

The Relationship Between Innovation Culture and Organizational Performance: A Systematic Review Using Atlas Ti 7

Shereefa. A. Al-Essa

Affiliation: PhD researcher in an Innovation management

Department of Innovation Management and Technology

College of Graduate Studies, Arabian Gulf University

Manama, Kingdom of Bahrain

Professor Soud. M. Almahamid

Department of Innovation Management and Technology

College of Graduate Studies, Arabian Gulf University

Manama, Kingdom of Bahrain

ABSTRACT

Aim: The purpose of this research is to review the literature that relate innovation culture with organizational performance.

Method: This study used inductive approach to analyse the links between constructs, variables, and terms. Atlas.ti7 was used to analyse 137 articles that touch the relationship between innovation culture and organizational performance.

Data collection: Relevant articles were collected from key databases such as Emerald and Scopus.

Results: the collected papers revealed that innovation culture and organizational performance have several antecedents and consequences. Several rounds of analysis were performed and arrived at three key themes namely innovation culture, competitive advantage, and organizational performance. Each of the themes has a set of sub-themes. There is positive relationship between innovation culture and organizational performance. The competitive advantage may mediate the relationship between innovation culture and organizational performance. The results showed that some relationships are over-researched while others are less which represents paths for future studies.

Keywords: Innovation Culture, Competitive Advantage, Organizational Performance, Systematic literature review.

1. INTRODUCTION

This study aimed to review the literature that link innovation culture and organizational performance directly and indirectly. With the increasing global competition, disruptive technologies, and environmental uncertainty, the only way for companies to survive and grow is by offering new services/ products through establishing a culture that conduce innovation. That is to say, to achieve and maintain a competitive advantage, companies have one of three strategic choices, reduce their cost “what is called “cost leadership strategy”; increase quality what is called “differentiation strategy” , and focus on specific niche that no other company meet its needs or what is called “Focus strategy”. However, innovation is a complex phenomenon and is not easy to achieve without a proper culture taken place before. According to Godfrey and Hill (1995) state that innovation culture is an intangible resource that cannot be measured directly. West and Altink (1996) consider that innovation is not simply developing new ideas, but rather are the generation, acceptance, and implementation of the new ideas, processes, services or products. For organizations to have a successful innovation strategy, it is critical to embrace an innovation culture that promotes creativity and innovation within the organization. Eynde et al., (2015) noted that although the literature on innovation culture is long-standing, its limitations were due to difficulties in reaching consensus on many issues. While previous studies enrich our knowledge of the dimensions of innovation culture, such as organizational learning, risk-taking, resources, relationships and tools that help in setting organizations and improving organizational performance (Shani and Divyapriya, 2011, Halim, 2015 and Apekey et al. (2011). Previous studies ignored the role of innovation culture in facilitating and maintaining competitive advantage and improving organizational performance. Kamyra (2012), Waheed et al., (2013), Halim et al. (2015) and Padilha

and Gomes (2016). Although innovation is crucial to attaining competitive advantage for organizations, it is the culture of innovation that is responsible for helping organizations to encourage creative thinking, enhance the economic value and improve products, services or processes (Hepburn,2013). To analyse the literature that link innovation culture with organizational culture directly or indirectly, ATLAS.ti software was used. Atlas Ti 7 is a software is designed for qualitative data analysis and part of Computer-Aided Qualitative Data Analysis Softwares (CAQDAS), which has been used by practitioners and many scholars from different fields of knowledge, such as management, engineering, education, criminology, sociology and healthcare professionals include physicians, psychologists and nurses, (Flick 2009; Friese 2014). The next section details the literature review.

2. Literature Review

This section reviews the literature on innovation culture and organizational performance to discover new concepts, practices, relationships, mechanisms, mediator, moderators that help to understand how innovation culture boost organizational performance. Thus, the research problem can be formalised by several questions: First, how does innovation culture foster organizational performance? What mechanisms such as mediating or moderating variables take place to enhance relationship between innovation culture and organizational performance? What relationships are dominant in the literature more than others? Is there any new concept appeared in the literature but not popularize by further research? The next section shows how systematic literature review is helping in answering these types of questions.

2.1 Systematic Review

Littell and Corcoran, 2010 produced the first systematic reviews of the fields of psychology and education. Later, systematic reviews formed part of the trend of evidence-based medicine and increased in popularity significantly. The establishment of the Cochrane Collaboration in 1993 to collect data on health-care procedures have greatly contributed to a systematic review (Littell and Corcoran, 2010).

2.1.1 Key Elements of a Systematic Review

Khan at el., (2003) noted five steps in a systematic review, later on, a short clarification of the steps will be explained. Figure (1) shows the steps in a systematic review.



Figure (1). The steps in a systematic review

2.1.1.1 Formulate the Question

Before starting the review work, the problems to be addressed should be specified in the form of clear, unambiguous and structured questions. Once the review questions have been set, protocol modifications should only be permitted if alternative ways of identifying populations, treatments, outcomes or designs for the study become apparent. On the subject of this paper, the three questions will be as follows:

- a. How does innovation culture foster organizational performance?
- b. What mechanisms such as mediating or moderating variables take place to enhance the relationship between innovation culture and organizational performance?
- c. What relationships are dominant in the literature more than others?

2.1.1.2 Identifying Relevant Publications

This paper consolidates the state of academic research on innovation culture, competitive advantage and organizational performance. Based on a systematic review of the literature published over the past 50 years, we synthesize various research. An unrestricted search of academic publications using the keyword innovation culture (IC), competitive advantage (CA) and organizational performance (OP) and the relation between them. We synthesized the revealed categories into a comprehensive multi-dimensional framework of (IC, CA, OP), This search yielded 137 papers, only 56 reviews were analysed in a proper analytical context, with the remainder being purely descriptive and/or narrowly focused articles.

2.1.1.3 Assessing Study Quality

Quality evaluation of the research is important for each stage of analysis. Question formulation (Step 1), and selection criteria for the analysis (Step 2) will define the minimum acceptable design standard. Selected studies should be subjected to a more detailed quality assessment using general critical evaluation guides and quality checklists based on the design (Step 3). Those detailed quality measurements will be used to investigate the heterogeneity and notify decisions regarding meta-analysis suitability (Step 4). They also help to assess the strength of the inferences and make recommendations for future research (Step 5).

Criteria for inclusion: Studies related to the variables and include scientific papers and theses, journal and conferences from year 1969-2019.

Criteria for exclusion: The studies whose content is not related to the basic variables of the research, Arabic studies and other languages except English, Magazines and studies before 1969 and after 2019.

2.1.1.4 Summarizing the Evidence

Data processing consists of the tabulation of research features, efficiency and effects as well as the use of statistical methods to investigate and integrate variations between studies (meta-analysis) results. Heterogeneity discovery and its origins should be planned early on (Step 3). If an overall meta-analysis cannot be achieved, meta-analysis of subgroups may be feasible.

2.1.1.5 Interpretation of results

The problems outlined in each of the above 4 measures should be discussed. The risk of bias and associated biases in publishing should be addressed. Heterogeneity analysis can help to determine whether the overall description can be trusted, and otherwise, the results found in high-quality studies should be used to draw inferences. The guidelines should be categorized according to the strengths and weaknesses of the evidence.

2.2 Methodology

Using a program Atlas.ti 7 in order to find a representative network of the study variables. To get to that network there are a number of steps that will briefly shed light on it.

2.2.1 Data collection

137 studies were searched, 81 unrelated studies to the research variables were excluded. For example, studies that contain definitions and steps without relationships between variables and which are the basis for using ATLAS.ti7, The studies associated with the study equal 56 studies.

2.2.2 First Stage Coding

Silver and Lewins (2014) noted to use in the first stage of analysis because it has enabled small data sectors to look at them in detail and compare them with each other. The first stage is just indexing, as it is a first attempt to systematically collect sections with examples of important research aspects.

2.2.3 Second Stage Coding

Similar codes were continually grouped in higher - order, compared and updated categories were performed (Silver and Lewins, 2014).

2.2.4 Third Stage Coding

Searching for topics, principles, and relationships, data and codes have been revisited (Silver and Lewins, 2014). The network was qualitative visual representations of data and strongly supported by the coding of the third stage. Table (1) shows that the main themes, codes, and sub-codes.

Table (1). Main themes, codes and sub-codes

Themes	Codes	Sub-codes
Innovation culture	Transformational leadership	Top management support, senior manager support
	Risk taking	Accept risk, acceptance failure as learning, no fair of failure.
	Motivation and relation	Employees motivation
	Organizational learning	Accumulation of knowledge, commitment to learning, creating learning environment
	Reward system ✓ financial rewards ✓ non - financial rewards	All forms of tangible benefits, base pay, Certificate achievement, recognition, work condition
	Organization structure	Centralization structure, flat flexible structure, functional structure, mechanistic structure, organic structure,
Competitive advantage	Differentiation	CA source, differentiation, cost strategy,
	Cost	cost strategy
	Focus	Focus strategy
Organizational performance	Innovative performance	Brand performance, new patents, unique products
	Production performance	Speed to production, improve products, production flexibility
	Marketing performance	Delivery speed, feedback from customers
	Financial performance	Increase in sales, ROI, information about FP (financial performance)

2.2.5 Data Analysis

The relationships within the reviewed articles were classified into three levels:

Low: Frequency from 0 to less than 20 (***) need further studies than (**) and (*)

Medium: Frequency 20 -less than 40 (**)

High: Frequency 40-less than 60 (*)

Note: the relationship and frequency appear in the network beside each variable between brackets

2.3 Innovation Culture and Organizational Performance

Several studies showed that innovation culture has positive impact on organizational performance (Pharaon & Burns, 2010); (Cable, 2010); (Dobni, 2008); (McLaughlin et al., 2008); (Mitchell, 2007); (Angel, 2006); (Zairi & Al-Mashari, 2005); (Steele & Murray, 2004); (Teutsch, 1999); and (Schneider et al., 1996), (Al-Mahdawi, 2016), Calantone et al., (2002), Keskin (2006), (Arzi et al., 2013), and used various measures for innovation performance. Innovation culture consists of several dimensions, including risk-taking, leadership, motivations and relations, organizational learning, rewards, structure. However, there is no agreement in the literature what forms effective innovation culture and its dimensions. According to Claver-Cortés et al., (2012) flattened structure or what is called organic has a positive relationship with firm performance. In Franchises restaurant in U.S.A, Sul and Khan, 2006 support Claver-Cortés's observations and found that organic structure has a positive effect on firm performance. Not only organizational structure influences organizational performance but also transformational leadership style leads high level of performance and improves organizational innovation (Sarros et al., 2008). When leaders convince of the importance of innovation, they will advocate needed resources and nurture the right climate for innovation. Rewards whether are financial or non-financial play a critical role in increasing organizational performance and foster innovation. Sheila & Josephat (2015) found a moderate positive relationship between financial rewards and affective performance, whereas Berhan (2017) found performance determinants, financial (pay performance-based cash bonus and benefit) and non-financial (recognition, career development, and working condition) are statistically significant with organizational performance. Some relationships between innovation culture dimensions and organizational performance received more attention from researchers, while any poor performance will indicate higher risk and result in higher borrowing costs that may block future access to markets, this will not neglect the importance of risk taking; risk taking represents a strong growth to enhance SME financial performance (Games & Rendi 2019). Baker and Sinkula, 1999 found a positive relationship between learning orientation and firm performance, as a key dimension of innovation culture. For motivation, there are some aspects that are important to consider regarding innovativeness. Erez, Gopher, and Arzi (1990) showed that goal setting has an influence on performance. However, we believe that the dimensions that received less attention represent opportunities for future studies. Overall, we believe all the innovation culture dimensions boost organizational performance.

2.4 Innovation Culture – Competitive Advantage

Innovation culture helps organizations to achieve and maintain competitive advantage. Martins and Terblanche (2003) stressed that the innovation culture structure consists of five determinants: strategy, structure, support mechanisms, behaviour and communication. Mathurand Nair (2016) highlights the importance of organization structure in gaining competitive advantage. Prior studies confirmed that organization's flexible structure is the most influential structure that assist in achieving competitive advantage. Al-Ansari (2014) believes that innovation is an important factor of higher business performance, growth and a contributing to achieving competitive advantage, for companies in the industrial sector. Notably, there are few studies that link innovation culture directly with the competitive advantage (Oyewobi et al., 2015), (Kiyabo and Isaga, 2019), (Lee et al., (2010).

Previous studies used competitive advantage as a mediator or moderator between innovation culture and organizational performance (Semuel et al., 2017), (Na et al., 2019). Thus, it is important to explore how innovation culture directly influence organizational performance and indirectly through competitive advantage.

2.5 Innovation Culture- Competitive Advantage and Organizational Performance

Recently, There had been a variety to it of scholars and practitioner interest in the concept of creativity and innovation in organizations, and in particular, the effects of an innovation culture (IC) on organizational performance (OP) (Senge and Carstedt, 2001; Hamel, 2002; Christensen and Raynor, 2003; Govindarajan and Trimble, 2005; Hammer, 2004). This focus is not surprising, as innovation has been promoted as the differentiator leading to the next competitive advantage level (Amit and Schoemaker, 1993; Prahalad and Hamel, 1990). (Damanpour, 1991) would suggest that a much broader conceptualization is warranted. As academics move to advance the knowledge on the organizational impacts of innovation – for example, the relationship between innovation and marketing tactics, or innovation and organizational performance – it will be important to reconcile these contradictions also It may benefit from analyzing data more broadly (out of the box), where poor performance indicates higher risks and leads to higher costs that may prevent future market access.

There should be a detailed search for the related and relevant studies. Without language limitations, many tools (both computerized and printed) should be checked, the selection criteria for the study should be based directly on the review questions and a priori specified, reasons should be acknowledged for inclusion and exclusion. This paper used Atlas. ti7 program, about 137 studies were collected between scientific journals, conferences, master's and doctorate theses, in both Arabic, in the second stage we excluded 25 studies due various reasons; Arabic references, in addition to the type of font used in the files, Atlasti 7 cannot read some of font used, finally some excluded files because this paper is part of a large research project and the excluded files content of this paper does not fit this paper. Some studies, including nearly 56 studies, were excluded during the creation of relationships because of the lack of an appropriate idea of ATLASTI use, ex: bring up the topic related definitions, steps, etc.

Figure (2) shows Atlas.ti 7 Network view for the three key themes, codes, and sub-codes. The network showing quotations linked to codes as well as the primary documents from which some quotations originate. We have also found clear evidence of the importance of innovation culture for competitive advantage with 469 quotations. Marketing performance and marketing innovation report 147 quotations, non-financial reward, financial reward and reward system is also an important topic in these reports with 1,136 quotations, As we can observe non-financial reward is on the top of our ranking with 620 quotations, organizational learning, risk-taking with 268 and 108 respectively represent good numbers from previous studies, while organization structure and differentiation with 83 and 558 respectively found good number of studies. Five themes that received less attention in the literature include: Production performance, innovative performance, organic structure, mechanistic structure, transformational leadership, motivation and relation, organization performance and motivation need enrichment in future studies, so we mentioned

2.6 Contributions, limitations, and future studies

The result of the study concerned with finding and evaluating the effect of innovation culture on competitive advantage and organizational performance indicates three types of relationships: high, medium, and weak; through repetition and linking it with other studies, Atlas.ti7 network analysis revealed that some relationships are influential and over-researched while others are less studied, reflecting a number of directions for future research. The main limitation of this work is theoretical and needs further empirical evidence for validation. However, this study contributes to the literature in threefold: by highlighting the role of innovation culture in boosting organizational performance, by showing how each main theme has sub-codes that link directly or indirectly with organizational performance, and by highlighting the role of competitive advantage as mediating variable that increase the impact of innovation culture on organizational performance. In other words, the current study contributes to three main literature streams, innovation culture, competitive advantage, and organizational performance. The provide network in Fig. 2 is expected to contribute to researchers, decision makers and those interested in the research field by identifying best practices for fostering innovation culture in order to achieve competitive advantage and organizational performance, identifying a clear network pave the way for new researchers to choose research topics that were not covered in previous studies.

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