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SEINÄJOEN AMMATTIKORKEAKOULU

SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

Miriam Kahura

INNOVATION MANAGEMENT - HOW COMPANIES CAN BUILD AND SUSTAIN A CULTURE OF INNOVATION

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Thesis abstract

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Author: Miriam Kahura

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Supervisor: Harrison Okuogume

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The purpose of this thesis is to investigate how companies can build and sustain a culture of innovation with the aim to identify impacts and possible improvements, this study also examines the best techniques for fostering a culture in which new ideas are fostered and implemented throughout a business. Goal setting, relationship-building, fostering creativity, and implementing efficient processes will all be addressed.

This study's methodology included performing a case study at organization X using qualitative research methods. To develop insights, the inquiry used a theoretical framework and comprised both a literature review and a survey. The primary goal of this type of survey research was to swiftly acquire information defining the characteristics of a large sample of individuals of interest. Large census surveys that collect information on demographic and personal qualities, as well as consumer feedback surveys, are good examples.

In terms of findings, it was discovered that firms face a variety of obstacles when it comes to managing innovation initiatives. The study emphasized the importance of knowledge management in capturing organizational development improvements. Despite the implementation of several procedures in the innovation process, a significant issue highlighted was a lack of appropriate authority, which had an impact on the process's quality.

The purpose was also to give suggestions on how organizations may improve their innovation management efforts. This thesis attempted to provide answers to two research topics to help guide the organization. The research questions are, how companies can build a culture of innovation and secondly how companies can sustain a culture of innovation. The Conclusion of the thesis underlined the significance of strong support from senior management and an increase in power in existing innovation management systems within organization X to promote an innovative culture.

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1   INTRODUCTION

Innovation has become the strategic phrase of the 1990s, a mantra for most businesses seeking to grow. Product, service, and market-serving innovation can propel sales and profitability to new heights. To outperform the competition, however, organizations must step outside of their comfort zone. Breakthrough invention, which is sometimes perceived as an isolated occurrence, is increasingly being viewed as a process rather than an event.

1.1   Research background

Embracing new ideas is essential for any company hoping to thrive in the modern economy. "Innovation" refers to the numerous ways something new might enter a market. It might be completely different, such as a new service, procedure, or method. Businesses that actively seek out and implement new ideas have a better chance of outperforming their rivals and turning a profit. Having an original concept is essential, but more is needed on its own; one also needs to be able to cultivate and maintain a culture of innovation inside the company (Melik, 2021). Many businesses need help in this area because they need more skills and expertise to establish and sustain an innovative culture.

Innovation is essential for companies and organizations and has proven to be a pillar for their success and existence. Companies that do not keep up with the process of solving new problems with virgin ideas. Almost 56 % of companies fell out of the fortune 500 between the years 1995 - 2009 (Garg & Goel, 2021). This proves that innovation is essential and could also be a complex and risky undertaking with rather adverse effects. Innovation management is perceived as a tool that can be used to address employee engagement to promote productivity. Through new ideas, companies can fit and link employees to where their sacrifices are a lifeblood to them and their organizations.

Participation and bringing forth new thoughts reinforce each other and implemented virgin ideas bring forth a more participating workforce. Innovation is also important as it can be used to foster diversity. While innovation is the execution of creative ideas that generate value for our societies and environment, diversity helps us understand our customers and environment, therefore, providing a range of different ideas that are of value all things considered.

Diversity creates opportunities by inclusion and innovation pinpoints the opportunities and capitalizes on the effect.

1.2 Objectives of the study

This research discusses the best practices for creating an environment where new ideas are encouraged and implemented throughout an organization. The value of setting goals, forming relationships, encouraging innovation, and establishing efficient practices will all be emphasized.

It will also examine some of the obstacles that businesses may experience as they try to foster a culture of innovation, as well as some methods that may be used to get beyond those obstacles and ways to sustain an innovation culture in an organization. The research will conclude with some thoughts on why and how fostering creativity inside a company is crucial to its success over the long term and the outlook of culture of innovation.

1.3 Research problems and questions

The report will be guided by the following research questions.

- How can companies build a culture of innovation?

- How can companies sustain a culture of innovation?

1.4 Definitions and limitations

Innovation is the process of bringing something unique to the market. It entails creating new or different versions of currently offered goods, services, or processes. Innovation at the individual, organizational, and societal levels is all possible (Johnson, 2019). It is frequently necessary to take chances and think outside the box to produce something original. Innovative goods or procedures can also be made more effective or efficient. Innovation is essential to staying competitive in today's quickly evolving business environment.

Limitation: one downside is that responders may be unable or reluctant to offer the information needed.

2 THEORITICAL FRAMEWORK

2.1 Overview of a company's culture

A company's culture is the collection of values, principles, and conduct that characterizes and affects its business. It is the company's character and how it interacts with its team members, clients, and the outside world. An organization's actions and decisions are governed by a set of shared values and beliefs known as its culture (Dyche, 2015). It is evident in how the business interacts with its clients, rewards its staff, and communicates with its customers. Employee motivation can be significantly influenced by company culture, which can also significantly impact how successful the company is.

Organizations must create a setting that supports innovation, risk-taking, and collaboration to develop and maintain an innovation culture. Combining policies, processes, and tools will enable this. Organizations should establish clear goals and objectives, and staff members should have the freedom and resources to pursue them. It is essential to foster a risk-taking and innovative workplace culture based on mutual respect and trust. Additionally, organizations should give employees the power to make decisions and acknowledge and reward creative ideas.

2.2 Culture of innovation

A culture of innovation encourages and rewards creativity, new ideas, and risk-taking. This culture encourages team members to think outside the box and implement creative solutions to problems. It is an environment that encourages and rewards experimentation, essential for successful innovation (Nieminen, 2020).

The organization's leadership should create and maintain an innovative culture. Leaders should lead by being open to new ideas and taking calculated risks. They should foster an environment where people are encouraged to share their ideas, and failure is perceived as an opportunity to learn and grow. Leaders should also encourage collaboration and provide resources and support to assist employees in bringing their thoughts into reality.

Furthermore, a company's organizational structure should support an innovative culture. To allow for quick decision-making and iterations, the structure should be symmetrical and non-hierarchical. To ensure that various perspectives are represented, teams should be cross-functional and diverse in terms of skills and cultural backgrounds. Finally, an innovative culture should be supported by incentives and recognition. Employees should be rewarded for taking risks and creating creative solutions to problems. Employees should also be recognized for their efforts, and successes should be celebrated.

Overall, an innovative culture is critical for any organization that wishes to remain competitive and thrive in the long run. Leaders must foster and reward risk-taking and experimentation while providing the resources and support needed to help employees bring their ideas to life. Employees should be encouraged and rewarded for developing innovative solutions through incentives and recognition. Companies can keep up with changing markets and remain competitive in the digital age by developing and sustaining an innovative culture.

2.2.1 Importance of culture innovation to companies

Innovation has a crucial impact on the success and profitability of organizations. It may produce unique goods, ideas, and procedures that enable a firm to stay one step ahead of its competition. By developing an atmosphere that stimulates and rewards creativity, organizations may establish an innovation culture that will assist in their long-term capacity to stay profitable and competitive.

Firms must constantly innovate to preserve a competitive advantage and maximize profitability. Companies may stay competitive by responding to consumer wants with innovative new products. This can be accomplished by researching market trends and the client's wants, learning about market alternatives, and developing unique products and services surpassing competitors (Burak, 2021). Companies can maintain their competitive edge by cultivating an environment that values and recognizes uniqueness. Another approach for firms to stay profitable is to cut costs through innovation. Companies can increase productivity and reduce production costs by implementing new techniques and technologies. Reducing staff, supplies, and other costs can lower a company's operational expenses.

Businesses can increase their market share and customer base by producing new products and services that outperform competitors. They can increase profits and keep ahead

of the competition by doing so. In addition to growing sales and earnings, creativity may aid established organizations in expanding their customer base (Nieminen, 2020). A company with a strong innovation culture can attract and retain top personnel better. Businesses may foster an environment that encourages ingenuity and risk-taking by fostering an innovation culture. Retaining and hiring excellent employees may result in increased production and innovative ideas.

Businesses may broaden their customer base and increase profits by expanding into untapped markets and offering novel products and services. A company's bottom line can be protected in this way, allowing it to survive economic downturns without incurring significant losses. Moreover, innovation may assist businesses in maintaining a competitive edge by allowing them to introduce innovative goods and services. Lastly, innovation may aid businesses in forming lasting bonds with their consumer (Klingensmith, 2020). Businesses can attract and retain customers for the long term by continually innovating their offerings. This can enhance client loyalty and customer retention, which suits a company's bottom line.

Overall, the value of innovative company culture cannot be emphasized. The introduction of new products and services, the cutting of costs, the gaining of competitive advantage, the recruitment and retention of top talent, the creation of new strategies and business models, and the cultivation of relationships with customers are all ways in which innovation can help businesses maintain their competitiveness and profitability. Businesses might attain long-term success and financial security if they foster a culture of innovation through incentives and praise for creative thinking.

2.2.2 Characteristics of a culture of innovation

Several distinguishing features define an innovative culture. Firstly, a culture of innovation is defined by encouraging risk-taking and experimentation. Workers are pushed to experiment with inventive approaches, regardless of how they might turn out (Price, 2019). Working in such an atmosphere inspires individuals to challenge authority and develop innovative solutions. In addition, when people work in an environment that fosters creativity, they are more inclined to try new ideas and look beyond the boundaries.

The second element of an innovative culture is a welcoming and supportive atmosphere for teamwork. It means workers are encouraged to collaborate in finding answers to issues. As a result of the mutual trust and respect shared by the staff, innovative ideas are more likely to emerge. Moreover, "groupthink," which occurs when workers are unwilling to offer their ideas and thoughts for fear of being criticized or ridiculed, is mitigated in an open and collaborative workplace. A growth attitude is indicative of an innovative society. Hence, staff members are actively encouraged to pursue further education and professional development opportunities. Employees are more likely to try new things, make errors, and improve in this setting. Employees with a growth mentality are more likely to be able to handle the fear of making mistakes, which contributes to an atmosphere where innovation and risk-taking flourish.

An innovative culture encourages workers to be attentive to customers' wants and demands. This creates an environment where ideas are welcomed to improve the services customers receive. Such consideration towards customers can lead to greater satisfaction with products and services, making it beneficial for businesses (Carpenter, 2023). Lastly, a culture of innovation is distinguished by its emphasis on incentives and recognition. This means that workers receive compensation commensurate with their performance. This setting is conducive to staff morale and promotes the continuous development of innovative approaches and solutions. The pleasant environment that results from awards and recognition is essential to the success of any business.

Overall, a culture of innovation is defined by several factors, such as a willingness to take risks and try new things, an atmosphere that encourages teamwork, a focus on the needs of customers, a growth mindset among employees, and a system of rewards and recognition for those who contribute to the success of the company. These factors contribute to an atmosphere that inspires people to use their imaginations and develop novel solutions to problems. An organization's ability to stay ahead of the competition largely depends on its willingness to foster a culture of innovation.

2.3   Open innovation model

High technology evolves each time, so it's important to modify the innovation process for these modern conditions. It is safe to argue that the conventional approach to innovation is becoming obsolete considering these recent developments in society, technology, and the

capacity to raise knowledge levels within organizations. The new perspectives include adopting innovative practices, where collaboration between various businesses and partners, as well as knowledge sharing, is increasingly crucial.

A funnel is used to symbolize the closed innovation paradigm, or classical innovation model. All concepts and technological advancements initially enter the funnel through its wide mouth. The final goods or services exit the funnel at the other end and are made available to clients. All the concepts pass through the funnel in a linear system. Only the greatest concepts are chosen for the model's initial stages. The business creates prototypes and tests its products, doing all necessary procedures to produce the desired outcome.
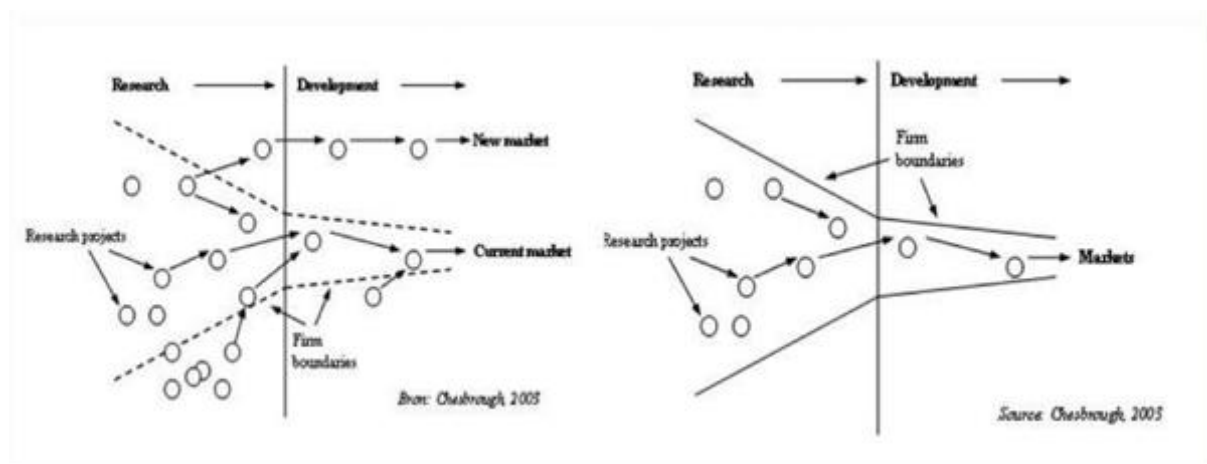
Figure 1. Open and closed innovation model.

(https://www.lead-innovation.com/en/insights/english-blog/open-innovation-vs.-closed-innovation

In a tight innovation approach, the businesses seek to maintain control over everything to safeguard intellectual property. Additionally, they try to hire the top professionals to develop innovative products and services. The basic goal of this paradigm is to create successful goods or services using successful concepts.

The major objective of the invention paradigm (Open invention) is to find the best ideas, regardless of where they were developed.

Finding access to and acquiring the necessary knowledge to create effective products and services is one of the model's problems. Finding this information involves knowledge of what

is happening in the market from primary sources (like experts, research, providers, and customers) and secondary sources (like statistics and prospectives). It is not a simple task. The organization gains more experience, and the learning process is enhanced by acquiring or combining external knowledge with the knowledge it gains from internal resources as shown in figure 1 above.

Table 1. Difference between open and closed innovation model.

Open model	Closed model
Rely on internal sources of information	Rely on both internal and external sources of information
Typically, 20–30% of attempts succeed	Up to 80% of doubled innovations are successful.
High rework and low productivity	40–60% rise in productivity
Sluggish rate of innovation	Rapid innovation(3times)

(https://www.lead-innovation.com/en/insights/english-blog/open-innovation-vs.-closed-innovation)

Henry Chesbrough, director of the Open Innovation Center at Berkeley University, was one of the pioneering academics who first used the term "open innovation" in 2003. According to him, open innovation means that a company can employ 75 best practices and external resources to supplement the value of its innovation assets and increase return on investment. The Chesbrough approach to open innovation claims that the modern world is a market where innovation is a "commodity" that may be purchased, sold, licensed, paid for, and reinvested.

Businesses that use the open innovation model could get fresh concepts from a variety of sources. They have faith in their customers, partners, and other participants in the innovation process. A business that practices open innovation is aware that working with various stakeholders gives them access to new and useful perspectives. It is necessary to arrange the

transition from the closed innovation paradigm to the open innovation model. It necessitates adjustments to everything from corporate culture to business strategy, technologies, and intellectual property management. This paradigm shift gives the business the ability to move more quickly, compete more effectively, and create more additional value.

According to Professor Chesbrough, organizations of the 20th century made significant investments in building the best R&D departments by hiring the top students from the most prestigious universities with the primary goal of creating the most innovative ideas and then protecting them using various intellectual property strategies.

Chesbrough contends that the traditional innovation model must change in the future since it is highly improbable that all the top experts will work for the same organization. He contends that businesses require both internal and external departments for R&D and innovation. This will maintain the level of competition and necessitate a reassessment of the current business models, resulting in a more expansive vision for the organization which will produce value in a variety of ways.

2.3.1 Important aspects of open innovation

Below are some important aspects of open innovation.

Business Plan

The relationship with clients also plays a role in innovation, according to François Barrault, president of BT International. The entire company model must incorporate the innovation. Chesbrough asserts that an open company strategy provides at least two benefits in return. The first is to strengthen the organization's value source. The second is to give the business the ability to create and capture that value more quickly.

The open-source approach is the most intriguing business model in this paradigm. This model simplifies every aspect of a business because the organization can add the great ideas of all interested stakeholders and enlist their assistance in product development, quality assurance, and product promotion without having to protect its intellectual property.

Technologies

The open innovation model aims to make the organization more accessible to other agents to encourage their participation in a productive ecosystem. The use of internet-based social networks or advanced technology may be thought of as an intriguing means to approach this interaction. The more people who utilize the internet, the more potential there is for new technology to encourage innovation. A new ecosystem is created by social tools like blogs, wikis, and podcasts where people develop their ideas in a more horizontal and collaborative manner than before.

Information management

The organization doesn't just rely on its financial and manufacturing skills to create value once knowledge management starts. A key source of value creation and a necessity for earning money and accumulating wealth is knowledge. Therefore, the organization needs appropriate policies and procedures to achieve effective knowledge and information management because of this. This method must consider all types of information, including explicit knowledge (which is the easiest to process, transmit, store, and share) and tacit knowledge (which is less codified and more abstract than explicit knowledge, making it more challenging to manage and integrate inside the business).

Patents and trademarks

The tools of intellectual property could enable the business to quickly execute innovation. The company's time-to-market is shortened, or it gains access to a different industry sector thanks to the acquisition of intellectual property. Due to its ability to sell or commercialize its intellectual rights, organizations may consider them a source of revenue. Intellectual property acquisition is a compelling strategy since it lowers risk exposure for businesses.

Open innovation makes use of the copyleft concept. The major goal of this license is to make it possible to make copies while yet maintaining the original's copyright protections. This form of license aims to provide greater freedom for all copy users. A work's derived versions, the original work, or versions of it that have been updated or distributed may all be utilized.

2.3.2 Why organizations should use open innovation

Chesbrough and Schwartz assert that one of the key components of the open innovation paradigm is the cooperation across many enterprises. Utilizing outside partners could result in lower R&D spending, higher innovation outputs, and the identification of new market niches.

The following benefits that open innovation offers the business, as stated by reputable management consulting firm AT Kearney:

• Reducing the expense of the innovation process at work.

• Quickening the pace of innovation.

• Giving the option to create new goods or services, hence boosting revenue and market share.

• Developing the organization's inventiveness.

• Cutting back on direct R&D spending since some of it should go toward working with outside parties.

The important component of open innovation, as previously indicated, is collaboration with other outside parties. It can be challenging to manage at times since it seems like organizations are losing control. All parties participating in the creation of the good or service must agree on the decisions; they cannot be made by a single entity.

2.3.3 How open innovation should be implemented by organizations

To get the intended results, open innovation, like all paradigms, must concentrate on certain tools and best practices. The ideal approach is to view collaboration with all parties participating in the inventive ecosystem with an open mind. However, there are additional beneficial open innovation techniques that enable the company to go in the direction of a more open innovation system.

Benefit from the market.

A frequent source of innovation is the market. For instance, the dynamism between service providers, customers, and rivals generates a massive flow of disparate perspectives, ideas, and product specifications that lead to innovations. For instance, in the open-source software development scenario, people create their own software solutions.

Through observation of their suppliers, corporations can innovate. Purchasing the rivals is also an intriguing idea. The largest multinational corporations, like IBM, Google, or Cisco, occasionally maintain their innovation capacity by acquiring fledgling companies.

Move closer to the world of innovation.

Universities, technological hubs, and innovation centers make excellent conditions for the flow of innovation. The top businesses frequently work with these institutions. However, small businesses who lack a strong and effective R&D (Research and Development) staff are increasingly interested in working with these organizations.

Adopt rules and standards.

For many businesses, security, quality, technical, health, or environmental standards represent a significant source of innovation. They must embrace these standards to comply with new regulatory requirements and/or to compete.

Using intellectual property for profit.

Intellectual property gives the company a straightforward route to incorporating innovation. The time to market is shortened or an option to enter new business areas is gained when a company acquires intellectual property. On the other side, the business that creates patents may significantly increase its revenue by selling or transferring licenses.

Developing People.

Without innovative employees, it is impossible to build an innovative organization. Some methods, such as "learning-by-hiring" (hiring the best workers from competitors) or teaching individuals about innovation, are used to find the best innovative people. The goal of

the "innovation scouts" is to study the surroundings and spot innovations or commercial prospects. Better businesses use scouts in universities and technological fields all over the world.

Interact, speak, and listen.

The development of a high-tech environment in which startups, capital risk firms, universities, and high-tech companies may exchange knowledge and varied points of view strengthens the atmosphere for innovation. The key is in how attentively the various parties listen.

2.4 Factors influencing a company's innovative culture

2.4.1 Company values

The underlying concepts defining an organization and its culture are company values. They serve as a guiding framework for how the firm performs, makes decisions, and interacts with its internal and external stakeholders. Values influence how firm views and interact with the world and are essential to the culture of innovation.

Values encourage innovation by giving a company's efforts direction and purpose (Smith et al., 2008). They give a road plan for maximizing resources, making decisions, and developing solutions. Values also contribute to creating an atmosphere that fosters innovation and risk-taking. Companies may foster a culture of respect and cooperation that fosters innovative thinking by establishing clear standards for how workers should conduct themselves.

Values also influence the sorts of innovations pursued by a corporation. Businesses that prioritize customer-centric ideals will devote more resources to developing customer-centric solutions. Similarly, organizations that value sustainability may be more inclined to invest in green technology or environmental solutions. Businesses that place a premium on qualities like cooperation and teamwork are more inclined to invest in initiatives that need the collaboration of numerous departments or teams.

Corporate values also have an impact on how a firm encourages innovation (Nouf et al., 2022). Businesses may use their values to govern how the staff is rewarded for successful inventions. For example, a corporation that emphasizes customer-centric solutions may provide additional bonuses or recognition to workers who develop customer-centric solutions. Companies may guarantee that their staff is driven to provide solutions consistent with the company's aims by aligning compensation with its fundamental values.

Finally, a company's values impact how it communicates and markets its inventions. Businesses that emphasize honesty and openness may be more likely to clearly explain the benefits of their innovations to their consumers and stakeholders. Businesses prioritizing customer-centric solutions are more likely to concentrate on developing customer-centric marketing initiatives (Francisco, 2021). Companies may guarantee that their innovations are appropriately conveyed to the relevant audiences by connecting their communication and marketing activities with their fundamental principles.

Overall, organizational values are critical for fostering an innovative culture. Companies may guarantee that their staff is driven to provide new solutions consistent with the company's aims by clearly stating their fundamental values and aligning their efforts with those values. Values may also influence the sorts of innovations pursued by a corporation and how those advances are communicated and marketed. Companies may develop a successful and lasting innovation culture by connecting their activities with basic principles.

2.4.2 Leadership style

The leadership style of a company's top executives significantly impacts that organization's innovation culture. Leadership style sets the standard for an organization and influences how people feel about taking risks and being creative. Depending on how they feel about contributing new ideas, a leader's direction of an organization can either perpetuate or stifle innovation. Therefore, leaders must make sure that their style of leadership fosters creativity (Francisco, 2021).

 Using a democratic leadership style is one of the best ways to encourage innovation in the workplace. It entails allowing employees to express their opinions freely and incorporating them into decision-making. Employees will feel comfortable speaking up and at-

tempting new things if this is the case. Such a management approach promotes initiative and innovative thinking in staff members.

A dictatorial management style, however, might stifle innovation. It entails the boss making all decisions without consulting employees. Such management frequently discourages staff from thinking creatively and submitting original ideas. It might encourage a culture that discourages employees from using their creativity to find novel solutions. Another way that leaders can foster an environment where innovation and creativity can flourish is by establishing a culture of trust and respect.

They also need to support employee freedom of expression. Management should also give staff members the resources and support they need to create original ideas (Supervisor & Rouchy, 2018). In terms of innovation, leaders ought to set an example. To demonstrate that they will not accept defeat, they should take risks. Additionally, rewards for coming up with original solutions to issues should be given to employees. As a result, employees will be motivated to think outside the box.

Finally, leaders must ensure that everyone in the company is aware of the goals they are trying to achieve. They will be better able to comprehend the company's goals and objectives, which will encourage them to suggest ideas that align with those goals. Overall, a leader's attitude toward innovation can significantly impact the company's innovation culture. Leaders are responsible for encouraging creativity and establishing an environment of respect and trust within their teams. They should promote taking risks by setting a good example and giving staff the tools, they need to succeed. Additionally, they must ensure that all employees know the company's vision and goals. Leaders can use these strategies to promote innovation in the workplace and foster an innovative culture.

2.4.3 Employee training

Each successful firm must invest in employee training since it may increase productivity and morale and build a more innovative workplace. Regular training in new techniques, procedures, and guidelines helps employees use them more effectively, which raises output and customer satisfaction for the business. Workers may learn through training the benefits of working together to develop creative solutions to issues.

To survive in the competitive economic environment, businesses must continually test out new concepts. The possibility that one's workers will come up with original solutions to problems improves when one invests in their adequate education (Nouf et al., 2022). Employees may better understand the company's goal, values, and industry by taking part in the training. Employees are, therefore, more likely to feel at ease thinking creatively and making recommendations that could benefit the company. Training equips workers with the information and skills to think creatively and solve challenges.

Training contributes to developing a creative culture by providing workers with the skills necessary to produce unique products and services. Employees are more inclined to take the initiative and devise original solutions to issues when provided with the tools they need to execute their jobs properly. Moreover, training could give employees the confidence to take risks, think outside the box, and develop original solutions. Additionally, training could help create a culture where workers feel comfortable sharing their thoughts and opinions. Learning to collaborate and share ideas might encourage employees' willingness to take risks and widen their viewpoints.

The organization would profit from increased innovation since employees would feel more comfortable taking risks and using their creativity (Supervisor & Rouchy, 2018). Finally, educating staff members also helps create a safe and welcoming workplace. Training that clarifies the company's policies and procedures might reduce employee conflicts and misunderstandings. However, if employees can access everything they require, they could feel less stressed and more at ease at work.

Overall, training staff members could be a valuable strategy for promoting an innovative workplace culture. Employee job happiness, output, and creative problem-solving all increase as a function of how well-trained they are for their positions. Moreover, training could help create a culture of trust and collaboration, both favorable to creating original solutions to issues. Finally, training may help create a pleasant and secure work environment, raising employee morale and productivity.

2.4.4 Reward system

Programs for incentives are a crucial component of the culture of every successful company. They motivate employees to do their best and move them closer to their goals. A carefully planned incentive scheme might promote a creative work environment and increase output.

Businesses may present their workforce with how important creative problem-solving is to them by implementing a monetary or nonmonetary reward plan (Francisco, 2021). Employees have conveyed that the company values their contributions and is willing to recognize them when paid for coming up with original ideas and solutions. This encourages employees to try new things and think beyond the box.

Organizational incentive systems encourage not only innovation but also cooperation. Workers are more open to collaborating and exchanging ideas when they feel their efforts will be recognized. As a result, employees are more inclined to discuss and work together to develop unique ideas and solutions. Workers are more willing to cooperate and generate original ideas when their efforts are rewarded (Smith et al., 2008). There is a connection between a company's incentives and how well-developed its innovation culture appears.

Companies that offer tangible incentives like increased wages, stock options, and employee promotions are more likely to motivate them to think beyond boundaries. These kinds of rewards inspire employees to think creatively and take risks, which is what they need to succeed. However, intangible rewards like appreciation and recognition could be just as effective in encouraging employees to innovate. These types of rewards help workers understand that their efforts are valued.

Lastly, a well-thought-out incentives system may help create an environment where everyone feels appreciated and protected. Workers who believe their efforts are respected and acknowledged are more likely to collaborate and complete tasks. As a result, there is a more creative environment at work where people are more inclined to experiment and try new things. Generally, a company's incentive program plays a significant role in defining its culture. They can encourage staff members to take risks and think outside the box, foster cooperation, and foster an environment of mutual respect and trust. An organization's performance may be improved by an incentive scheme that fosters a creative work environment.

3 RESEARCH METHODOLOGY

3.1 Research methods

According to Buyaso (2023), qualitative and quantitative data gathering approaches can be used to obtain empirical data. Quantitative data collecting methods are used to acquire numerical data, whereas qualitative data collection methods are used to collect empirical data that cannot be quantified, i.e., non-numerical data. The following are common data collection strategies used in empirical research; questionnaire/survey, experiment, case study, and observation.

For this research a survey was used to test feedback from the organization. A survey is a type of data collection strategy used by researchers to collect huge amounts of data from a defined number of respondents on a research topic. This method of data collecting is commonly used for quantitative data collection, but it can also be employed in qualitative research. A survey consists of a series of questions ranging from closed ended to open-ended, as well as various question kinds centered on the research topic. A survey can be administered in person or using online data collection systems.

Check and Schutt (2012) describe survey research as "the collection of information from a sample of individuals through their responses to questions" (p. 160). This form of research allows for a range of approaches for recruiting individuals, collecting data, and utilizing various instrumentation methods. Survey research can employ quantitative research tactics (e.g., using numerically rated surveys), qualitative research strategies (e.g., utilizing open-ended questions), or both (i.e., mixed methodologies). Surveys are widely utilized in social and psychological research because they are frequently used to describe and explore human behavior (Singleton & Straits, 2009).

For decades, survey research has been used to gather information from individuals and groups. It can range from asking a few focused questions of people on the street corner to gather information about their behaviors and preferences to a more rigorous study involving many valid and reliable instruments. Marketing or political surveys of consumer trends, as well as public opinion polls, are common instances of less rigorous surveys.

The impact of organizational culture on performance in terms of innovation at company X is the subject of the current empirical study. The enterprise places a high priority on the innovation of its operations and services. The success of the company's plan will largely depend on its capacity to foster an innovative culture and increase operational effectiveness.

3.2   Data collection

The information was gathered from two sources: employees who were rated on the lower end, either one or two, and the employee's category, which received ratings of three and four. The replies came from the management department of the organization.

The survey was sent to possible responders who worked in specific offices via the company's internal mailing system. No identities were requested from the respondents, and full confidentiality was ensured. The staff members responded to a survey that asked about demographics and aspects of the company's culture.

A pre-distributed structured survey was the strategy used requesting fundamental information on the employee's personality traits and understanding of the cultural elements. Internal documentaries were also used, including google scholar, existing sources, handbooks, and articles.

3.3   Data analysis

Innovation: As part of the performance evaluation system, employees graded the innovation culture and the management performance on a scale ranging from strongly agree to strongly disagree, and yes or no answers.

The company's definition of innovation was "striving for the development of an innovative culture among the employees and the management. The commitment to overcome old ways and well-established practices and develop new paths which take advantage of the positive aspects of change.

Organizational Culture: The study's main goal was to understand the company's organizational setting. The aspects of cultural organization that were chosen are from the literature review.

The cultural dimensions included the company's commitment to its operating philosophy and how it was implemented in the company's day-to-day operations, its relationship with its manager, its reward and recognition programs in terms of pay and benefits, how it treated its employees, and its culture of teamwork, communication, and cooperation. These factors were selected based on a review of the literature on cultural factors that support creativity and innovation.

The performance appraisal system's rating of each respondent on the innovation dimension was used to select respondents for the current study. Data was independently gathered on the assessment of each employee's "innovation" contribution to the business. Employees say innovation is not difficult and expect innovative ideas to be pushed from higher to lower ranks.

Employees also need a more supportive boss as much as a more supportive team could help an organization embrace an innovative culture. Employees also suggested contributing to an innovative culture if given a platform and a chance to showcase their ideas. Most employees strongly agree that reward systems encourage innovation culture in the organization.

3.4   Reliability of the study

It is crucial that any research possess solid validity and reliability. However, because it frequently involves interpretation, this is frequently critiqued as being unable to guarantee in qualitative investigations (Bell et al., 2019). Instead, this is divided into four distinct categories in qualitative research to assure the study's credibility, transferability, dependability, and conformability. How well the outcome may be believed to be real determines how credible it is.

Triangulation is a technique that could be used to verify the approach the authors have taken. If the same data can be gathered from other sources. Transferability investigates whether the outcome may be utilized to generalize, and with these projects.

Dependability follows the transferability path because it inquires as to how simple it would be to conduct similar study using this report. This makes the research far more reliable because it can be applied to a variety of businesses looking to examine the possibilities of becoming more inventive.

Conformability probes the report's objectivity. Actions have been taken throughout the project to guarantee that it is as objective as possible. However, since it depends on the author(s), undertaking qualitative research makes it nearly hard to be totally objective. In contrast to quantitative research, where it is simpler to maintain objectivity, qualitative studies are mostly produced through making meaning of people's thinking, which is a far more difficult task.

4   BUILDING A CULTURE OF INNOVATION

Some of the factors considered in building a culture of innovation include.

4.1   Open and collaborative communication

Companies must create an open and supportive environment for innovation to ensure employees feel supported and empowered to think creatively and take risks. The key to achieving this is open and collaborative communication.

Open and collaborative communication encourages a free exchange of ideas between employees, allowing them to identify and discuss opportunities for creative problem-solving (Alfaro, 2021). It also allows for the sharing of best practices and the facilitation of peer-to-peer learning. This helps to foster a creative and innovative culture where employees feel comfortable expressing their ideas and being heard. It also helps create a sense of community and trust among team members, as they can openly discuss challenges and solutions.

Supportive communication is also essential to encourage employees to take risks and think outside the box. This can be achieved by providing employees with resources and guidance to help them develop their ideas. It is also essential for supervisors to recognize and reward employees for their innovative ideas, as this will help motivate them to continue thinking creatively (Sharma, 2022).

Finally, companies should use a variety of communication channels to ensure that all employees can voice their ideas and opinions. This could include face-to-face meetings, online forums, and surveys. This will help promote a culture of innovation and ensure everyone is heard and respected.

4.2   Promoting inter-departmental collaboration

Companies can build a culture of innovation by creating an open and supportive environment and promoting inter-departmental collaboration. Companies should foster a culture of curiosity to create an open and supportive environment for innovation. Employees should be en-

couraged to ask questions, voice their opinions, and explore new ideas (Park, 2016). Companies should also provide resources and support to help employees develop ideas and bring them to life. This could include access to research and development funds, mentorship programs, and other resources that can foster innovation.

Companies should also promote inter-departmental collaboration to ensure that innovative ideas are shared across the organization. Collaboration allows different departments to come together to brainstorm and develop creative solutions to problems (Alfaro, 2021). Companies should also create opportunities for employees to meet and exchange ideas, such as hackathons, inter-departmental meetings, and team-building activities.

In addition to creating an open and supportive environment for innovation, companies should recognize and reward employees for their innovative efforts. Companies should incentivize employees to take risks, explore new ideas, and develop creative solutions. This could include rewards for successful projects, recognition for innovative ideas, or even monetary bonuses.

4.3   Encouraging risk-taking

One of the main steps to creating an open and supportive environment for innovation is to encourage risk-taking. This means creating an environment where it is safe to make mistakes, challenge the status quo, and try new approaches. It is essential that employees feel comfortable taking risks and that their risk-taking is not punished. Leaders should recognize and reward employees who take risks, even if their ideas do not pan out.

Companies should provide resources and support for innovation by providing employees with the necessary tools and resources to help them develop and pursue their ideas. This includes providing employees access to the latest technology, data, and research. It is also essential for organizations to provide employees with the necessary training and guidance to help them succeed in their innovation efforts. By encouraging risk-taking, and providing resources and support, there will be an environment of innovation that will help organizations remain competitive and successful.

4.4   Providing incentives

One way to promote innovation is by incentivizing employees who come up with new ideas and innovations. Incentives can be monetary rewards, extra vacation days, or other perks. This encourages employees to think outside the box and develop creative solutions to existing problems. It also encourages employees to take risks and develop ideas that may have yet to be considered (Burak, 2021). Providing incentives can also create a culture of collaboration and team building.

Employees can work together to develop ideas and may be more willing to take risks if they know that it could lead to a reward. This allows for ideas to be shared, discussed, and improved upon in an environment of collaboration. In addition, providing incentives can attract and retain talented employees. Knowing that their ideas and innovations will be rewarded can be a huge draw for potential employees, and it can encourage current employees to stay with the company.

Finally, incentives can help employees engage with the company's goals and mission. They will be more motivated to work hard and develop innovative solutions when they know their efforts will be recognized and rewarded.

5 SUSTAINING A CULTURE OF INNOVATION

5.1 Fostering a learning environment

Companies can sustain a culture of innovation by encouraging continuous learning. This is done by providing employees access to educational resources such as online courses, webinars, and seminars.

Additionally, companies can create an environment that fosters creative thinking and encourages employees to think outside the box. This can be done by allowing employees to brainstorm and come up with new ideas and solutions to problems. Furthermore, managers should also provide employees with feedback and recognition when they come up with new ideas or solutions (Gavin, 2019).

Finally, companies should also reward employees for their innovative ideas and solutions to promote a culture of innovation. By doing so, companies can create an atmosphere where employees feel supported and motivated to develop new ideas and solutions that will help the company remain competitive.

5.2 Increased flexibility

Flexibility enables employees to be more creative, try new things, and develop innovative solutions. Companies can create flexible work schedules and policies, such as work-from-home options and telecommuting, which allow employees to work when and where they are most productive.

Additionally, companies can create a flexible working environment that encourages employees to take risks, explore new ideas, and experiment (Gavin, 2019). Companies can also provide mentorship, workshops, and training resources to help employees gain new skills and knowledge.

5.3   Establishing a feedback system

Companies can sustain a culture of innovation by empowering employees to provide feedback. By listening to the employees' opinions, companies can gain insights into the needs and wants of their customers, as well as potential solutions to problems (Burak, 2021).

Additionally, companies can provide a platform for employees to share their ideas, collaborate and innovate. This encourages an open and creative atmosphere where ideas are welcomed and respected. By empowering employees to provide feedback and ideas, companies can foster a culture of innovation and propel their businesses forward. This feedback can be used to identify areas of improvement and areas of potential innovation and to inform strategic decisions. Companies should also promote a culture of experimentation and learning, encouraging employees to test new ideas and approaches (Nieminen, 2020). Employers should also consider implementing systems that allow feedback to be quickly incorporated into their decision-making processes.

Finally, companies should provide regular training and open communication channels to ensure that feedback is consistently followed. By using feedback to inform decision-making, companies can create an environment that supports innovation and encourages a culture of experimentation.

Establishing a two-way communication system is an excellent way for companies to sustain a culture of innovation. It is essential to have open and honest conversations between employees and management and between different departments and teams (Basadur, 2021). This will help create an environment where employees feel comfortable expressing their ideas and opinions and where they can be heard.

Additionally, open communication can help identify new opportunities and ensure everyone is on the same page regarding a project. By creating a two-way communication system, companies can ensure that their employees are engaged and motivated to contribute innovative ideas to help the company succeed.

5.4   Developing a clear vision

Clearly defining a purpose and mission will help an organization to focus on the goals they want to achieve while also inspiring people to come up with creative solutions to any problems they face. Organizations should create a company-wide shared vision and communicate it to all employees. This will ensure everyone is on the same page and working towards a common goal.

Additionally, companies should incentivize employees to develop innovative ideas and reward those who successfully implement them (Pearce, 2023). This will encourage employees to think outside the box and develop fresh ideas.

Companies can also sustain a culture of innovation by setting measurable goals. They should set clear and achievable goals that can be monitored and evaluated to measure progress.

Additionally, they should focus on developing and implementing creative strategies to help them stay ahead of their competitors in achieving their set goals (Alfaro, 2021). Companies should also encourage collaboration and creative thinking among their employees by providing incentives and rewards for innovative ideas and achievements. By setting measurable goals, companies can ensure that their culture of innovation is sustained.

6 RESULTS AND DISCUSSION

Evidence suggests that perceived company culture has a considerable influence on employee behavior in terms of creativity and innovation. These cultural attitudes can either help or hinder the spread of innovative ideas, methods, and behaviors. In terms of valuing diversity, treating employees fairly, communicating openly and honestly, giving honest feedback on performance, having the freedom to express opinions related to work, supporting risk taking, and finally paying equitably, the more innovative group of employees perceived the organizational culture more favorably than the less innovative group.

The less innovative group, on the other hand, was more favorable on the characteristics of team functioning. Recognize the problem, support, and implement policies that promote variety, and enable freedom and space for individuals to function in an environment that allows free information sharing.

6.1 Benefits of building and sustaining an innovative culture

Organizations that embrace innovation may attract and keep top talent, boost productivity and profitability, and create a feeling of community among employees. Below are some of the benefits of building and sustaining an innovative culture.

6.1.1 Increased productivity

There may be several benefits for firms that adopt a culture of innovation centered on increased productivity rates. More efficiency, more satisfied clients, and more business might result from a productivity increase. It also helps firms develop new goods and services, which helps them maintain a competitive advantage (O'Sullivan, 2020).

Employees and consumers alike may benefit from reduced prices due to increased productivity. Streamlining processes may help cut down on wasted time and money for firms. By automating them, businesses may save money on staff labor and time spent on tedious processes. As a result, workers may have more free time for innovative thinking.

Increasing productivity may also improve a company's ability to serve its clients. By optimizing their procedures, businesses could deliver better customer service, shorter wait times, and faster reaction times. This may lead to more revenue, devoted customers, and overall satisfaction (LPC, 2023). The retention rate can also improve if the company fosters a culture of innovation. Those who work for a company that values and rewards innovation may be more invested in staying with the company long-term. This has the potential to increase productivity and decrease turnover. When workers are free to develop new ideas, they are more likely to take pride in their work and give it their all.

Finally, encouraging a culture of innovation may aid companies in remaining competitive. Businesses may differentiate themselves from rivals by rewarding staff for developing novel solutions to problems. This has the potential to boost both revenue and market share. There may be a variety of upsides for firms if they foster a culture of innovation that prioritizes boosting output. Businesses may boost output, save expenses, and maintain their market advantage by emphasizing efficiency, customer satisfaction, and innovation.

6.1.2 Quality output

Developing a culture of productivity-based innovation has several positive effects on output quality. A wide range of benefits may be attained through the integration of productivity and quality. Increased customer satisfaction is a significant benefit of creating an atmosphere of innovation since it leads to higher-quality production (LPC, 2023). Customers are likelier to be pleased with a product or service when it has undergone efforts to enhance its quality. This may promote consumer loyalty, which in turn could boost revenue.

Better output quality also has the potential to decrease consumer complaints and boost trust in the business. Enhanced product quality can also help keep expenses down. The need for costly maintenance like repairs and replacements is mitigated by increased output quality. Time and money are both potentially saved because of this.

Lastly, higher output quality can inspire more creative thoughts. When workers are encouraged to use their imaginations, they devise innovative problem-solving approaches. Embedding a spirit of innovation and creativity inside the firm can lead to greater productivity and profitability.

6.1.3 Employee engagement

As a result of the company's attempts to build a creative culture oriented on increased productivity, there may be more than one benefit from employees being more involved in their job.

First, a motivated workforce is more likely to remain on the job and put in extra effort, which raises output. Profits, customer happiness, and product quality might all increase due to this. Second, a motivated workforce is more likely to offer innovative solutions that aid the company in adjusting to the constantly changing market. Also, a motivated workforce is more committed to the business, which raises retention rates and lowers the cost of recruiting and onboarding new employees.

A culture of innovation may also improve morale by providing employees with a platform to express their creativity. This may result in creating innovative products and processes and identifying potential areas for advancement. Also, when workers feel their opinions and efforts are valued and acknowledged, they are more motivated and engaged (Business Victoria, 2021). Employees are more inclined to put in the additional effort if they are content and happy in their Employees are more inclined to put in the additional effort if they are content and happy in their jobs.

Lastly, encouraging an innovative workplace culture has numerous benefits, which may be realized through raising employee participation. A more effective and motivated team may result in more earnings and expansion.

6.1.4 Customer satisfaction

Creating an innovation culture based on better productivity greatly benefits any organization since it enhances customer happiness. An organization with a strong innovation culture will drive its staff to think creatively, develop new ideas, and find exciting ways to enhance the customer experience they deliver.

As a result of these new ideas, efficiency has been enhanced, and output has been raised. Consequently, buyers receive better-quality items that arrive sooner and are cheaper (Business Victoria, 2021). Keeping a lead over rivals is another benefit of establishing a creative culture in the company.

Companies may retain their leadership position in the market and attract new consumers by reacting to unmet requirements with creative services. Keeping clients satisfied is vital to survival in today's competitive business climate. Adopting an innovation culture improves a company's capacity to connect with its consumers. Companies may attract and maintain clients by addressing their wants with fresh goods and services. The quality of a company's products and services directly impacts customer loyalty.

Overall, an innovative culture helps cut expenses for organizations. Companies may enhance their bottom lines by cutting expenditure and improving productivity by creating revolutionary manufacturing and distribution techniques. The money saved may be poured back into the firm to increase offerings and promote fresh thinking.

To sum up, enhancing customer satisfaction may be helped by establishing a culture of innovation centered on better production. It stimulates inventiveness, keeps organizations ahead of the curve, builds client connections, and minimizes overhead expenses. Combining these benefits can pave the road for even greater profitability for organizations.

6.2   Analysis

Primarily emphasizing organizational innovation or the implementation of employees' innovative ideas at the organizational level, the current study concentrated on creativity at the level of the individual employee. While an employee's capacity for creativity may not always result in the organizational level successful implementation of creative ideas, it frequently serves as a springboard for such innovation.

Analyses of both the survey data's quantitative and qualitative nature were performed on the information gathered. This study looked at the organizational culture factors that promote innovation. It was proposed that creativity results from perceived organizational cultures that encourage the development of fresh ideas and heighten levels of innovation.

The study's findings demonstrate that perceptions of organizational culture affect employees' performance in the organization in terms of innovation. Evidence suggests that an organization's perceived culture has a significant impact on employees' behavior in terms of creativity and innovation. The promotion of creative concepts, methods, and procedures can be helped or hindered by these cultural attitudes.

Employees who were more creative viewed the organizational culture favorably compared to those who were less creative in terms of valuing diversity, treating workers fairly, communicating honestly, providing honest feedback on performance, having the freedom to express opinions related to their jobs, encouraging risk-taking, and, finally, paying equally.

The less inventive group, on the other hand, scored higher in the aspects of teamwork. Organizations can profit by acknowledging the issue, assisting with the implementation of policies that encourage diversity and offer flexibility, and a place for people to work in a setting that promotes freely sharing knowledge.

7 CONCLUSION

To build and sustain a culture of innovation, companies must create an environment of open communication, collaboration, and risk-taking. This environment should allow employees to explore ideas, share knowledge, and take creative risks. Companies should also encourage employees to take ownership of their projects and develop a sense of ownership in the organization's success. Leaders should be clear and consistent in their expectations of employees and provide clear direction on achieving innovation.

Additionally, leaders should create an environment that rewards innovation, allowing employees to take risks without fear of failure. This could include creating an open innovation program where employees can submit ideas, creating an innovation fund for employees to use for new projects, or providing recognition for employees who come up with innovative solutions.

Organizations should also invest in processes and tools that enable employees to collaborate, create, and test ideas. This could include investing in technology to facilitate remote collaboration, utilizing tools for idea generation and rapid prototyping, or providing employees with access to data and insights to help inform their decisions.

Finally, companies should develop and communicate an innovation strategy that outlines their goals and objectives for the future. This strategy should include a clear roadmap for how the company intends to achieve its innovation goals and provide employees with a clear understanding of its direction. By having a shared vision of the future, companies can ensure that all employees are working towards the same goal and clearly understand how their efforts will contribute to the organization's success.

7.1 Research questions feedback

Innovation requires a spirit of inquiry and curiosity, and having companies that are very inward-looking is the quickest way to kill that spirit. "It's crucial that they have empathy for the world and the people whose problems they might be attempting to address."

The goal of this study was to investigate innovation management metrics in organizations and compare them to academic recommendations on innovation management in organizations. The goal was also to make recommendations on how companies might strengthen their innovation management efforts. This thesis sought to answer two research questions to help steer the organization. These two research questions will be addressed further below.

7.1.1   How companies can build a culture of innovation

There are a few things that need to be in place for any business that wants to innovate or wants to be ready to innovate. The first, and possibly most crucial, are techniques for maintaining an open mind. Innovation requires a spirit of inquiry and curiosity. The quickest way to kill curiosity is to have organizations that are too inward-looking and that don't spend enough time in the outside world, especially with their customers, the people they want as customers, or the regions of the world where they want customers.

However, it is crucial to have a feeling of curiosity, openness, and empathy for the world and the people whose issues they may be trying to solve.

The capacity to create environments where trust can occur, and risks can be taken is another crucial skill. We often strive to minimize and design out as much risk as we can in our operationally focused worldview, but if you want to innovate, you must take risks. And to take chances, there must be some level of trust within the business. If failure is punished, especially the kind of failure that is most beneficial and where you learn a lot, then people won't do it, and therefore no innovation results.

7.1.2   How companies can sustain a culture of innovation

Organizations today are aware that raising a child requires a village, and that each innovation is like a newborn that needs to be reborn time and time again or something to be successful, you must collaborate and involve as many diverse stakeholders as you can. It's crucial to give everyone a voice in decision-making.

The extent of influence and contribution from each member of your innovation community mostly depends on how well-suited and committed they are to the company and its operations, which include any effects on the environment, the social environment, and governance.

A community engagement strategy is essential for fostering co-creation partnerships, which entails developing a shared tolerance for creative risk and giving everyone the confidence that they can contribute. Rewards and recognition can increase involvement, and diversifying the focus is essential for long-term interest retention. Even though we live in a highly complex and linked world, we can now connect and collaborate with incredible talent and professionals from diverse backgrounds.

Emerging technologies are the fractures that start to show up around the foundation and, if not treated in a timely manner, could cause significant damage. By ignoring them, you can contribute to the issue, or you can use them to your advantage and work toward the solution. It will only be a matter of time before a startup, or a rival, adopts one of these cutting-edge technologies and manages to disrupt your industry. Think about the future and the kind of world you want to live in as you go through this activity, and then consider how you can use technology to forge your own path before others do.

Do not start searching for answers before identifying business issues that a stakeholder is willing to support. When the necessary business lenses are not applied to the goals they need to deliver, many techs scouting activities fall short of producing outstanding results. Early and frequently identify strategic business sponsors.

The primary advantages of collaborative tech scouting tactics are that they require proponents who are engaged in achieving their goals more quickly, more affordably, and with fewer risks. They can then assist you in your search for the best developing technologies to accomplish their objectives. This strategy can speed up the introduction of proof-of-concepts and help you benefit the company. By combining these approaches, you can build and maintain an innovative culture that produces ground-breaking outcomes and has staying power. Just make sure to leave the door open if you really want to transform your company into an innovation machine with a solid concrete base.

7.2   Validity and reliability

The study contributes by assisting organizations in developing a more inventive culture that can eventually result in a more productive workplace. Employee stress may be decreased by increased production. However, there is a potential that businesses will grab the opportunity presented by the improved productivity and boost workloads in order to boost income.

7.3   Suggestions on further studies

Everything in your immediate environment began as a concept or an idea in someone else's head. Continuous innovation is more important for organizations to keep ahead of the competition as the globe changes and the pace of business increases. Finding the best ideas and developing them into profitable ventures, however, is challenging. Organizations can systematically tap into the creativity of their workforces by using innovation management.

Future research could focus on aspects that have gotten less attention in present case studies, such as how the organization management could implement innovative ideas into their established daily routines.

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APPENDICES

Survey guide

- Most innovators either remain with the company or depart.

- The company either has or doesn't have a tradition of innovation.

- Organizations for employees either inhibit or support innovation.

- The company has special tools at its disposal to encourage or discourage innovation.

- Management actively seeks innovation or has little interest in it.

- What initiatives is management doing to encourage innovation?

- Does everyone focus on creating a better company model daily?

- Is the company's innovation strategy clear to all parties?

- Does creativity or bureaucracy stifle innovation?

- Why does innovation not work as well as you would like it to?

Suggestions contributed by employees

- Open end discussions.

- Through digital platforms.

- To involve teams' collaboration.

- Company staff should embrace teamwork and hard work.

- By bringing more innovators and sharing ideas together.

- Should have a platform where we can write down our ideas 💡

- Be more open to the idea.

- The organization needs to create an enabling environment for innovation by providing policies and regulations that support the development and commercialization of new technologies. These could include partnering with government stakeholders to avail tax breaks for R&D, streamlining the regulatory process, and protecting intellectual property rights.

- Come up with an innovative platform.

- By fairly supporting low rank employees because they also have good ideas.

- Thorough review of constant challenges we face and keeping up to date with emerging trends.