



VAASAN AMMATTIKORKEAKOULU  
UNIVERSITY OF APPLIED SCIENCES

Camilla Kengo

# Innovation in Work Cultures and the Challenges Involved

International Business,  
2020

VAASAN AMMATTIKORKEAKOULU  
UNIVERSITY OF APPLIED SCIENCES  
International Business

## **ABSTRACT**

Author	Camilla Kengo
Title	Innovation in Work Cultures and the Challenges Involved
Year	2020
Language	English
Pages	46
Name of Supervisor	Ossi Koskinen

---

Nowadays, innovation can be argued to be the key to success. Many companies want to identify as innovative, and a lot of them succeed. However, many elements in a company can hinder innovation, and employees might feel resistant to innovation because of various reasons. The objective of this thesis is to determine how a multinational company is performing in innovation in its work culture and try to identify the potential challenges surrounding it. This research will empathise with the employees of the company and how they are experiencing the company's innovativeness.

The theoretical framework in this thesis covers topics of innovation and how to implement it to a workplace, culture and the importance it has in a company, as well as employee well-being in a company.

In the empirical research, qualitative methods used for collecting data were semi-structured interviews with eight participants, and observation in case Company A.

The research result indicated that company A is an innovative company where employees feel valued. However, the cultural differences between departments, communication and collaboration, and the division between old and new employees are the main challenges in Company A, which might hinder the company to become fully innovated.

# CONTENTS

## ABSTRACT

1. INTRODUCTION.....	5
1.1. Aim of the Thesis .....	5
1.2. Research Problem and Research Questions.....	5
1.3. Research Structure.....	6
2. THEORETICAL FRAMEWORK.....	7
2.1. Innovation.....	7
2.1.1. Workplace Innovation.....	8
2.1.2. The 5 <sup>th</sup> Element Concept.....	9
2.1.2.1. First Element: Jobs and Teams.....	10
2.1.2.2. Second Element: Organisational Structures, Management, and Procedures.....	11
2.1.2.3. Third Element: Employee Driven Improvement and Innova- tion.....	11
2.1.2.4. Fourth Element: Co-created Leadership and Employees Voice.....	12
2.1.2.5. Fifth Element.....	12
2.2. Culture.....	13
2.2.1. How does Culture Form?.....	13
2.2.2. Culture in Organizations.....	13
2.2.3. Three Levels of Culture.....	14
2.2.3.1. Artifacts.....	15
2.2.3.2. Espoused Beliefs and Values.....	15
2.2.3.3. Basic Underlying Assumptions.....	15
2.3. Leadership.....	16
2.3.1. Definition of Leadership.....	16
2.3.2. Contribution of a Leader.....	16
2.4. Well-being at Work.....	16

2.4.1. Motivation.....	17
2.4.2. Satisfaction.....	18
2.4.3. Working with a Purpose.....	19
3. RESEARCH METHODOLOGY.....	20
3.1. Research Plan.....	20
3.2. Qualitative and Quantitative Methods.....	21
3.3. Sampling.....	21
3.4. Data Collecting Methods.....	23
3.5. Analysing the Data.....	25
4. RESEARCH RESULT.....	26
4.1. Demographic Background.....	26
4.2. Innovation and Work Culture.....	28
4.3. Employees Well-being and Motivation.....	34
4.4. Observation.....	35
4.5. Reliability and Validity.....	36
5. CONCLUSION.....	37
5.1. Discussion about the findings.....	37
5.2. Final conclusion and reflection.....	40
5.3. Suggestions for future research .....	40

## REFERENCES

## **LIST OF FIGURES AND TABLES**

<b>Figure 1:</b> Overview of the 5 <sup>th</sup> element concept.....	10
<b>Figure 2:</b> Three levels of culture.....	14
<b>Figure 3:</b> Generation: Why do employees stay at a company?.....	18
<b>Figure 4:</b> Gender: Why do employees stay at a company?.....	19
<b>Figure 5:</b> Demographic background of the participants.....	26

## **1 INTRODUCTION**

This chapter explains the background, objectives, and questions of the thesis.

Many researchers have claimed that innovation is the key to our future. Hence, the word innovation can often be seen in various companies' descriptions. Innovation can result in life-changing invention, success, competitive advantages, power, money, among others. However, innovation is not a simple procedure to implement for a company. For instance, employees are the ones who either can become positive or negative affected by new inventions, as they are the ones who will work closely with it. Therefore, many aspects should be taken into consideration by a company when implementing innovation.

### **1.1 Aim of the Thesis**

The objective of this thesis is to determine how a multinational company is performing in innovation in its work culture and try to identify the potential challenges surrounding it. This research will empathise with the employees of the company and how they are experiencing the company's innovativeness.

The case company in this research will be referred to as Company A. The researcher has personal connections to the company and chose the company because it matched the researcher's set out criteria.

### **1.2 Research Problem and Research Questions**

The problem in this research is the challenges surrounding innovation, and how that might lead to problems in employees' ways of working.

Following are the research questions for this thesis:

1. What are employees' feelings towards innovation in Company A?

2. How are employees becoming affected by innovation?
3. What challenges in Company A can hinder innovation?

### **1.3 Research Structure**

This thesis consists of two sections- the theoretical framework and the empirical research. Firstly, the theoretical framework presents an overview of what the researcher believes are the most important and relevant topics of this thesis and these are (1) Innovation (2) The benefits of implementing innovation in a workplace (3) Challenges in innovation (4) Culture in an organization (5) Employee well-being, motivation, and satisfaction.

Secondly, after the theoretical framework, the empirical data will be gathered. The researcher will have gained knowledge about the topics and can more confidently move forward to conduct the empirical research. The qualitative research methods chosen for this research are semi-structured interviews and observation. To conclude, the reason why qualitative research methods were chosen was because the topic of this study has to do a lot with individuals' feelings and thinking, and by using these qualitative methods likely generate more insights than quantitative research methods would.

## **2 THEORETICAL FRAMEWORK**

### **2.1 Innovation**

In today's fast-changing world innovation can be considered as the main tool for a company's survival and for developing competitive advantages. (Petrescu 2012, p. 115) Innovation is defined in different ways by researchers. According to Kinnard (2006), "for becoming innovative requires breaking paradigms, challenging existing thinking and frameworks, and setting new boundaries." (Kinnard 2006, p. 8) Innovation can be considered the new or improved version of a product, service, process, or a combination of these, that has noticeable differences from the previous models. (Oslo Manual 2018, p. 20) Additionally, for becoming innovative requires creativity, it has shown that innovation and creativity are closely interrelated. As Codrin Ionescu and Cornescu points out, "creativity is the capacity of human resources to identify new solutions for current problems, whereas innovation is the process whereby an idea is transformed into utility and launched on the market." (Codrin Ionescu & Cornescu, 2015)

Furthermore, innovation is likely to cause growth. Thus, innovative companies are usually able to reach more growth and success than those that are lacking innovation. Successful innovation can be reached by the ability to see connections, to spot opportunities, and to later benefit from them. Two elements that are believed to be important for successful innovation: (1) Resources in the organization, such as employees, equipment, knowledge, and money, (2) And the company's capabilities to control the resources. The capabilities are considered slightly more difficult to manage, but it is the one that is assumed to be the breakthrough for reaching success in innovation. (Bessant and Tidd 2007, p. 5-6, p. 10-11)



### **2.1.1 Workplace Innovation**

There are many ways a company can innovate. As mentioned before, innovation can be in a product, process, service, or other company activities. Additionally, the two most common types of innovation are incremental and radical. Incremental innovation can be argued as the more common and safer type of innovation, whereas radical innovation is more revolutionary and has higher risks. (Petrescu, 2012, p. 117) Whether or not innovation will be incremental or radical depends upon what type of company it is, the current situation of the company, or the company's need for competitive advantages and survival.

New technologies are changing our lives both inside and outside of work. Hence, companies and individuals need to keep up and adapt to these changes. (Weinberg and Cooper 2007, p. 115-118) However, keeping up with the newest technology is not the only answer for implementing innovation in a company. The authors of The European Workplace Innovation Network (EUWIN) emphasize that companies should apply more focus on the human factors. As they state as following, "workplace innovation not only aims at fostering innovation capacities, but it also allows businesses to remain innovative and adapt to changes more quickly and smoothly." (Totterdill, Dhondt & Boermans, p. 3) Workplace innovation can be defined as those workplaces that empower all employees to use their knowledge, competences, and creativity to the fullest. The authors conclude that "Innovative workplaces are likely to include empowering job design; self-organized team working; open and fluid organizational structures; delegated decision-making and simplified administrative procedures; a coaching style of line management; regular opportunities for reflection, learning and improvement; high involvement innovation practices; the encouragement of entrepreneurial behaviour at all levels; and employee representation in strategic decision-making." (Totterdill, Dhondt & Boermans, p 4) However, the challenges with innovation is the uncertainty it brings and the potential failure it might have on companies' activities, which then might create negative feelings towards innovation amongst employees. Therefore, it is considered important with an open and employee-friendly workplace that has a higher tolerance

to failure and offer employees engagement in innovation and decision-making processes. (Chen, Leung and Evans 2016, p. 4)

The positive outcomes innovation likely has in a workplace are improvements in performance, employee engagement, motivation, satisfaction, and well-being, and improvements in other performance outcomes. Furthermore, the benefits of workplace innovation are believed to be most noticeable when implemented through the entire company. (Totterdill, Dhondt & Boermans, p 4-5) Innovation in the workplace also influence where employees can work. In general, more companies today might encourage their employees to do remote work, giving them more flexibility to balance their work and their home lives. (Weinberg and Cooper 2007, p. 116-117) Flexibility in work has also shown a decrease in stress, improved mental well-being and increased productivity amongst employees. (Kohll, 2020) Due to the COVID-19 pandemic in 2020 many companies had (have) their employees working from home in periods lasting for several months. It was a tremendous challenge and strain for everyone. There is a likelihood that remote work, amongst other things, will be implemented more in companies in the future due to the impact of COVID-19.

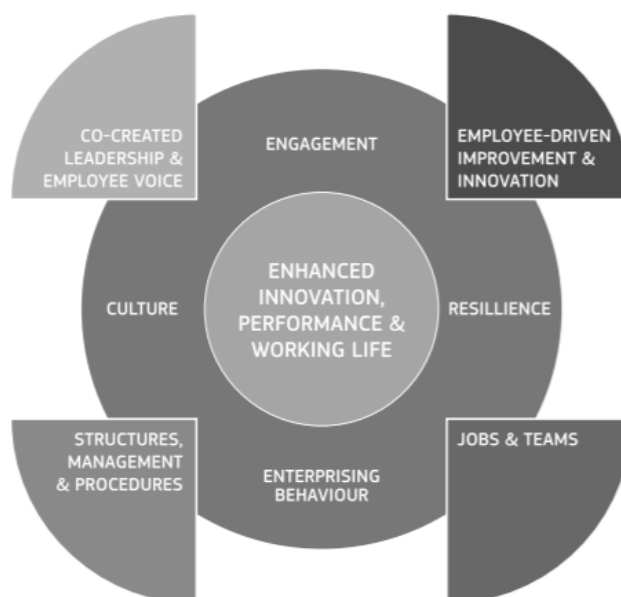
Additionally, innovation in the workplace can sometimes be thought of as expensive and time-consuming. However, small- and low-cost implementations, such as smart desks, focus space, playroom, and music room which create a more relaxed and fun environment can also be considered innovation factors that improve employee well-being.

### **2.1.2 The 5<sup>th</sup> Element Concept**

Some companies still might experience a lack of innovation to a certain degree. The reasons may be due to following old embedded paradigms on how things should be, fear of change, or fear of giving employees more freedom.

Totterdill, Dhondt & Boermans points out the 5th element concept that works as a practical approach for understanding innovation practise in work, and also the

impact innovation can have on companies' performance and working life. (Figure 1) The outcome of a successful implementation of the 5th element concept may lead to employees at a company get to fully use and develop their knowledge, skills, and creativity. (Totterdill, Dhondt and Boermans, p. 7-10)



**Figure 1:** *Overview of the 5th element concept*

### **2.1.2.1 First Element: Jobs and Teams**

What is argued for being appreciated amongst employees is working without being closely supervised by managers. Trust between managers and employees is important for creating an efficient workplace. When more on-the-spot decisions are being made, which is based on knowledge and experience, time can be saved by not needing to consult with managers or following manuals. Furthermore, important decisions should not be taken individually but as a team. Teamwork, the ability to work together and find solutions to problems, learn, reflect as a team, support each other, and celebrate success together. All these factors of teamwork likely show improvements in engagement, well-being, and performance in a company. Additionally, switching to a more flat company, managers and employees might start to

see results on what is working well and what needs to change, this may later lead to a steady flow of improvement and innovation in the organization. (Totterdill, Dhondt and Boermans, p. 10-11)

### **2.1.2.2 Second Element: Organisational Structures, Management, and Procedures**

Firstly, “walls” (e.g. different departments, occupations, levels) may affect the collaboration in companies. Totterdill, Dhondt and Boermans indicate that demarcations are essential regarding expertise and knowledge areas. However, communication amongst departments should still be open so that everyone understands each other and can share what is going on. (Totterdill, Dhondt and Boermans, p. 12) Secondly, companies’ conservative assumptions (if they have some) can also hinder innovation. For instance, assumptions that; (1) Hierarchy is considered common sense, (2) Front line employees are assumed to have less power and should not be part of the decision-making process. (3) Any other way of running a company will not work here.

However, hierarchy does not automatically indicate that the company is strict and conservative and is lacking in innovation, but often hierarchy can lead to important decisions and information is only shared by upper managers. To disregard the employees voice at “lower levels” might create negativity and dissatisfaction and affect the innovation process. In comparison to a flat company, where the aim is to let the hierarchy form more naturally and decentralise the management structure. (Totterdill, Dhondt & Boermans, p. 12-13) As Totterdill, Dhondt & Boermans points out “Control in flat companies lies in mutual agreements between self-managing, self-organising and self-designing teams.” (Totterdill, Dhondt & Boermans, p. 12-13)

### **2.1.2.3 Third Element: Employee Driven Improvement and Innovation**

A constant flow of new ideas is claimed to be the fundamental means to achieve improvements and innovation in a company. A company should provide time and

place for ideation sessions which should include employees at every level to work together as teams to discuss, develop, and improve ideas. Additionally, a small effort like changing the environment for the ideation session, rather than staying at the well-known workplace may generate more creativity and productivity. (Totterdill, Dhondt & Boermans, p. 14-15) In conclusion, as Totterdill, Dhondt & Boermans states that more companies should offer the employees opportunities “to join cross-functional improvement teams to identify and drive forward product or process changes that would otherwise be lost under the pressure of day-to-day workloads” (Totterdill, Dhondt & Boermans, p. 15)

#### **2.1.2.4 Fourth Element: Co-created Leadership and Employees Voice**

Co-created leadership is when leadership is shared between managers and employees and decisions are decided on together. This concept might be easier to implement in start-ups than it would be in older companies. Furthermore, co-created leadership can be important for enhancing workplace innovation, as it fully allows employees to use their knowledge, skills, and creativity. This type of approach to leadership intertwines with how the culture of the company is. (Totterdill, Dhondt & Boermans, p. 16-17)

#### **2.1.2.5 The 5<sup>th</sup> Element**

In conclusion, as Totterdill states “The Fifth Element describes the enabling, responsive and innovative culture that is so deeply embedded in some companies. Such a culture is not the product of an initiative or a leadership development programme. It is only created when each of the other four Elements are in place – a system of mutually reinforcing practices.” (Totterdill, 2016) Additionally, if the steps cannot be followed and implemented correctly, the innovation process in the company is likely to fail.

## **2.2 Culture**

### **2.2.1 How does Culture Form?**

Edgar H. Schein, the author of *Organizational Culture and Leadership*, can be known as one of the most famous theorists researching in organizational culture. Schein (2004) claims that the starting point for culture is the visions, goals, beliefs, and values by one individual. Furthermore, the individual will introduce these to other people with similar thoughts and feelings. In other words, the first step of leadership. The individual (leader) introduces the values and beliefs to other people (followers), and if the followers feel a connection towards what the leader introduces, the followers will want to do what the leader asks of them. However, at this stage, it is not yet sure that it will automatically generate culture. That can first be noticeable after determining the success of a set-out task in the newly formed team. Meaning, the team will evaluate the performance, team dynamics, and if the leader's values and beliefs become confirmed and supported by all team members. If it continues to be successful, then it can be thought of as the correct way to think, feel and act, and culture has been created. (Schein 2004, p. 15-16) Additionally, Schein (2004) states that "if the individuals' beliefs and values do not lead to success, the group will fail and disappear or will seek other leadership until someone is found whose beliefs and beliefs will lead to success." (Schein 2004, p. 16)

Later, newcomers will be taught that this is the right way to think, feel, and act. In conclusion, culture in a company is considered the collected shared learning of the team, and covering elements like behaviour, emotion, and cognitive of the team members complete psychological functioning.

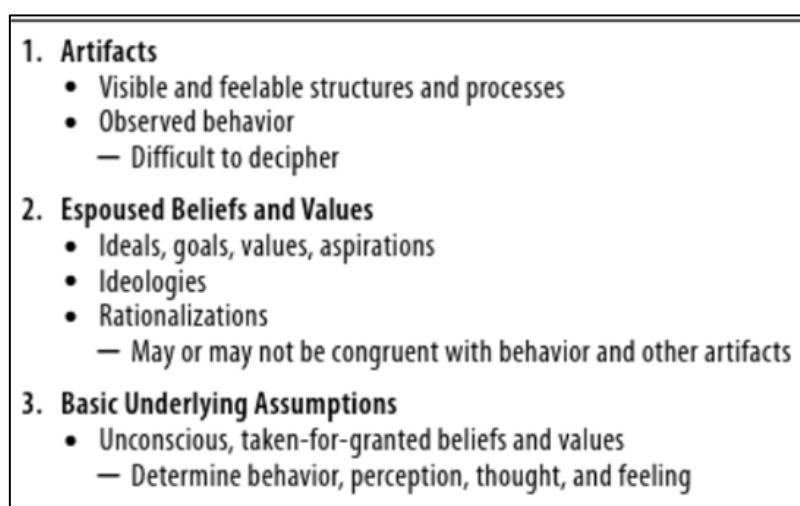
### **2.2.2 Culture in Organizations**

"Organizational cultures, like other cultures, develop as groups of people struggle to make sense of and cope with their worlds." (Trice & Beyer, 1993, p. 4, as cited in Schein and Schein 2016, p. 11)

Schein (2016) states that culture surrounds us all the time. For example, culture in an organization is noticeable from observed behaviour routines, climate, habits, celebrations, values, group norms, rules, and shared meanings. (Schein and Schein 2016, p. 3-5) Moreover, organizational culture is considered an essential element, which can influence employees either positive or negative. (Thompson & Luthans, 1990, as cited in Bailey, 2009) Culture is usually a fundamental issue to change or take seriously to achieve innovation in an organization. (Alvesson and Sveningsson, 2016, p. 3) For instance, old beliefs, embedded values, and behaviour in the organization might no longer correlate with the new ways of thinking and working. Hence, honesty and communication can help to overcome the challenges that hinder innovation. (Totterdill, Dhondt and Boermans, p. 19)

### 2.2.3 Three Levels of Culture

Schein (2004) indicates that culture is analysed at three different levels in an organization. (Figure 2) The levels distance from each other to tangible elements what you see and feel, to more embedded unconscious elements. (Schein 2004, p. 25)



**Figure 2:** *Three levels of culture (Schein 2016)*

### **2.2.3.1 Artifacts**

The artifact level refers to the surface of an organization, meaning what can be seen, heard, or felt when first entering an unfamiliar culture. In other words, to analyse the physical environment- climate, language, technology, products, interior, clothing, and manners. (Schein 2004, p. 25-26) Schein (2004) argues that “the most important points to be made about this level of the culture is that it is both easy to observe and very difficult to decipher”. (Schein 2004, p. 26) Due to previous experience, one’s interpretations can easily be biased. For instance, if an individual has experience in an informal organization, the individual may interpret formal organizations to be less innovative and have more bureaucracy. However, before making assumptions and evaluating the culture, the individual should first analyse all the three levels. (Schein 2004, p. 27)

### **2.2.3.2 Espoused Beliefs and Values**

This level can also be referred to as the “conscious level”. The beliefs, moral, and ethical rules in an organization are conscious and coherent. They provide guidelines for a team in how to handle specific situations and used for training newcomers how to act. For an individual to get a deeper level of understanding, and to predict future behaviour properly, the individual should first understand the category of the basic underlying assumptions of an organization. (Schein 2004, p. 29-30)

### **2.2.3.3 Basic Underlying Assumptions**

Schein (2004) argues that if the basic assumptions, beliefs, and values in an organization becomes taken for granted by the group, the members usually see other types of behaviour being unthinkable. Furthermore, basic assumptions are often hard to confront and can be quite problematic to change. In a company, stability can be important for many employees, if the basic assumptions would become questioned or challenged it might release anxiety and stress amongst the employees. (Schein 2004, p. 30-32)



Schein indicates that “the essence of a culture lies in the pattern of basic underlying assumptions, and once one understands those, one can easily understand the other more surface levels and deal appropriately with them.” (Schein 2004, p. 36)

## **2.3 Leadership**

### **2.3.1 Definition of Leadership**

Leadership can be considered by many as an influence process. Furthermore, leadership is when a leader, without forcing, gets followers to want to do something that the leader believes is true. Leaders are likely to challenge the status quo, presenting new visions, motivate and inspire followers, and having direction and strategy. This type of leadership can also be referred to as transformational leadership. Opposite to transformational is transactional leadership, which instead focuses on supervising and motivating followers with rewards and punishments. (Furnham 2005, p. 567, p. 588-591)

### **2.3.2 Contribution of a Leader**

Good leadership claims to result in companies’ effectiveness. For becoming an effective leader that followers will look up to, the leader should require qualities like honesty, empathy, trustworthiness, determination, qualified for the tasks, ability to make decisions, and having a sense of direction and purpose. (Furnham 2005, p. 566-568)

Good leadership is believed to be an important factor in companies when it comes to adapting to innovation. Employees in a company might experience less hesitation regarding change if they have a leader who supports innovation and inspire them to be more open towards it.

## **2.4 Well-being at Work**

Well-being in a company claims to be linked to a culture (learning culture) that values and supports employees and gives them opportunities to grow and develop. Thompson & Bates (2009) points out that some employees may experience their

workplace as an unhealthy environment, which can cause stress and other mental health issues. (Thompson and Bates 2009, p. 85-89)

Therefore, innovative solutions for promoting well-being could be implementing wellness activities, for instance, activities to release stress, physical activities, and learning sessions. For a company to succeed in implementing wellness activities, they should consider customizing the wellness activities so that it will be suitable for the employees' needs. (Kohll, 2020) To accomplish this, managers should, with the help of employees, create an overview of the current situation of the workplace. The answers and insights received is beneficial for making the potential improvements. (Totterdill, Dhondt and Boermans, p. 7)

#### **2.4.1 Motivation**

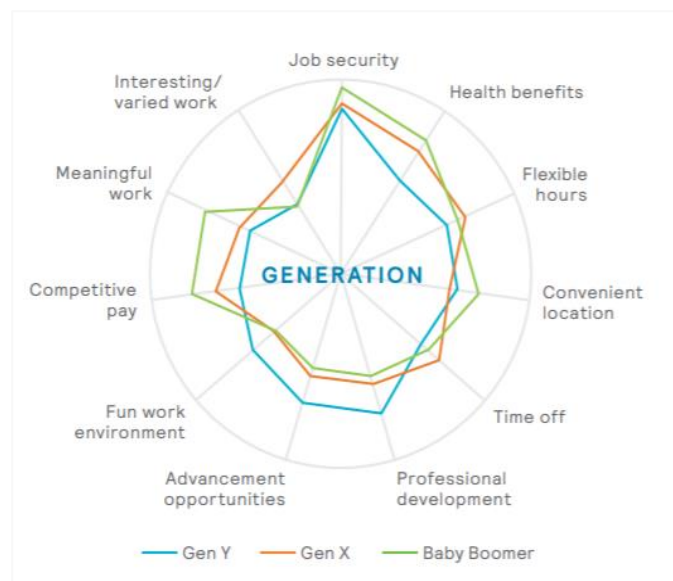
Furnham (2005) states that the deep understanding of what motivates people to do things, and why they decide to do it, can be viewed as one of the most difficult topics to comprehend in psychology. The motivation level can be linked to the need to reach goals. Hence, if the goals are more difficult than easy to achieve, the motivation to accomplish them likely increases and leads to higher performance.

Firstly, the individual's traits, skills, beliefs, values, and habits likely influence the motivational process. Secondly, work factors, such as job tasks, physical environment, social norms, compensation, and culture also influence motivation. (Furnham 2005, p. 277-285, p. 320) In conclusion, the reasons why people work may vary from person to person. The most obvious reasons argued to be a source of income, source of social interactions, source of activity, and source of self-fulfilment. (Furnham 2005, p. 280) Hence, for a company to help maintain motivation amongst employees, they should strive to have an innovative work environment that constantly aims to grow, develop, and improve.

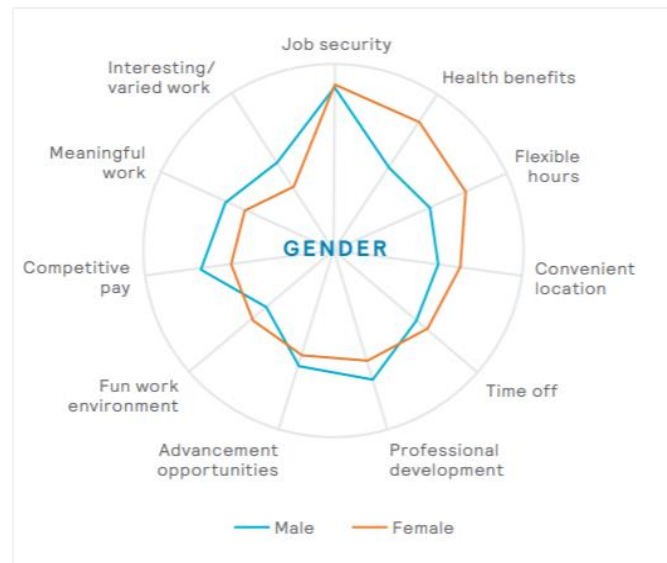
### 2.4.2 Satisfaction

Furnham (2005) argues that personality types can play a crucial part in how satisfied an individual is. For instance, people working in the same company and with similar tasks can experience different levels of satisfaction. (Furnham 2005, p. 329) Furthermore, these nine personal characteristics can influence job satisfaction: (1) Age (2) Gender (3) Race (4) Cognitive ability (5) Job experience (6) Use of skills (7) Job coherence (8) Personality (9) Occupational level. (Shultz & Shultz 1998, as cited in Furnham 2005, p. 330-331)

The Global talent trend of 2019 presented a survey on why employees stay at a company. (Figure 3 and 4) The survey compared different factors in working life, and the result differed between generations and gender. The data indicates that Generation X (1961-1981) and Generation Baby boomers (1946-1964) value meaningful work, job security, and compensation. Whereas Generation Y (1981-1996) values a fun work environment, advancement opportunities, and professional development. (Mercer 2019, p. 15) Additionally, it can be assumed that the younger generation is more accepting of innovation and has a stronger need for changes and self-development.



**Figure 3:** *Generation- Why do employees stay at a company?*



**Figure 4:** *Gender-Why do employees stay at a company?*

### 2.4.3 Working with a Purpose

Kohll (2020) argues that many employees value working with a purpose, and the result of that can show improvements in motivation, satisfaction, productivity, and morale. However, due to today's profit-focused world, the purpose of a company can easily be forgotten. Without a sense of purpose, it tends to be difficult for employees to relate to their work tasks and the company itself. For providing a purpose, the following aspects can be considered; (1) Create a company vision, (2) Discuss the values and goals, (3) Express gratitude, and let employees know the value their job provides to external factors, (4) Share success stories. (Kohll, 2020)

For instance, the values, vision, and mission statements of a company are known to be the fundamental starting point for any company. The three statements can help unite a company and work as a "tool" to keep everyone focused and work together to reach common goals.

### **3 RESEARCH METHODOLOGY**

This chapter explains the objectives of the empirical research and the methods used for gathering empirical data. This chapter will also inform how the data was collected, methods used for collecting the data, sampling the data, and how the data was analysed.

#### **3.1 Research Plan**

It is important to structure a well-formed research plan at the beginning of the research process. The research plan works as a guideline for the researcher. The research objectives and the problems are well defined, and the process of how the empirical data will be conducted is thoroughly planned.

The problem in this research is the challenges surrounding innovation, and how that might lead to problems in employees' ways of working. Thus, the objective of this thesis is to determine how a multinational company is performing in innovation in its work culture and try to identify the potential challenges surrounding it. This research will empathise with the employees of the company and how they are experiencing the company's innovativeness.

Work cultures are hard to define, as they can also differ depending on different departments of the company. (Schein and Schein 2016) Therefore, the researcher decided to focus on two departments at Company A- Logistics and Marketing.

The empirical data gathered for this research comes from case Company A. The company is a multinational company with a total of 1100 employees (690 in Finland). The company has 16 subsidiaries in different countries. In this research, the company's real name will not be revealed. The company will only be referred to as Company A. Additionally, all the collected data from the company will remain confidential and the participants will remain anonymous.

### 3.2 Qualitative and Quantitative Methods

In research, data can be collected from either using a qualitative or quantitative research method. The data collected for this research was a qualitative research approach.

Qualitative research method is the study of people in a natural setting by analysing what they are saying, thinking, and feeling. (Taylor 2005, p. 7) By interpreting the collected qualitative data, the researcher can get a better understanding of common patterns and thoughts that emerge from the target group, and later turn that data into insights (insights show an understanding of the target group's situation). (Dalton, 2016) Qualitative research methods can be in-depth interviews, focus groups, observations, or text analysis. (Taylor 2005, p. 7)

Quantitative research methods mean collecting numerical data by either using surveys, questionnaires, or observations (e.g. observing the numbers of time a phenomenon occurs). Quantitative research focuses on testing the researcher's predetermined hypothesis and theories to see if the data will support it. The data collected from quantitative research is later analysed by, for instance, statistical analysing programs. (Johnson and Christensen 2012, p. 33–37)

### 3.3 Sampling

The two most used sampling design methods are non-probability and probability sampling. The process of sampling consists of the following sampling concepts: (Chawla and Sodhi 2015, p. 11, p. 250-251)

**Target population:** Refers to the group of people that form the subject of study. The target population all share some similarities.

**Element:** Refers to a single member of the target population. For instance, 50 students studying International Business, each of them forms an element of the target population, a total of 50 elements.

**Sampling frame:** Consists of all the elements of a target population with correct identification that is available for the people at any step of the sampling. For instance, the number of students at VAMK studying Business is 200.

**Sample:** Subgroup of the target population. For instance, 50 out of the 200 students studying business are from Finland.

**Sampling unit:** A single member of the sample. For instance, the 50 students from Finland belong to the sampling unit.

**Sampling:** The process of selecting elements from the target population. To study more deeply the characteristics of the target population and will enable the researcher to generalize the result.

**Census:** This is an alternative to sampling. Census means an examination of every element of the target population.

Non-probability sampling is used in exploratory research. As the sampling here is based on the researcher's subjective judgement, the members of the target population do not have the same chance of being selected. The non-probability sampling methods used could be, for instance, convenience sampling, purposive sampling, snowball sampling, or quota sampling. (Chawla and Sodhi 2015, p. 253-261)

Probability sampling is used for conclusive research. By using a probability sampling, all members of the target population have an equal chance of being the one who gets selected. A method used in probability sampling could be simple random sampling. (Chawla and Sodhi 2015, p. 253)

In this research, the target group are employees working at a middle size multinational company (in Finland). To narrow down, the data was collected from only two departments at Company A-Logistics and Marketing. The sampling method research design used in this research was non-probability, and the specific method used was convenience sampling and snowball sampling. The researcher has connections at Company A. Therefore, convenience sampling was used to reach out to potential participants to see who wanted and had the time to participate in the interviews. Afterwards, one of the participants recommended other employees to

contact, which made it easier for the researcher to find participants. That method is known as snowball sampling.

The sample size may vary depending on the requirements of the study, money, and time. (Chawla and Sodhi 2015, p. 262-263) In this study, the size of the sample was eight interviews, three men and five women. As the company is an international company, it would have been ideal to interview participants from different nationalities. Unfortunately, as the availability and time got in the way, only Finnish people were interviewed.

### **3.4 Data Collecting Methods**

The empirical data can either be primary data (own research) or secondary data (existing research). The researcher determines how data is collected, based upon the requirements and practical reasons for the thesis. (Chawla and Sodhi 2015, p. 11-12) As mentioned before, a qualitative research method was used in this research. The researcher used semi-structured interviews and observation to collect qualitative primary data, and the data was collected in June 2020 from case Company A.

Semi-structured interviews are a combination of fixed-script and open-ended questions. Semi-structured interviews give the participants a chance to express themselves on issues they feel are important. (Longhurst 2010, p. 104) The questions for the interview was designed in May 2020, and the interview is structured in three categories:

1. Demographic background
2. Innovation and work culture
3. Well-being and motivation of the employees.

The first category gathers fundamental information about the participants age, gender, nationality, occupation, and years at the company.



The second category consists of ten questions related to innovation/work culture topics and asked to gain a better understanding of the opinions and feelings of the participants. Two of the questions were only asked to the directors of Logistics and Marketing. The researcher wanted to see how employees at a higher-level reflect on challenges that innovation might have.

The third category contains three questions about well-being and motivation and how the participants felt the company supported them in this matter.

To make sure that the answers would not get influenced by other people's opinions, the researcher interviewed one participant at a time. Furthermore, for the sake of saving time and having everything documented, the interviews were recorded. The participants had beforehand given their permission to be recorded.

Observation can be explained as a skill that people use in everyday life situations. As Chawla and Sodhi states, "The method of observation involves viewing and recording individuals, groups, organizations, or events in a scientific manner to collect valuable data related to the topic under study." (Chawla and Sodhi 2015, p. 125) The observation took place in the workplace of Company A. The researcher observed the overall environment of the company and observed in more detail the differences between the two department's workplace environment. The requirements for the observation was based on the three levels of culture. Schein 2004):

- Artifacts of the organization
- Values and beliefs
- Basic underlying assumptions

### 3.5 Analysing the Data

Data can be analysed by a variety of methods. The data collected for this research was analysed as follows:

- The interviews were transcribed from audio format to text format.
- As the interviews were in Swedish, they were translated back to English.
- After the translation, the researcher used analysing method tools such as User profile and Empathy map. (An explanation of the tools used):
  - **User profile:** This tool presents an overview of the key attributes of each user, so they are easily comparable (Tomitsch et al., 2018, p. 130-131). By making separate columns for each participant, patterns can emerge, and it may become easier to interpret the data and find correlations. By examining the interviews, the user's needs (wants/do not want) can be established. The data collected from interviews can be compared to relevant demographic and behavioural factors: age, gender, and nationality.
  - **Empathy Map:** This is a collaborative tool that expresses the gathered information by providing a glimpse at the user. (Gibbons, 2018) For instance, think/feel, see/hear, say /do, and pains/gains.
- The researcher used Excel as the program that the interviews were transferred to. By using Excel, the researcher could create columns and get a better overview of the patterns that had emerged.
- The answers in Excel were then moved to the Thesis and presented in chapter 4.

## 4. RESEARCH RESULT

This chapter of the thesis presents the questions asked in the semi-structured interview as well as the answers. Additionally, the chapter will analyse the data and presents the findings made.

As mentioned before, the interviews were held in Swedish because that was the mother tongue of all the participants. The questions made had been translated to Swedish beforehand. The researcher later translated the answers back to English and compared and analysed the collected data.

### 4.1 Demographic Background

Gathering data on the participants' background was used to see if age, gender, occupation, and time at the company would play a role in how the participants view things at Company A.

	Age	Gender	Nationality	Occupation	Years at the company
Respondent 1	48	Male	Finnish	Operations director	20.5
Respondent 2	24	Female	Finnish	Logistics planner	2
Respondent 3	33	Female	Finnish	Marketing specialist	2
Respondent 4	37	Male	Finnish	Internal communication	2.5
Respondent 5	56	Male	Finnish	Production planner	22
Respondent 6	49	Female	Finnish	Logistics planner	25
Respondent 7	40	Female	Finnish	Marketing assistant	2.5
Respondent 8	44	Female	Finnish	Marketing director	14

**Figure 5:** *Demographic background of the participants*

#### Interview questions asked for the demographic background:

##### 1a. Age

The age range of the participants is 24-56.

##### 1b. Gender

The researcher interviewed a total of eight participants, which were five females and three males.

### **1c. Nationality**

All the participants in the study were Finnish citizen. The ideal would have been to have a mix of different nationalities to see if the answers would differ or correlate depending on cultural backgrounds. However, due to limitations, the interviews took place at the main office in Finland, and from only two departments at Company A and those departments had only Finnish people working there.

### **1d. Occupation at the company**

The researcher chose to have participants from two different departments in Company A. This was due to see if the opinions on innovation and the culture of the company would vary between the departments.

The Occupations of the participants from the two departments varied. Four participants worked with various tasks at the Logistics department, one being the director of the department. And the remaining four worked at the Marketing department, one being the director of the department. As further shown in table 5, the occupations of the participants.

### **1e. Years at the company**

The researcher wanted to know if the years spent at Company A could influence how the respondents answered. Three out of the eight participants had worked over 20 years at the company, four participants had been at the company less than 3 years, and one participant had been there for 14 years.

In section 4.2 and 4.3, age, occupation, and years at the company would play a role in how the respondents answered some of the questions. It will be further elaborated in the next sections where the demographic background influenced the answers.

## **4.2 Innovation and Work Culture**

The questions asked here gave the participants a chance to be open and honest when answering.

These questions intended to determine the overall feelings towards innovation among the participants, and also how innovation is being implemented in various elements. Besides that, the aim was to see whether the answers would give out potential challenges that might get in the way for the company to become fully innovated.

### **Interview questions asked for the innovation and culture questions:**

#### **2a. What is your opinion on innovation?**

All the respondents agreed that innovation is positive and important for a company's survival. However, two respondents from the Logistics department mentioned that innovation can be both positive and negative. The reason why it can be negative was what level of innovation it is, and the uncertainty surrounding it.

#### **2b. What do you think of the innovativeness in the company you are working for?**

Overall, all the respondents agreed that Company A's culture is for innovation and constantly strives to improve.

Three respondents, two from Logistics and one from Marketing, mentioned that they experience the company as sometimes being too innovative. They explained that it can move too fast so the people working daily with especially the system/programs, might struggle to keep up and adapt to the new changes. One respondent said that the company wants to innovate so much, but the downside is then lack of communication when it comes to informing about the new changes, and why they happen.

*“It is on a good level. But you notice it varies between departments. Some departments are more traditional, and some are more forward. You notice that the company is not on the same line. You notice that there is innovative thinking, and it is improving, but there are still a lot of old traditions left here.” – respondent*

Already after this question, the researcher noticed that the cultural variation between the departments are noticeable. Which can potentially create obstacles in the ways of working and innovating.

**2c. How do you feel that the company you are working for is structured- as a flat organization/ or as a hierarchy organization?**

This question generated strong opinions. Six respondents said that company A is a hierarchical organization. However, those respondents agreed that Company A does not have that typically strict hierarchy that you might see elsewhere in other countries. They further elaborated that it is still relatively easy to talk with the managers of their departments and share ideas. Additionally, three respondents mentioned that it might not be that open dialogue on all levels, and it is not always easy to talk with managers directly. The size and type Company A is (industrial and international organization) might explain why hierarchy is hard to escape. Two respondents, both being the directors, said they experience the company as more of a flat organization, which can also be influenced by their occupation.

Furthermore, this question showed that the age and time at the company influenced how two respondents (both working over twenty years at the company and from Logistics) experienced hierarchy in Company A, as they were the only two who felt that it was flatter before.

*“You notice hierarchy. It has changed so much if I compare how it was when I started at the company. Before, we worked closely with managers, and communication and collaboration were better before. Before, it was*

*easier to go to a manager and ask and it was easier to make decisions.”- respondent*

*“I would say now it is more hierarchy, it has come so many middle managers, and steps. Communication is lacking, you don’t really know who to turn to.”- respondent*

This probably has to do with how much Company A has grown and expanded internationally during the years. The ones who have been at the company longer have experienced many changes; therefore, it might be easier for them to reflect on how things were before, and how things are now.

Additionally, the issues in communication and collaboration between the departments emerged in this question. This is something that the researcher beforehand thought could be the main problem in the company.

**2d. How would you describe the culture of trust between employees and managers at your company?**

All the eight respondents said that there is a culture of trust. A point that was made by one of the managers was that as the company is relatively large and with many employees, you will need to trust and give freedom under responsibility to employees. Otherwise, the company will not function.

The respondents agreed that they feel like they can work without being closely supervised by their managers. One respondent who had been at the company for over twenty years could reflect on how it was before. Which showed that Company A improved in this matter.

*“They were much more part with what we were doing and had a harder time letting go the control and trust us.”- respondent*

**2e. Describe how you feel you get to use your knowledge, competences, and creativity to the fullest in your work.**

This question intended to determine how the respondents feel they get to perform work.

Overall, none of the respondents had anything negative to say when answering this question. They all mentioned a variety of ways in how they use their knowledge, competence, and creativity in work. Additionally, the occupations played a part in working creatively. As expected, respondents from marketing mentioned more how they use and need creativity in their work than those from Logistics did.

**2f. How do you experience communication and collaboration between different departments at Company A?**

Because of the size and type of Company A, the researcher had a hypothesis that communication and collaboration would be the main issue amongst the departments.

This question confirmed that all the respondents felt that communication and collaboration between departments could be better. However, the respondents were satisfied with how communication and collaboration were at their departments. Two respondents mentioned the organizational change that was made in the company a few years back which generated a cultural change, and how the new employees hired had different ways of thinking in contrast to the old employees.

One of the respondents who had been at the company for over twenty years compared to how it was before and how it is now:

*“It has become worse. We have grown so much. It feels sometimes that the different departments here are separate companies, and we do not have a*



*common goal. Even though it is a company here in Finland. The common goals and where to go is different.”-respondent*

After this question, the researcher noticed again how much the departments vary from each other. Another problem that emerged was the point made by one respondent about the departments not having a common goal. Which potentially can also be an issue amongst other departments at the company. Not feeling that the departments are working for a common goal can be one of the reasons collaboration and communication is a problem in the company.

**2g. How is the environment of the workplace (interior/design) affecting you when you are working?**

The intention behind this question was to determine if the workplace environment affects the employees while working. And it did to a certain degree. The office environment of Marketing and Logistics differ. Marketing having an open landscape environment, whereas Logistic having separate offices. The individual preferences of the respondents generated different opinions. Three respondents said they prefer to have their own office, and three respondents said they prefer open landscapes. And two respondents did not have any preference on this question.

**2h. How do you feel about new changes in work?**

Seven respondents answered that changes do not scare them. One respondent answered that changes are scary because it triggers the feeling of security that many desires.

Four of the respondents mentioned the importance of the reason why the new changes are happening. And that changes should be motivated and have an end goal.

The researcher intentionally left out the question about leadership role in this matter, to see if the respondents would mention it themselves, and they

did. Three respondents mentioned the leader's role in bringing out the message and motivating the employees plays a vital role in getting everyone on board. They also said that good leaders exist at Company A.

**Questions asked only to the directors:**

The following two questions were only asked to the two directors of the departments, to see how employees at a higher-level reflect on the challenges that innovation might have.

**2i. What might be the obstacles in company A when implementing innovation?**

One of the respondents said that there are no obstacles in innovation as long as it can be proven to become successful. However, the respondent mentioned that incremental changes are easier to take than radical changes, as radical changes often generate more risks. And when it comes to innovation, the leader's role plays a vital role in pushing things forward and getting employees on board.

The second respondent answered that one obstacle is that Company A has a difficult time leaving the old thinking behind. The respondent mentioned that the company should dare more to start something new and be more confident to leave the old behind.

**2j. The fear and uncertainty innovation can bring, how does a company overcome this and gets employees on board?**

Both respondents mentioned that listening to the employees and communicating with them is vital and to also be aware that they might not be onboard the new change at first. Therefore, presenting a vision and the end goal of the changes are important.

### **4.3 Employee Well-being and Motivation**

This last section of questions asked intended to find out how the participants feel the company supports them in aspects of well-being, support, and motivation.

#### **3a. How do you feel you are being valued and supported by the company?**

All the eight respondents answered that they feel that they are being valued and supported by Company A. Four respondents mentioned that they feel the company values continuous growth and development for their employees. For instance, one of the respondents can study alongside work, and another respondent mentioned that the company is good at providing new work challenges to those who want it.

#### **3b. How does the company provide wellness activities for its employees (for instance preventing stress)?**

Every respondent said that the company provides a variety of wellness activities, mostly related to sports activities. This question would likely have generated more elaborated answers if the respondents would have been in a situation where they needed support. One of the directors mentioned how work changed during the COVID-19 pandemic in the company, and how it might have helped them.

*“The coronavirus came at the perfect time because we needed to take the pace down and look around us and reduce the amount of work. Which I think was good for almost everyone here.” -respondent*

#### **3c. What motivates you (in work)?**

As stated in the theory that motivation is based upon individual needs, the researcher wanted to see what the motivational factors of the respondents are. And in general, find out how motivated the respondents are in Company A.

Three respondents said they are relatively motivated, which correlates with the type of work task. And as expected, this question generated a variety of answers:

- a) *To see that things are working and that the process is running smoothly.*
- b) *When there is a high pace. And to feel needed and that you accomplish things in work*
- c) *Working and having fun with colleagues.*
- d) *Enlighten and inform others.*
- e) *Having a variation of work tasks, and to feel like I get to learn something new every day.*
- f) *To see that employees are motivated and like what they are doing.*

#### **4.4 Observation**

The researcher did an observation of the overall workplace environment and compared the differences between Logistics and Marketing.

The findings made that are worth pointing out:

- 1) Company A has big and modern office spaces.
- 2) The noticeable differences between the two departments are that Marketing has an open-landscape environment where it seems collaboration and communication runs more smoothly. Whereas, Logistic has separate rooms in a smaller space and employees there work more individually.
- 3) The two departments' ways of working varies. And that is understandable due to the different fields and work tasks.
- 4) It is a cultural difference between Marketing and Logistics.

#### **4.5 Reliability and Validity**

Reliability in research means that the researcher could achieve the same result if the research would be conducted again. However, to achieve the same result in qualitative research can sometimes be challenging. Factors that might influence the reliability are the topic of the research, environment, time, and the mood of the participants. (Price and Jhangiani, 2015)

In this research, the researcher had connections in Company A and was familiar with some of the participants, which might have helped in creating a more relaxed atmosphere where the interviews flowed well. Additionally, the interviews took place at the company's workplace, which likely helped create a familiar and comfortable feeling for the respondents to answer as honestly as possible.

Validity refers to that if the result of a research will show coherent to set out criteria. For instance, correlation should show when analysing the equivalence between the research result and the main theory. Moreover, the result should be analysed honestly and reliably. In this research, the interview questions used, and the result correlates with the theoretical framework. (Price and Jhangiani, 2015)

In conclusion, the reliability and validity of this research are guaranteed.

## 5 CONCLUSION

### 5.1 Discussing about the findings

This chapter analyses the final findings, which are based on the answers provided by the participants. Besides that, the findings are compared alongside relevant theory from the literature review.

*The data collected is from the opinions and feelings of the respondents from the two departments- Marketing and Logistics. Meaning, that the overall employees' opinion and feeling in Company A cannot be established based upon these findings.*

- 1. Findings:** The overall work culture of Company A is proven to be innovative based on the answers of the respondents. The company constantly strives to grow and improve and wants to keep competitive advantages in the market. Overall, the respondents viewed innovation as something positive and important.

However, being too innovative might sometimes affect negatively on the respondent's ways of working. For instance, a problem right now is communicating and explaining why new changes are being made.

- 2. Findings:** Company A' hierarchical structure does not come in the way of innovation. But it affects other elements instead.

From what the respondents mentioned by being a hierarchical organization, communication and collaboration in Company A does not flow naturally between all levels.

**Theory:** However, hierarchy does not automatically indicate that the company is strict and conservative, but often it can lead to important decisions and information is only shared by upper managers. To disregard the employees voice at "lower levels" might create negativity and dissatisfaction

and affect the innovation process. (Totterdill, Dhondt & Boermans, p. 12-13)

3. **Findings:** One of the biggest challenges in Company A is the lack of communication and collaboration between departments.

Company A's cultural differences between departments leads to a lack of feeling connected. Points that were made by respondents were that it feels that the departments have different goals and that the departments are separate companies. Hence, this can obstruct the ways of working and innovating and become stressful for the employees.

**Theory:** "Walls" (e.g. different departments, occupations, levels) may affect the collaboration in companies. Totterdill, Dhondt and Boermans indicate that demarcations are essential regarding expertise and knowledge areas. However, communication amongst departments should still be open so that everyone understands each other and can share what is going on. (Totterdill, Dhondt and Boermans, p. 12)

4. **Findings:** The division between the "old" and "new" employees at Company A has shown potential challenges in the ways of thinking and working with innovation. Hesitation towards innovation can become more questioned by the ones who have worked in the company for a longer time.

As one respondent stated in section 2b, about the Company's innovativeness, and how it varies between departments, and that it appears that some departments are more traditional than others. Hence, not being on the same level likely creates obstacles.

**Theory:** According to Kinnard (2006), "for becoming innovative requires breaking paradigms, challenging existing thinking and frameworks, and setting new boundaries." (Kinnard 2006, p. 8) Furthermore, culture can be

regarded as the fundamental issue to be changed or taken seriously to generate innovation in an organization. (Alvesson and Sveningsson, 2016, p. 3) For instance, old beliefs, embedded values, and behaviour in the organization might no longer correlate with the new ways of thinking and working. Hence, honesty and communication can help to overcome the challenges of innovation. (Totterdill, Dhondt and Boermans, p. 19)

5. **Findings:** The cultural differences between departments at Company A creates a feeling of not working towards the same goal.

Because of the size and type company A, this likely occurs at departments. However, there should still be a common goal that everyone follows. This issue could also be one more opponent that gets in the way of communication and collaboration, and for becoming fully innovated.

6. **Findings:** The participants feel valued and supported by Company A

In general, the respondents felt that Company A supports them and treats them right. Moreover, respondents pointed out that the company provides opportunities for growth and development for their employees.

**Theory:** The positive outcomes innovation likely has in a workplace are improvements in performance, employee engagement, motivation, satisfaction, and well-being, and improvements in other performance outcomes. Furthermore, the benefits of workplace innovation are believed to be most noticeable when implemented through the entire firm. (Totterdill, Dhondt & Boermans, p 4-5)



## 5.2 Final conclusion and reflection

In this chapter, the objective of this research is compared alongside the theoretical framework and the gathered empirical data.

The objective of this thesis is to determine how a multinational company is performing in innovation in its work culture and try to identify the potential challenges surrounding it. This research will empathise with the employees of the company and how they are experiencing the company's innovativeness.

The theoretical framework of this research covered a deep understanding of (1) *Innovation* (2) *The benefits of implementing innovation in a workplace* (3) *Challenges in innovation* (4) *Culture in an organization* (5) *Employees well-being, motivation, and satisfaction*.

The empirical data gathered, which was connected to the objectives of the thesis, can be concluded as follows: (1) *Company A is an innovative company*, (2) *The major challenges are in communication and collaboration between departments*, (3) *The division of the old and new employees leads to a different approach to innovation* (4) *Cultural differences between departments leads to a feeling of not being connected* (5) *The participants are in most cases open to new changes as long as they know why it is happening* (6) *The participants feel valued and supported by company A*.

## 5.3 Suggestion for future research

Suggestion for future research could be to include more participants from other departments, as this likely generates more data and insights. Furthermore, due to the cultural differences, researchers could also conduct interviews with employees from the subsidiaries of the company. To narrow down, future researchers could specify more on if the demographic background shows a considerable variation in the answers. In this research, it became noticeable that age and time at the company influenced how some respondents answered on some topics. However, as this

research only had eight participants, it became hard to state if other demographic factors influenced how they answered.

Additionally, as this research was qualitative, it would be interesting to know if by using quantitative research would provide a variety of opinions and more data.

## References:

### Printed Publications:

Furnham, A. (2005). *The psychology of behaviour at work: the individual in the organization*. 2nd ed. Hove England; New York: Psychology Press.

Schein, E.H. (2004). *Organizational Culture and Leadership 3rd edition*. Jossey-Bass Publishers, San Francisco, California.

Thompson, N. and Bates, J. (2009). *Promoting workplace well-being*. New York: Palgrave Macmillan.

Weinberg, A. and Cooper, C. (2007). *Surviving the workplace- A guide to emotional well-being*. Thomson.

### Electronic Publications:

Alvesson, M. and Sveningsson, S. (2016). *Changing Organizational Culture: Cultural Change Work in Progress*. 2nd ed. [online] Google Books. Routledge. Available at:

[https://books.google.fi/books?hl=sv&lr=&id=IjeDCgAAQBAJ&oi=fnd&pg=PP1&dq=changing+organizational+culture+cultural+change+work+in+progress&ots=9FxFuDV8IK&sig=X7Xw24E9mWNVta9sj\\_WpSbZ61aw&redir\\_esc=y#v=onepage&q=changing%20organizational%20culture%20cultural%20change%20work%20in%20progress&f=false](https://books.google.fi/books?hl=sv&lr=&id=IjeDCgAAQBAJ&oi=fnd&pg=PP1&dq=changing+organizational+culture+cultural+change+work+in+progress&ots=9FxFuDV8IK&sig=X7Xw24E9mWNVta9sj_WpSbZ61aw&redir_esc=y#v=onepage&q=changing%20organizational%20culture%20cultural%20change%20work%20in%20progress&f=false) [Accessed 27 Mar. 2020].

Anonymous (2016). *Workplace innovation*. [online] Internal Market, Industry, Entrepreneurship and SMEs - European Commission. Available at: [https://ec.europa.eu/growth/industry/policy/innovation/workplace\\_en](https://ec.europa.eu/growth/industry/policy/innovation/workplace_en) [Accessed 9 Mar. 2020].

Bailey, T.L. (2009). *Organizational Culture, Macro and Micro Empowerment Dimensions, and Job Satisfaction: An Application of Concurrent Mixed and Multi-Level Methods in the Federal Sector*. [online] Google Books. Universal-Publishers. Available at:

<https://books.google.fi/books?id=BfQpnLEO1KQC&pg=PA6&dq=macro+and+micro+culture&hl=sv&sa=X&ved=0ahUKEwjahcG094roAhWJxIsKHYkkB->

oQ6AEINDAB#v=onepage&q=macro%20and%20micro%20culture&f=false  
[Accessed 26 Mar. 2020].

Bessant, J. and Tidd, J. (2007). *Innovation and Entrepreneurship*. [online] *Google Books*. John Wiley & Sons. Available at:  
<https://books.google.fi/books?id=kKvKh7pla8kC&pg=PR11&dq=innovation&hl=sv&sa=X&ved=0ahUKEwilmZWY-dDoAhURFpoKHVBoD-bgQ6AEIhgEwCQ#v=onepage&q=innovation&f=false> [Accessed 5 Apr. 2020].

Bulygo, Z. and Patel, N. (2019). *The 4 Elements That Make Great Company Culture*. [online] Neil Patel. Available at: <https://neilpatel.com/blog/great-company-culture/>.

Chawla, D. and Sodhi, N. (2015). *RESEARCH METHODOLOGY: CONCEPTS AND CASES, 2ND EDITION*. 2nd ed. [online] *Google Books*. Vikas Publishing House. Available at:  
[https://books.google.fi/books?id=Dt7NDgAAQBAJ&printsec=copyright&redir\\_esc=y#v=onepage&q&f=false](https://books.google.fi/books?id=Dt7NDgAAQBAJ&printsec=copyright&redir_esc=y#v=onepage&q&f=false) [Accessed 23 Feb. 2020].

Dalton, J. (2016). *What Is Insight? The 5 Principles of Insight Definition - Thrive*. [online] Thrive. Available at: <https://thrivethinking.com/2016/03/28/what-is-insight-definition/> [Accessed 22 Feb. 2020].

EUWIN (n.d.). *The Fifth Element New*. [online] portal.ukwon.eu. Available at:  
<http://portal.ukwon.eu/the-fifth-element-new> [Accessed 9 Mar. 2020].

Gibbons, S. (2018). *Empathy Mapping: The First Step in Design Thinking*. [online] Nielsen Norman Group. Available at: <https://www.nngroup.com/articles/empathy-mapping/> [Accessed 23 Feb. 2020].

Johnson, B. and Christensen, L. (2012). *Educational Research: Quantitative, Qualitative, and Mixed Approaches*. 4th ed. [online] *Google Books*. SAGE Publications. Available at:  
<https://books.google.fi/books?id=b2ujHWrRpVQC&printsec=frontcover&hl=fi#v=onepage&q&f=false> [Accessed 22 Feb. 2020].

Kinnard, G. (2006). *Make, create, innovate- a quest for innovation at work*. [online] idp.vamk.fi. Available at: <https://ebookcentral-proquest->

com.ezproxy.puv.fi/lib/vamklibrary-ebooks/reader.action?docID=433500&query=make%2C+create%2C+innovate [Accessed 10 Mar. 2020].

Kohll, A. (2020). *What Employees Really Want At Work*. [online] Forbes. Available at: <https://www.forbes.com/sites/alankohll/2018/07/10/what-employees-really-want-at-work/#5c0e587f5ad3> [Accessed 11 Mar. 2020].

Longhurst, R. (2010). *Key Methods in Geography: Semi-structured Interviews and Focus Groups*. [online] Available at: [https://is.muni.cz/el/sci/jaro2015/Z0132/um/54979481/\\_Nicholas\\_Clifford\\_\\_Gill\\_Valentine\\_\\_Key\\_Methods\\_in\\_BookFi.org\\_.pdf#page=126](https://is.muni.cz/el/sci/jaro2015/Z0132/um/54979481/_Nicholas_Clifford__Gill_Valentine__Key_Methods_in_BookFi.org_.pdf#page=126) [Accessed 23 Feb. 2020].

Oeij, P., Rus, D. and Pot, F.D. (2017). *Workplace Innovation: Theory, Research and Practice*. [online] Google Books. Springer. Available at: <https://books.google.fi/books?id=d3oqDwAAQBAJ&printsec=frontcover&dq=Workplace+Innovation:+Theory,+Research+and+Practice&hl=sv&sa=X&ved=0ahUKEwit8MLD4PvoAhVt-ioKHdEWC6EQ6AEIK-DAA#v=onepage&q=Workplace%20Innovation%3A%20Theory%2C%20Research%20and%20Practice&f=false> [Accessed 6 Apr. 2020].

Price, P.C. and Jhangiani, R.S. (2015). *Reliability and Validity of Measurement – Research Methods in Psychology*. [online] Opentextbc.ca. Available at: <https://opentextbc.ca/researchmethods/chapter/reliability-and-validity-of-measurement/> [Accessed 1 Sep. 2020].

Schein, P. and Schein, E.H. (2016b). *Organizational Culture and Leadership, 5th Edition [Book]*. [online] www.oreilly.com. Available at: <https://learning.oreilly.com/library/view/organizational-culture-and/9781119212041/> [Accessed 23 Feb. 2020].

Taylor, G.R. (2005). *Qualitative Research in the Study of Leadership*. 2nd ed. [online] Google Books. Emerald Group Publishing. Available at: <https://books.google.fi/books?id=bvtY7TvU3sEC&printsec=frontcover&hl=fi#v=onepage&q&f=false> [Accessed 22 Feb. 2020].

Tomitsch, M., Wrigley, C., Borthwick, M., Naseem Ahmadpour, Frawley, J., A Baki Kocaballi, Núñez-Pacheco, C., Straker, K. and Loke, L. (2018). *Design*.

*Think. Make. Break. Repeat a handbook of methods.* Amsterdam Bis Publishers B.V.

Totterdill, P. (2016). *The Fifth Element New*. [online] portal.ukwon.eu. Available at: <http://portal.ukwon.eu/the-fifth-element-new> [Accessed 27 Mar. 2020].

### **Journal articles:**

Chen, J., Leung, W.S. and Evans, K.P. (2016). Are employee-friendly workplaces conducive to innovation? *Journal of Corporate Finance*, [online] 40, pp.61–79. Available at: <https://www.sciencedirect.com/science/article/pii/S0929119916300918> [Accessed 17 Apr. 2020].

Codrin Ionescu, V. and Cornescu, V. (2015). Innovation in organizations. *search.proquest.com*, [online] 21(1). Available at: <https://search.proquest.com/docview/1785752080?accountid=27304> [Accessed 18 Apr. 2020].

Petrescu, I. (2012). ANALYSIS OF TYPES OF INNOVATION IN ORGANIZATIONS. *Annals of the Academy of Romanian Scientists Series on Engineering Sciences*, [online] 4(1). Available at: <http://aos.ro/wp-content/anal/TVol4Nr1Art.11.pdf> [Accessed 18 Apr. 2020].

### **Online reports:**

Mercer (2019). *Global talent trends 2019*. [online] *mercer.com*. Available at: <https://www.mercer.com/content/dam/mercer/attachments/private/gl-2019-global-talent-trends-study.pdf> [Accessed 16 Mar. 2020].

OECD/Eurostat (2019), *Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition*, The Measurement of Scientific, Technological and Innovation Activities, OECD Publishing, Paris/Eurostat, Luxembourg. Available at: <https://doi.org/10.1787/9789264304604-en>. [Accessed 10 Mar. 2020].

Totterdill, P., Dhondt, S. and Boermans, S. (n.d.). *Your Guide to Workplace Innovation European Workplace Innovation Network EUWIN*. [online] Available at: [https://www.tno.nl/media/8552/euwin\\_ebook\\_english.pdf](https://www.tno.nl/media/8552/euwin_ebook_english.pdf) [Accessed 6 Mar. 2020b].

**Images/illustrations:**

Mercer (2019). *Why do employees stay at their company?* <https://www.mercer.com/content/dam/mercer/attachments/private/gl-2019-global-talent-trends-study.pdf>.

Schein, E.H. and Schein, P. (2016a). *The Three Levels of Culture*. <https://learning.oreilly.com/library/view/organizational-culture-and/9781119212041/c02.xhtml>.

Totterdill, P., Dhondt, S. and Boermans, S. (n.d.). *The 5th element*. [https://www.tno.nl/media/8552/euwin\\_ebook\\_english.pdf](https://www.tno.nl/media/8552/euwin_ebook_english.pdf).