** that focuses on systematically collecting research data from different research studies and extracting vital research insights. This research philosophy mainly focuses on addressing and solving real-life problems while emphasizing the practical outcomes. This research philosophy is particularly related to the qualitative research methodology as it provides a subjective understanding and explanation of any social phenomena. This research can help in better understanding the Organisational personnel for perceiving and making sense of the Organisation’s cultural dynamics and innovation practices in the context of organisations. This research philosophy will provide contextual understanding, subjective interpretation, exploration strategy, and qualitative methodologies to realize a thorough understanding related to the influence of the Organisational culture of innovation.

According to Doolin & McLeod, (2020), the organisational culture is related to the interpretivism research philosophy, as it possesses a general identity, commitment to unity, and sense of belongingness to facilitate a vision of organisation toward organisational innovation. This philosophy encourages and emphasizes best Organisational practices for criticizing the relevant knowledge based on real-world experience. Pietersen, (2017), utilizes the interpretivism philosophy to discuss the appropriateness of the qualitative research-based study in the evaluation of performance measures in the small NGOs that deliver community and international development programs. An auto narrative is used to add clarity to the included practical and complementary scenarios.

For all of the above-mentioned, we assume an interpretivismresearch philosophy stance.

In this research, we used an **IRA (inductive research approach)**. SPERBER, (2017), suggests using an inductive research approach in widely exploring the phenomenon related to different concepts or theories to acquire novel research insights and understand the relevant patterns. The inductive research approach enables an integration of the identified research themes and patterns from the collected data. It helps in generating novel research insights and understanding contextual factors. Then a thematic analysis will be conducted on the collected data to offer in-depth descriptions and narratives about the Organisational culture and innovation for better exploring the diversity and complexity of the different perceptions present within the research data. Gorzelany et al., (2021), address that an inductive research approach can realize richer insights related to the complex relationship between innovation management and Organisational culture for a better understanding of the business strategies while motivating and improving the social relationships among the Organisation’s members. The shared values and strengths are considered the core for building the Organisational culture for leading the reliable Organisational goals between the individual employees and managers. Heritage et al., (2014), conducted a diagnostic assessment of the Organisational culture following the shared assumptions, core values, and general strategies to better Organisational culture for realizing effectual cultural changes. Further, it can cover the market orientation, competing values, Organisational culture’s impacts, and innovativeness of the competing business strategies.

According to Sreekumar, (2023), the selection of research methodology is a crucial part of any research because it plays a significant role in directing the overall design, development, and implementation. The three main research methodologies are quantitative, qualitative, and mixed research methodologies.

In this research, a **qualitative research methodology** was used to acquire an effective understanding of the relevant concepts and theories due to its ability to explore complicated and context-driven phenomena. According to Wolf & Brennan, (2014), qualitative research methodology explores the values, meanings, social norms, and beliefs for enabling Organisations to understand the influence of the Organisational culture on organisational innovation and shaping it to develop more robust innovation practices. Using the qualitative research methodology, the available research data can be presented in textual format and analyzed using suitable data analysis methods.

The increasing utilization of the qualitative research methodology poses practical implications for training research data and developing the researcher’s capacity. Islam & Aldaihani, (2021) address that qualitative research methodology offers an in-depth understanding of any considered problem or phenomenon by dealing with the associated perceptions, meanings, motivations, values, and beliefs obtained from various sources. Innovation management is the inter-disciplinary and most perceived research field, where various concepts related to business & management are applied that result in separate sub-disciplines. Here selection of an effective research methodology is fundamental to accomplishing this research. The use of qualitative research methodology can flexibly accommodate the most emergent research themes, and evolve research questions, and unexpected research findings to facilitate detailed exploration of complicated phenomena and novel research insights.

The use of qualitative research methodology can also widen the range of evaluation perspectives for bringing complex research questions, values, beliefs, and perceptions. It can leverage its potential to realize a detailed exploration, flexibility & iteration, and contextual understanding to enable the researchers to uncover the hindered insights and develop richer theoretical frameworks for advancing this field knowledge. Barbour & Barbour, (2003) uses qualitative research methodology for better understanding the significance of systematic research review to develop a robust model for yielding the different approaches appropriate to speculate the significance of Organisational culture on innovation management.

According to Chetty & Walia, (2022), research strategy represents a step-by-step procedure for giving a perfect direction to the research for accomplishing any research. It lets the researchers systematically conduct the research study. It helps select the most suitable and efficient data collection and analysis methods. From the available research strategies, we argue that a secondary, documentary research strategy shall be used to gain vital research insights by systematically examining the existing research, records, and artifacts for answering research questions and exploring a particular point of interest from the whole research. This research strategy can help in better analyzing the existing research for gaining vital insights related to cultural, political, social, or Organisational phenomena.

Leso et al., (2022), suggest using a documentary research strategy to realize exclusive opportunities to explore the contemporary phenomena in this research via the analysis of currently available research materials. This research strategy can substantially address the impact of Organisational culture on Organisational innovation, especially in the organisations of Asia-Pacific countries by providing multiple characteristics, such as unremarkable data collection, access to richer data sources, cost-efficacy, and longitudinal perspectives.

The process of acquiring the desired data for any research is referred to as the process of data collection. There are two main types of data collection techniques, namely primary data collection techniques and secondary data collection techniques (Costa, 2023). The techniques of primary data collection involve the collection of data or information directly from the original sources of data. The primary data is gathered for addressing these research questions and attaining the research objectives. The most used methods for primary data collection are questionnaires, interviews, ethnography, and surveys.

On the other hand, Mathur, (2022), addresses that the secondary research data includes the use and analysis of the existing data collected from previously conducted research studies. It encompasses many data sources, such as research papers, books, articles, journals, and other publicly available data sources. The secondary research data mainly helps the researchers in obtaining novel perspectives and research insights along with confirming the research findings and investigating a specific research question. The collection of secondary research data is more efficient in project cost and time and poses fewer and different ethical considerations as compared to the primary data collection methods.

According to Hillier et al., (2022), priority and implementation are the two most important factors in the collection of research data. Priority depends on the preferences of researchers and research questions in addressing the possibilities for the data collection by giving equal priorities to both quantitative and qualitative research methods and placing an emphasis on both parts.

Thus, we used a secondary research approach for the data collection process targeting peer-reviewed articles.

Enago Academy, (2019), the sampling method represents a process behind the selection of the most suitable research data and validation of the research findings. This sampling technique mainly focuses on enhancing the quality of research findings to ensure that the different parts of the research are very representative following key sampling terms. Sampling methods yield and validate the most significant research findings for specifically influencing the research generalizability. Further, it lets to draw the most reliable conclusions about the research following the obtained research data.

In this research, a **PSM (purposive sampling method)** refers to a non-random sampling technique to intentionally choose specific data sources or cases based on the pre-determined criteria aligning with the research aim, objectives, and questions. Palinkas et al., (2013) employed this sampling strategy to choose the most relevant secondary research data for offering the most valuable research insights into the selected research problem. Specific criteria are followed and aligned considering factors like depth, relevance, and quality of the collected secondary research data. The secondary data collection procedure can be seamlessly integrated with the qualitative research methodology to ensure coherence between the diverse research components. A clear and concise data mapping strategy can be followed to align the secondary research data with the specific research objectives and questions. Further, the collected secondary research data can be better explored and compared for identifying potential trends, patterns, and inconsistencies across diverse datasets.

Table 1: Descriptive data

|  |  |
| --- | --- |
| Descriptive data (scholarly article data) | |
| Selected publications | *Journal of Organisational Change Management*  Gestão &amp; Produção  *Journal of Open Innovation: Technology, Market, and Complexity*  *Cogent Business &amp; Management*  *Sustainability* |
| Data collection | 1 Jan 2024 - 15 March 2024 |
| Total selected number of articles | 37 |
| Articles with empirical research on the topic | 12 |
| Articles chosen for thematic analysis | 5 |

In this research, a total of 37 articles were collected to conduct this research using systematic literature review methodology and relevant keywords from various sources, such as Google Scholar, IEEE Xplore, Science Direct, Springer Link, etc. Then I critically analyzed each research paper and chose the 12 most effective and relevant research articles to conduct empirical research on this research topic. Later, these 12 research papers were further critically analyzed and reviewed for further process of thematic analysis. Here 7 more research papers are excluded and then only 5 most effective research papers that better address this research topic and consistently relevant themes are selected for the process of thematic analysis.

## Data Analysis Method

According to Calzon, (2023), data analysis represents a process that can be used by researchers for reducing the large chunk of collected data and interpreting this data to derive vital research insights for making sense and uncovering the trends, patterns, and relationships by transforming the gathered research information to answer research questions and advance this research field. It also helps in identifying the vital research themes and patterns in the gathered data for an easier recognition and linking of the most vital factors that influence Organisational innovation. The selection of an appropriate data analysis method is very important in qualitative research as it specifies the most suitable data and illustrates, describes, and assesses the collected data for gaining vital research insights.

Castro et al., (2010) suggest to use of **thematic analysis** to analyze the collected data using qualitative research methodology for gaining an in-depth understanding of any complicated research phenomena and strengthening the obtained research findings. The thematic analysis method mainly intends to identify the most relevant patterns or themes from the research, that occur across the dataset. This is the most flexible data analysis method, as it offers a logical way for analyzing qualitative data that leads to richer descriptions and explanations for comprehending and drawing human actions and attitudes in organisations. A thematic analysis method can be used for analyzing the qualitative research data for better analyzing the recurring patterns and themes in the form of textual or image data. It can also better explore the perspectives and experiences of the stakeholders and employees from different secondary sources regarding how the Organisational cultures influence hindered Organisation innovation and uncover in-depth explanations.

Braun & Clarke, (2006) have established a specific, robust method for conducting thematic analysis through a six-phase process. The researchers can gain in-depth qualitative insights from the collected research data. These thematic analysis phases help determine how the research proceeds, how the collected qualitative data should be processed, and more importantly, the generation of rich interpretation and meaning. The thematic analysis encompasses the following six phases.

1. **Data Familiarization**: In this phase of thematic analysis, the researchers need to familiarize themselves with the data by repetitively reading it.
2. **Generating initial codes**: Here the research needs to systematically code the data to identify the most important and meaningful features of data.
3. **Building themes**: At this phase, the relevant codes are organized and grouped into broad patterns or themes through an iterative process.
4. **Reviewing themes**: After the recognition of the primary themes, at this phase, they are reviewed and refined to ensure relevance and coherence.
5. **Defining and naming themes**: In this phase, the researchers need to define and articulate the themes in clear and concise terms.
6. **Write-up**: In this phase, the findings of the thematic analysis are synthesized into a coherent narrative.

## Ethical Considerations

Ethical considerations represent the rules and regulations to ascertain consent, data quality, data bias, attribution, anonymity, and aggregation in the collected research data. Stadnick et al., (2021) address that the researchers need to be more aware of the associated consent agreements with the utilization of secondary data because some datasets might restrict the research objectives and need further consent measures. Further, all the data sources properly cited, and plagiarism should be avoided and distinguished between the original data and own interpretations. The researcher needs to be responsible for the ethical standards and guidelines for sustaining professionalism, integrity, and respect for all the involved secondary data sources. The researcher also needs to follow the University’s standard ethical procedures throughout the entire process of research data collection. The researcher also focuses on ensuring transparency and openness in the research by offering a rationale for the use of secondary research data and qualitative research methods (Team, 2023). Further, the researcher should demonstrate responsiveness to the stakeholders by engaging them to include their perspectives, and experiences, and address their concerns. Moreover, the long-lasting impact of this research should be reflected in the Organisations, communities, or individuals represented in the collected secondary data. By addressing and following these ethical considerations, this research study can be conducted with higher transparency and integrity and with a commitment to ethical practices.

# Summary

This chapter critically discussed the chosen methodology for this research. In this research, a pragmatism research philosophy, and inductive research approach for secondary research data collection. Further, the sequential explanatory research strategy is used for obtaining vital research insights and the purposive sampling method is used for further improving the quality of obtained research findings. The thematic data analysis method is used to better analyze qualitative research data. Finally, the following ethical considerations are addressed to demonstrate the researcher’s commitment to ethical practices. In the next chapter, we will present the research findings and critical discussion of those findings using a thematic analysis method.

# CHAPTER 4: FINDINGS AND DISCUSSION

# Introduction

This chapter is based on the deliberation of obtained research findings and discussion of the obtained results or findings. In this section, first, a thematic analysis will be conducted to identify important themes from the selected research papers. This thematic analysis represents a six-step process, where first we will familiarize ourselves with the collected research data. Then we will generate initial codes based on selected research papers and create a coding table. Then we will build, review, name, and define all the selected themes.

# Findings and Discussion

## Findings

### Thematic Analysis

**Phase 1**: **Data familiarization**

This is the initial phase of the thematic analysis method, where the researchers need to be actively engaged and fully immersed in the research data by first recording interactions and then reading the transcripts. At this phase, the researchers need to gain a comprehensive understanding of the interaction content and familiarize themselves with each aspect of data to realize a solid foundation for further data analysis.

**Phase 2**: **Generating initial coding**

After familiarizing myself with the research data, I recognize the preliminary codes for representing the most interesting, important, and meaningful features of data. These codes help in capturing key patterns, ideas, or concepts related to the selected research questions (Braun & Clarke, 2006). These initial codes are more specific as compared to the themes and offer a sign of the research setting.

Table 2: Thematic Analysis – Coding Table

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Research Article 1** | **Research Article 2** | **Research Article 3** | **Research Article 4** | **Research Article 5** |
| **Title**: Aligning Organisational culture and operations strategy to improve innovation outcomes | **Title**: Influence of Organisational culture on the environments of innovation and Organisational Performance | **Title**: The Relation among Organisational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation | **Title**: How changing Organisational culture can enhance innovation: Development of the innovative culture enhancement framework | **Title**: Innovation adoption: Empirical analysis on the example of selected factors of Organisational culture in the IT industry in Poland |
| **Citation**: Wu, L.-F. et al. (2019) ‘Aligning Organisational culture and operations strategy to improve innovation outcomes’, Journal of Organisational Change Management, 32(2), pp. 224–250. doi:10.1108/jocm-03-2018-0073 | **Citation**: Schuldt, K.S. and Gomes, G. (2020) ‘Influence of Organisational culture on the environments of innovation and Organisational Performance’, Gestão &amp; Produção, 27(3). doi: 10.1590/0104-530x4571-20 | **Citation**: Citation: Lam, L.; Nguyen, P.; Le, N.; Tran, K. The Relation among Organisational Culture, Knowledge Management, and Innovation Capability; Its Implication for Open Innovation. J. Open Innov. Technol. Mark. Complex. 2021, 7, 66. doi.org/10.3390/joitmc7010066 | **Citation**: Bendak, S., Shikhli, A.M. and Abdel-Razek, R.H. (2020) ‘How changing Organisational culture can enhance innovation: Development of the innovative culture enhancement framework’, Cogent Business &amp; Management, 7(1), p. 1712125. doi:10.1080/23311975.2020.1712125 | C**itation**: Ober, J. (2020) ‘Innovation adoption: Empirical analysis on the example of selected factors of Organisational culture in the IT industry in Poland’, Sustainability, 12(20), p. 8630. doi:10.3390/su12208630 |
| * Operations strategy | * Innovation environments | * Knowledge management | * Innovation enhancement | * Innovation adoption |
| * Innovation outcomes | * Organisational performance | * Innovation capability | * Organisational performance | * IT industry |
| * Alignment | * Influence | * Open innovation | * Innovative culture enhancement framework | * Organisational performance |
| * Leadership styles | * Strategic alignment | * Leadership styles | * Change management | * Empirical analysis |
| * Knowledge management | * Leadership styles | * Trust | * Innovation strategy | * Organisational factors |
| * Open innovation environments | * Knowledge management | * Collaboration | * Leadership styles | * Innovation framework |
| * Integrated perspective | * Open innovation | * Learning culture | * Knowledge management | * Change management |
| * Effective innovation | * Competitive advantage | * Competitive advantage | * Competitive advantage | * Innovation strategy |
| * Cohesive approach | * Change management | * Change management | * Learning culture | * Leadership styles |
| * Competitive advantages | * Learning culture | * Strategic alignment | * Collaboration | * Knowledge management |
| * Strategic alignment | * Collaboration | * Organisational performance | * Creativity and innovation | * Competitive advantage |
| * Organisational management | * Knowledge sharing | * Knowledge sharing | * Employee engagement | * Learning culture |
| * Innovation capabilities | * Strategic innovation | * Creativity and innovation | * Continuous improvement | * Collaboration |
| * Research implications | * Organisational effectiveness | * Employee engagement | * Research implications | * Creativity and innovation |
| * Change management | * Performance improvement | * Continuous improvement | * Mediating role | * Employee engagement |
| * Learning culture | * Cultural transformation | * Innovation strategy | * Psychological safety | * Continuous improvement |
| * Collaboration | * Operational excellence | * Research implications | * Organisational change | * Research implications |
| * Knowledge sharing | * Creativity and innovation | * Recognition | * Knowledge sharing | * Recognition |
| * Strategic innovation | * Employee engagement | * Psychological safety | * Strategic alignment | * Psychological safety |
| * Organisational effectiveness | * Continuous improvement | * Collectivism | * Cultural transformation | * Organisational change |
| * Performance improvement | * Innovation strategy | * Power distance | * Operational excellence | * Knowledge sharing |
| * Cultural transformation | * Organisational development | * Social context | * Organisational effectiveness | * Strategic alignment |
| * Operational excellence | * Adaptive culture | * Organisational structure | * Innovation capabilities | * Cultural transformation |
| * Creativity and innovation | * Research implications | * Technological support | * Corporate innovation culture | * Operational excellence |
| * Employee engagement | * Recognition | * Process innovation | * Innovation processes | * Innovation capabilities |
| * Continuous improvement | * Psychological safety | * Knowledge creation processes | * Organisational development | * Corporate innovation culture |
| * Innovation strategy | * Collectivism | * Organisational effectiveness | * Adaptive culture | * Innovation processes |
| * Organisational development | * Power distance | * Knowledge sharing enablers | * Performance improvement | * Organisational development |
| * Adaptive culture | * Social context | * Corporate sustainable performance | * Strategic innovation | * Adaptive culture |
| * Organisational culture | * Organisational culture | * Organisational culture | * Organisational culture | * Innovation adoption |
| * Operations strategy | * Innovation environments | * Knowledge management | * Innovation enhancement | * Organisational culture |
| * Innovation outcomes | * Organisational performance | * Innovation capability | * Organisational performance | * Organisational performance |
| * Alignment | * Influence | * Open innovation | * Innovative culture enhancement framework |  |

In this section, we have presented and discussed the obtained research findings through the thematic analysis. Here we have first performed the first step of thematic analysis, data familiarization to familiarize ourselves with each aspect of relevant research data. Then we generated initial coding for this research, where we discussed the key characteristics or features of the chosen five more relevant and effective literature. In the next section, we will perform further steps of thematic analysis to identify and build the vital research themes. Then we will review and provide a write-up for those themes.

### Themes

**Phase 3**: **Building the themes**

After completion of initial coding, I identify, establish, and group similar types of codes into comprehensive patterns or themes. These themes represent regular topics or ideas emerging from the data. I ensured that the tough process of this research must indicate the relationship among codes, themes, and sub-themes, and further thematic maps or coding metrics can be used for visualizing this relationship.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Theme 1:**  **Leading people** | **Theme 2:**  **Knowledge Management andteam development** | **Theme 3:**  **Strategy and Performance** | **Theme 4:**  **Change Management and Organisational Development** | **Theme 5:**  **Employee Engagement and Motivation** |
| * Leadership styles | * Knowledge sharing | * Corporate sustainable performance | * Organisational change | * Employee engagement |
| * Collectivism | * Knowledge creation processes | * Competitive advantage | * Organisational Performance | * Recognition |
| * Collaboration | * Knowledge management enablers | * Strategic alignment | * Organisational effectiveness | * Psychological safety |
| * Cultural transformation | * Learning culture | * Continuous improvement | * Cohesive approach | * Trust |
| * Adaptive culture | * Organisational Learning |  | * Alignment |  |

**Phase 4**: **Reviewing themes**

Then an in-depth review of the recognized will be conducted following the procedure of combining, refining, separating, or discarding the primary themes. The data related to themes needs to be adhered to meaningfully with clearly recognizable distinctions. Data was revisited to validate that the themes are relevant and coherent.

## Discussion

### Theme Definition and Write-Up

**Phase 5**: **Defining and naming themes**

Here each selected theme is named and defined in detail with characteristics, and supportive evidence from the research data. Here further analysis will be conducted to provide more precise and in-depth information about themes (Stolle, 2023). Here an integrated story should emerge from the selected themes.

**Phase 6**: **Write up**

At this phase, all the findings need to be properly synthesized into a comprehensible narrative. Here the selected themes are integrated with the related data extracts to realize interpretive explanations supported by the research questions.

### Theme 1: Leading People

This theme revolves around driving innovation by sharing the Organisational culture to better explore the role of leaders and their leadership styles in influencing the behaviors, attitudes, and practices of the employees. This theme comprises a few key aspects, such as strategic direction, leadership, vision, empowerment, autonomy, risk tolerance, open communication, collaboration, and adaptive culture to foster innovation. This theme emphasizes that Organisations to consider Organisational culture as the social force to drive Organisations to attain specific goals. Further, it addresses how various blends of Organisational culture and operational strategies impact the ability of organisations to innovate their business processes and products (Wu et al., 2019). This theme addresses how flexibility-driven operational strategy and Organisational culture can significantly enhance Organisational innovation. This research theme addressed that Organisations need to establish robust HRM practices for creating an extremely innovative Organisational culture, improving risk-taking behaviors, promoting employee involvement, and focusing on developing quality-driven operations strategy to better lead Organisational people toward innovation.

### Theme 2: Knowledge Management and Team Development

This theme explores the intentions of the Organisations in evaluating the specific role of team collaboration, open communication, and team dynamics in nurturing organisational innovation. This theme encompasses a few key aspects, such as organisational learning, knowledge creation processes, knowledge sharing, knowledge management enablers, and learning culture (Schuldt & Gomes, 2020). Further, this theme addresses the prevalence of developing a robust Organisational culture to align open communication, team collaboration, and team dynamics with the strategic goals and objectives of the Organisations. This theme mainly intends to facilitate a well-organized procedure for creating, capturing, sharing, and applying the available Organisational knowledge and building a highly knowledgeable and skilled team to together achieve mutual objectives. Moreover, it highlights the noteworthy impacts of the market performance of the Organisations on the employee’s point of view and their effectiveness.

### Theme 3: Strategy and Performance

This theme intends to explore the critical role of Organisation’s business strategy and performance to drive innovation management while supporting ideas and perspectives. The potential implications of open Organisational innovation strategies can be explored by considering the aspects, such as competitive advantage, corporate sustainable performance, innovation capability, strategic alignment, and continuous improvement. It can assist companies in aligning their Organisational culture and innovation management abilities with their business objectives to initiate significant performance enhancements. Moreover, it can let organisations optimize their capabilities to navigate innovative business environments, grasp new business opportunities, and realize sustainable business growth supported by Organisational culture and innovation.

### Theme 4: Change Management and Organisational Development

This is another unique theme related to this research, which recognizes the need for business changes, implementation of desired change initiatives, and employee resistance management. The key aspects comprised by this theme are cohesive approach, organisational change, organisational effectiveness, alignment, and organisational performance. Organisations can use this theme in effectively assessing the deployed change and ensuring whether they follow innovation goals and are capable of empowering their workforce. This theme can significantly drive robust cultural changes and establish a collaborative environment to improve a firm’s innovation and creativity. This theme can be facilitated by the Organisations to continually innovate themselves and remain competitive while facilitating effective cultural changes. The organisations can adapt desired changes to support their culture for achieving innovation goals.

### Theme 5: Employee Engagement and Motivation

This is another important theme that focuses on exploring the relationships between employee engagement and motivation level. Employee engagement represents the involvement and commitment of the employees in their Organisation, whereas motivation represents the factors driving individuals in better performing and pursuing their Organisation’s strategic goals. This theme plays a significant role in fostering the culture of Organisational innovation (Ober, 2020). An effective understanding of the relevant factors, such as employee engagement psychological safety, recognition, and trust is necessary to promote the adoption of Organisational innovation. Its main focus is on exploring the significance of employee engagement and motivation to facilitate collaboration, nurture creativity, and drive innovation eventually contributing to the enduring competitiveness and accomplishment of the Organisation. Organisational leaders also need to emphasize the role of information sharing among the workforce to realize the convenient adaption of the arise changes within the Organisation’s atmosphere due to innovation.

# Summary

This chapter represents the obtained research results from the conducted thematic analysis in this research. In this section, four phases of the thematic analysis were performed. Here a coding table was created, including the five chosen research articles for the thematic analysis. Then the relevant codes are combined to create the most effective themes, such as leading people, knowledge management & team development, strategy & performance, change management & Organisational development, and employee engagement & motivation. Then the other two phases of thematic analysis are discussed. Then all of the chosen five themes are defined and wrote up in this research. Then how these themes can enhance the overall posture of the organisation to strengthen its organisational culture, leadership abilities, knowledge management, business strategy, change management, and employee engagement & motivation to support innovation is discussed. In the next chapter, this research will be concluded along with providing potential avenues for future research to overwhelm the currently faced limitations.

# CHAPTER 5: CONCLUSION AND RECOMMENDATION

## Conclusion

This research addressed the significance and influence of organisational culture on the innovation management of organisations in different industries. It argued the role of Organisational culture in the Organisation's success by placing the beliefs and values held by the Organisation's personnel. Further, the intricate relationship between innovation management and organisational culture is explored to recognize various cultural factors that impact innovation management. Nowadays creativity largely contributes to boosting the Organisational culture by adding exclusive characteristics. Further, the Organisational leaders also significantly contribute to encouraging and sustaining the workers largely promoting organisational innovation. Moreover, organisations can leverage critical aspects related to Organisation’s technological fields and behaviors for advancing the development of organisational culture to realize robust innovation management considering the role of leaders and digital transformation.

In this report, first, a detailed introduction of this research dissertation is presented based on addressing the impacts of organisational culture on innovation management, including background information, problem statement, research questions, aim & objectives, the scope of this study, and rationale behind this research, and significance of this research. Then a detailed literature is conducted to analyze the relevant research papers and journal articles for analysing the used theories and concepts by the researcher and proposed solutions in their respective research studies. Then the selected qualitative research methodology is discussed, including interpretivism research philosophy to collect research data from diverse research studies and extract important research insights, inductive research approach to comprehensively explore the phenomenon associated with diverse concepts or theories for acquiring new research insights and understanding the relevant research patterns, and purposive sampling method for selecting specific data sources following the pre-specified criteria aligned with the research aim, objectives, and questions. Then a thematic analysis is conducted for analysing the gathered data with the help of qualitative research methodology to gain a comprehensive understanding of the typical research phenomena and strengthen the attined research findings.

Further, diverse dimensions of organisational culture and their impact on innovation management. These themes include Leading People, Knowledge Management and Team Development, Strategy and Performance, Change Management and Organisational Development, and Employee Engagement and Motivation. Organisational leaders play a vital role in leading people and shaping innovation culture by promoting a culture of openness, respect, risk-taking, and experimentation for fostering innovation among employees. The knowledge management & team development theme can cultivate a culture of collaboration, knowledge sharing, and cross-functional teamwork for fostering innovation management. Strategy and performance themes can establish an alignment between the Organisational business strategy and innovation objectives to drive innovation initiatives by establishing clear performance incentives and metrics. Organisations also need change management and Organisational development to establish a culture of change, continual learning, and agility for better navigating the innovation complexities. Employee engagement and motivation theme is a key driver of innovation to cultivate the business values and recognize the employee’s contributions in fostering a sense of autonomy and ownership.

## Research limitations

This research study poses several limitations. First, this research mainly focused on addressing the impacts of organisational culture on innovation management in organisations. Thus, this research did not consider and address the impact of organisational culture on large-scale organisations. It may limit this research from generalizing its findings over the comprehensive range of different organisations. This research did not capture the comprehensive range of the cultural impacts on innovation management, including the comparative case studies to realize in-depth insights. However, the use of qualitative research methodology provides in-depth research understanding but the use of mixed research methodology can improve the effectiveness of this research.

## Recommendations

1. The Organisations should suggest HR department execute initiatives by embedding an innovation culture by developing and executing innovation-driven employee training programs for enhancing problem-solving, creative thinking, and innovation skills while incorporating innovation goals. The timeline for this initiative can be quarterly and the actors, such as senior management and HR professionals can participate in this.
2. The Organisations should emphasize demonstrating viable commitment and leadership to foster an innovation culture by communicating clear business, allocating adequate resources, and encouraging experimentation (Bhaila, 2023). The timeline for this initiative will be monthly and the Organisations need to be involved innovation committee and board of directors.
3. The Organisations should also empower and support their frontline managers in fostering an innovation culture by providing necessary training, realizing an inclusive & supportive work atmosphere, and rewarding the managers. It should be monthly reviews and team leaders, department heads, and business partners should be involved.
4. The Organisations need to foster collaboration within the research and development team to drive innovation by regularly conducting cross-functional team meetings, providing required support & resources, and encouraging a culture of risk-taking & experimentation. It should be weekly reviewed. The innovation managers, R&D team, and department heads should participate in this initiative.
5. Organisations should integrate innovation management principles with their operational workflows and processes to drive continual improvement by establishing cross-functional teams, facilitating regular performance reviews, and motivating frontline employees to contribute their ideas. It should also be monthly reviewed, and the operations management and process enhancement experts should be involved here.

## Avenues for future research

Future research can adopt and follow the below-illustrated avenues to further proceed with this research and overwhelm the currently faced limitations.

1. Future research studies can cover a range of different industries and organisations to conduct a broad study related to addressing the impacts of organisational culture on innovation management in different industries while generalizing the research findings across an extensive range of industries.
2. Future research should move their focus beyond the diverse cultural theories and explore detailed analysis of key dimensions of organisationnal culture, such as team collaboration, diversity of perspectives, tolerance of arising risks, team conflicts, and psychological safety, and assess their impacts on diverse kinds of organisational innovation.
3. Future research should use mixed research methodology to realize the vital research insights of both qualitative and quantitative research methodologies. The researchers can offer a nuanced and broad understanding of the relationship between organisationnnal culture and innovation management by combining the potential of both qualitative and quantitative research methods.
4. Future research can also leverage the influence of various leadership styles to strengthen the Organisation’s cultural dynamics for ultimately fostering innovative behaviors and shaping organisation’s cultural atmosphere. A suitable and effective leadership style can significantly cultivate the organisation’s culture for potentially supporting enduring innovation.
5. Future research should investigate and deliberate the role of digital technologies and tools in better supporting the team collaboration and sharing of knowledge within the organisations by overwhelming the limitations related to the restricted access to resources and talent pool.
6. The researchers can also examine the role of industry-centric factors, such as regulatory atmosphere, and competitive edge in moderating the relationships between innovation management and organisational culture to better leverage innovation management, considering their industry types.
7. They should also deliberate the role of organisational culture in encouraging and supporting innovation management in sustainable business practices while advancing socially and environmentally accountable innovation within the organisations.
8. Future research can also explore the precise role of open innovation in organisations to overwhelm the limitations related to restricted access to knowledge and resources and address how open innovation can tailor specific requirements and cultural settings of different organisations.

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# Appendix

**Appendix 1: Secondary Research Declaration**

A close-up of a document

Description automatically generated

**Appendix 2: HBS Research-Based Project Log**

This is an important document, which will need to be attached to your research-based project. This log will be taken into consideration when awarding the final mark for the research-based project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Student’s Full Name:** | Mohammed Viquar Ali | **Student ID:** | 22016347 |
| **Supervisor’s Name:** | Dr Sergio Sousa | **Module Leader’s Name:** | Charlotte Bryce |
| **Research-based Project Topic:** The Impact of Organisational Culture on Innovation Management in the Global Industry | | | |

**SECTION A: MONITORING STUDENT RESEARCH-BASED PROJECT PROCESS**

The below date plan is to be agreed between the student and supervisor and will be monitored against progress made at each session.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Milestone/Deliverable Date** | | | | | | | |
|  |  |  |  |  |  |  |  |
| Final details of proposal to be agreed between student and supervisor |  |  |  |  |  |  |  |  |
| Suggest milestones are: |  |  |  |  |  |  |  |  |
| 1 Refine initial proposal |  |  |  |  |  |  |  |  |
| 2 Complete literature review |  |  |  |  |  |  |  |  |
| 3 Complete methodology section |  |  |  |  |  |  |  |  |
| 4 Complete data collection |  |  |  |  |  |  |  |  |
| 5 Complete data analysis |  |  |  |  |  |  |  |  |
| 6 Complete conclusions and recommendations |  |  |  |  |  |  |  |  |
| 7 Submit draft for feedback |  |  |  |  |  |  |  |  |
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**SECTION B: ETHICS**

Ethics form protocol number (Primary Research Only): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**SECTION C: RECORD OF KEY INTERACTIONS**

**You have the opportunity to meet your supervisor SEVEN times ONLINE OR FACE-TO-FACE (to be discussed with your supervisor) (for up to 45 minutes each). You may, in agreement with your supervisor, engage in email correspondence in place of such meetings. Record the outcomes on this form to help you to monitor your progress.**

**Key Interaction 1**

|  |  |
| --- | --- |
| **Date** | 06/12/2023 |
| **Meeting (online or face-to-face) or email correspondence** | Online |
| **Main topic(s) discussed or considered** | The main topic discussed in my meeting with my supervisor was the focus of my research topic, which is Organisational Culture.  We talked about whether my research would involve IT scope and the need to define the geographical scope of my data collection. |
| **Progress Made** |  |
| **Agreed Next Steps** | My next steps include beginning the foundational readings provided by my supervisor, which include articles by authors like Hofstede and Schein on Organisational Culture.  I will be conducting searches in the university's digital library for articles related to Organisational Culture, with a focus on technology if applicable, and research data.  I will also explore articles from renowned consultancies like McKinsey, Deloitte, KPMG, EY, etc., for potential insights.  Additionally, I need to confirm the submission deadline and organize my timeline accordingly. |

**Meeting 2**

|  |  |
| --- | --- |
| **Date of Meeting** | 27/12/2023 |
| **Progress Made** | We clarified the scope of my dissertation topic and discussed its structure, including potential subsections for the literature review chapter. The identified subsections are Organisational Culture (OC), Innovation Management (IM), and the relation between OC and IM, particularly focusing on IM in Technology corporations. I now have a little bit of understanding of what needs to be written and how to proceed with the write up. |
| **Agreed Action** | My immediate priority is to start writing the literature review section, focusing on the identified subsections.  I need to conduct further searches for articles on both OC and IM, specifically looking for research within technology corporations in the Asian region. These articles will be crucial for informing my empirical research, and if necessary, we will expand the search globally. I have a deadline to submit some writing before our next meeting on January 16th, so I will be focusing on producing content without worrying too much about structure for now. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**Meeting 3**

|  |  |
| --- | --- |
| **Date of Meeting** | 16/01/2024 |
| **Progress Made** | During our meeting today, we reviewed the basic draft 1 writings which I emailed the supervisor. We focused on various aspects including document layout, research questions, the approach to Organisational Culture foundations, and literature review topics.  There is a need for additional development in cultural models and their dimensions, particularly in selecting a model to align with, which will become part of my conceptual framework.  We discussed the importance of clarifying the definition of innovation management and avoiding references to specific innovation processes. The relationship between Organisational Culture and Innovation Management will be deeply rooted in the selected OC dimensions. |
| **Agreed Action** | The next step is to work on Draft 2 of the Literature Review.  I will continue searching for articles focusing on the link between Organisational Culture and Innovation Management, specifically within technology corporations in the Asian region.  This step is crucial for informing my empirical work. If articles in Asia become scarce, I will expand the search globally.  Once I find 2-3 relevant articles, I will send them to my supervisor for feedback before proceeding with further searches. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**Meeting 4**

|  |  |
| --- | --- |
| **Date of Meeting** | 06/02/2024 |
| **Progress Made** | The main focus was on finalizing the search for additional articles on Organisational Culture and Innovation Management.  Additionally, we talked about starting the coding process for the articles and initiating work on Chapter 3, the methodology section of my dissertation. My supervisor provided guidance on how to structure the coding process and referred me to slides from the UH Secondary Research Workshop for further insights into methodology. |
| **Agreed Action** | My next steps involve making a final attempt to find more articles on Organisational Culture and Innovation Management.  I will begin coding the articles using the provided table structure and example. Simultaneously, I will start drafting Chapter 3, the methodology section, focusing on organizing my thoughts around my research perspective and the technique I will be using, namely Braun & Clarke's Thematic Analysis.  For our next meeting, I aim to have a first draft of the coding process ready. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**Meeting 5**

|  |  |
| --- | --- |
| **Date of Meeting** | 20/02/2024 |
| **Progress Made** | We discussed the approach to using the coding table, emphasizing the importance of contextual similarity rather than exact word matches. Examples were provided to illustrate how concepts like "learning environment" can be linked with various related codes. I have been instructed to focus solely on raw data in the coding table and to avoid including any statistical data or interpretive expressions. The supervisor also emphasized the need to start identifying themes once the coding table is completed, referring to attached examples for guidance.  Overall, the meeting provided clarity on how to proceed with organizing the data for analysis. |
| **Agreed Action** | For our next meeting, I aim to complete the coding table using the provided instructions, focusing on contextual similarity of codes. Promptly start identifying themes once the coding table is completed. Create a "Themes table", grouping codes under each selected theme. Send the completed themes for additional feedback, without waiting for the next meeting. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**Meeting 6**

|  |  |
| --- | --- |
| **Date of Meeting** | 05/03/2024 |
| **Progress Made** | I have received feedback from my supervisor on the draft document, which includes holistic comments and suggestions for adjustments. Specific recommendations were made regarding highlighting the differences between subjectivist and positivist/objectivist views of the world. The supervisor told me the importance of associating with the subjectivist approach and discussing my view of human nature, particularly in relation to how human beings influence and are influenced by the object of study. |
| **Agreed Action** | I will review the modifications suggested in Chapter 3 and the TA.  Once the coding and theme improvement actions discussed are implemented, we will be ready to proceed with writing up the themes. The themes will be incorporated into Chapter 4, "Findings", with each theme.  Additionally, I have been asked to fill in and sign the "secondary research form", which will become an appendix of my dissertation document. Overall, the supervisor expressed confidence in my progress and reassured me that I am nearing completion. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**Meeting 7**

|  |  |
| --- | --- |
| **Date of Meeting** | 20/03/2024 |
| **Progress Made** | I have received feedback from my supervisor on the draft document, which includes holistic comments and suggestions for adjustments such as its essential to avoid theoretical language and ensure explicit descriptions of research actions. The supervisor told me to include a short summary of the Results chapter and remove some repetitive data in Methodology chapter. |
| **Agreed Action** | I will revise the write-up of themes as per the supervisor's feedback, focusing on specific elements such as leadership in driving organizational culture and innovation management.  I will ensure the dissertation's layout resembles a journal article, following the supervisor's editing example. |
| **Student Signature** |  |
| **Supervisor’s**  **Signature** |  |

**SECTION D: COMMENTS ON MANAGEMENT OF PROJECT**

***(Optional - to be completed at the end of the research-based project process)***

Student’s comments: ……………………………………………………………………

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Supervisor’s comments: …………………………………………………………………

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**Signature of student………………………………… Date…………………….**

**Signature of supervisor………………………………. Date…………………….**