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## Role of Innovation in Organizational Transformation

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### ABSTRACT:

*This paper showcases the role of Innovation in organizational transformation and study incorporated the analysis of selected Indian companies or companies operating in India adapts to the changes in the market. The study is based on the questionnaire based survey research of Fifty-One (51) companies having their research & development units, manufacturing or service base in India. For this an online questionnaire was sent to concern authorities those are directly involved in strategies and decision making activities. On the basis of outcomes, role of innovation in organizational transformation is analyzed. The factors considered for better understanding of their innovation models are Drivers of innovation, Sources of innovation, Practices adopted by the companies, Management policies, Training to employee and process of innovation. It is tested how these companies' changed as per market demands and the elaborations were verified on the adaption parameters of changes in internal and external environments due to innovative practices & process, innovative performance and transformation of organization after innovational activities. Based on literature review an exclusive model of organizational transformation through the innovation was developed to project as a role model for the companies across the world that are presently engaged into innovative practices. The study hypothesized that organizational innovation is positively related to company performance, which is measured in terms of changes in company environment, performances and results. The study also contributed to the development of understanding about Innovation model and its design, working and modes for organizational transformation.*

**KEYWORDS:** Drivers, Sources, Innovative Practices, Process, Training, Internal and External Environment, Performance, Transformed Organization.

### INTRODUCTION:

**Innovation** comes from the Latin word *Innovationem*, noun of action from *innovare*. The Etymology Dictionary further explains *innovare* as dating back to 1540 and stemming from the Latin *innovatus*, pp. of *innovare* "to renew or change," from *in-* "into" + *novus* "new".

The central meaning of innovation thus relates to the renewal of process. For this renewal to take place it is necessary for people to change the way they make decisions, they must choose to do things differently, make choices outside of their norm.

Different researcher defines innovation in different ways. According to Maryville (1992), Innovation can be viewed as the application of better solutions that meet unarticulated needs, new requirements or existing market needs. This is accomplished through more effective processes, products, services, technologies or business models that are readily available to markets, governments and society.

According to Schumpeter (1939), innovation changes the values onto which the system is based.

Innovation is not identical to creativity but it involves. Innovation involves acting on the creative ideas to make some specific and tangible difference in the domain in which the innovation occurs. With reference of creativity and innovation

Amabile et al. (1996), propose that *"All innovation begins with creative ideas and one can define innovation as the successful implementation of creative ideas within the organization. In this view, creativity by individuals and teams is a starting point for innovation; the first is necessary but not sufficient condition for the second"*.

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A content analysis on the term "innovation" carried out by Baregheh et al., (2009) within the organizational context, defines innovation as:

*"Innovation is the multi-stage process whereby organizations transform ideas into new or improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace."*

Expert Beswick (2010) defines innovation as: *"The successful exploitation of an idea that adds value to the customer and commercial return for the creator."*

## **INNOVATION IN INDIA**

Innovation may be the new word in India but an ancient approach. In past India was popular by the name **"Jagat Guru"** and contributed a lot in the world of knowledge' by giving them the concepts of Zero, Decimal, Plastic surgery, etc. Aside to these, the case studies method of teaching which the popular practices of analysis around the world are had been taken from the Indian 'Panchtantra'.

With respect to Innovation, unfortunately, India has been left far behind than other countries, but it is trying to catch up the development with Innovation which is proven by the fact that the government of India has declared **2010-20** as **"Decade of Innovation"**. Organizations like ISRO, DRDO, C-DAC, BHEL, BEL, ONGC and many other have achieved great milestones in last few years.

## **LITERATURE REVIEW:**

Today the idea of innovation is widely used and accepted throughout the world. It has become part of our progressive thoughts. More than 1000 books published worldwide had the word 'Innovation' in their title.

Existing literature presents different classifications of organizational innovativeness. A number of researchers suggest a dichotomy of innovation. For example, Subramanian & Nilakanta (1996) classify organizational innovation into two categories: (i) Technological innovation including product services and processes and (ii) Administrative innovation including organizational structure, administrative programs and process.

Christopher Freeman (1982) in his famous study of the economics of innovation wrote: ".....not to innovate is to die."

Cooper said, "Its war: Innovate or die"; (Cooper, 2005a, p.4)

Drucker classifies, "Innovation as a specific tool for entrepreneurs which means they exploit change as opportunities for different business or services"(Drucker, 1985).

Drucker also said, "Innovation is the work of knowing rather than doing." It is real work and it can be and should be managed like any other corporate function but it doesn't mean that it's same as other business activities (Drucker, 1998).

As per Prather (2010), "Innovation is a *social process* requiring an effective team to bring a good idea to fruition in the marketplace." Gurteen (1998) said Innovation and creativity as the cutting edge of knowledge management.

New technology and methods plays important role in developing the innovative culture inside the organization. Weber & Weber (2001) refer technology to HR Information system and is defined as a system which integrates HR practices and processes with information technology (IT) through Enterprise Resource Planning (ERP) software to make it more users friendly. Evans & Wurster, (1997) said that technology improves the connectivity and leading to a successful change in implementation. Technology facilitates employee's performance Black & Lynch, (2001), encourages employee participation and reduces role ambiguity during organizational change (Karimi et al., 2001). Khandwalla & Mehta (2004) said that Globalization has created immense pressures of competition and survival on organizations in developing countries. In order to remain competitive, organizations in these countries need to redesign themselves towards excellence using tools of creativity and innovation.

As per Hill & Collins (2000), it is very important for managers to understand how both the internal and

external environments can influence organizational changes strategies & activities. According to Prahalad (2010), Organization becomes winners by spotting big opportunities and inventing next practices.

Innovation management practices are defined as what companies habitually do to manage the process of carrying out an innovation (Oke, 2002). Ulrich (1997) opined that since any change management activity is centered on people, human resource (HR) professionals can play a significant role during organizational change. A large number of researchers said that HR professionals can enhance employee's capability to manage change and facilitate effective change management (Ulrich, 1997; Fitz-enz & Davison, 2002; Kalyani & Sahoo, 2011).

According to Chen & Huang (2009), Effective HR practices in terms of training, participation, staffing, performance appraisal, and compensation enhance a firm's capability in introducing new products, services, and management systems, leading to better innovation outcomes.

Training to semi-skilled, new or unskilled manpower is also very important. Beer (1990) suggest that every team of different skill sets requires training in a process that everyone in the team can work with and develop a cooperative environment. As per Chen & Huang (2009), Innovation can come from all levels within the organization so the innovative training is worthwhile for all employees. Effective training can enhance employee commitment during organizational change (Beer et al., 1990).

Process management consists of three distinct dimensions: process design, process improvement, and process control (Evans & Lindsay, 2005). Process control is defined as monitoring existing process conditions to ensure stability and consistent performance (Juran & Godfrey, 1999). Process improvement is the changing of existing processes to enhance performance. Process design is the development and implementation of new process and may be associated with new product innovation (Deming, 1986; Ahire & Dreyfus, 2000). Ahire & Dreyfus (2000) reported that process management positively impacted performance, while others have shown that process management has no real impact on operational performance (Samson & Terziovski, 1999; Nair, 2006).

Culture is a critical factor for organization's continued operations since it drives the organization and its actions (Chang & Lin, 2007). Past researchers give the importance to the role of organizational culture to be innovative. Researchers have found that employees' perception of ethical climate was positively related to the job satisfaction (Babin et al., 2000; Martin & Cullen, 2006), trust in the organization (Mulki et al., 2006) organizational commitment (Cullen et al., 2003), ethical decision making (Valentine & Barnett, 2007), organizational performance (Berrone et al., 2007).

The link between innovativeness and organization performance has been studied by some researchers. Innovation has been found to play a critical role in achieving superior organizational performance and in the success of the organization (Hurley & Hult, 1998; Mone et al., 1998; Pitt & Clarke, 1999; Hult et al., 2004). Organizations try to impact the quantity and quality of their innovations which in turn is expected to lead to improved organization performance. There are several studies supporting that innovation has a positive effect on organization performance (Eisingerich et al., 2009; Chen et al., 2009; Artz et al., 2010). Hua & Wemmerlov (2006) found a positive relationship between the rate of new product introduction and organization performance. Rosenbusch et al., (2011) show that innovation has a positive effect on the performance of SMEs.

Scholars have argued that organizational change process is very complex and difficult to manage successfully (Li & Mitchell, 2009).

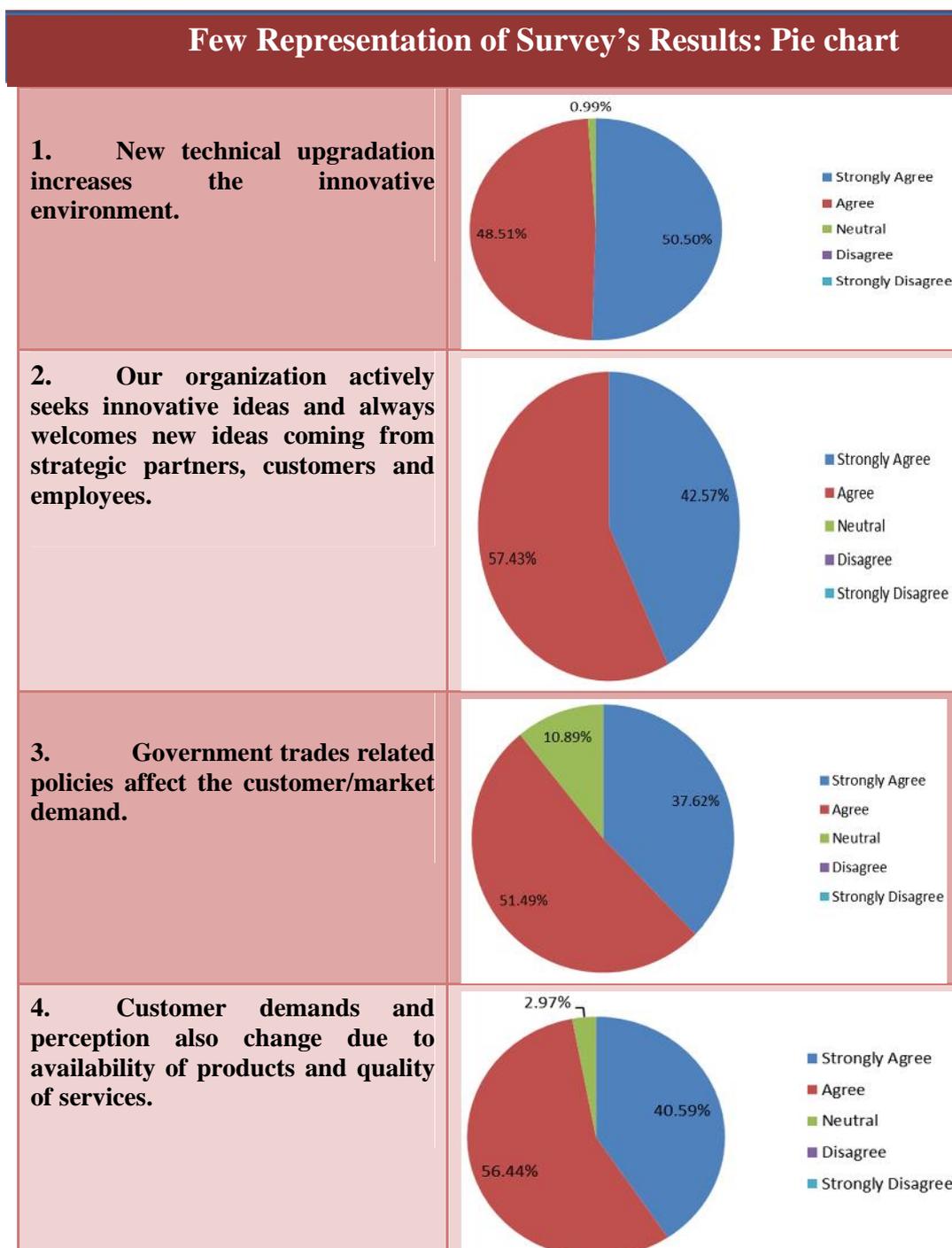
## RESEARCH METHODOLOGY:

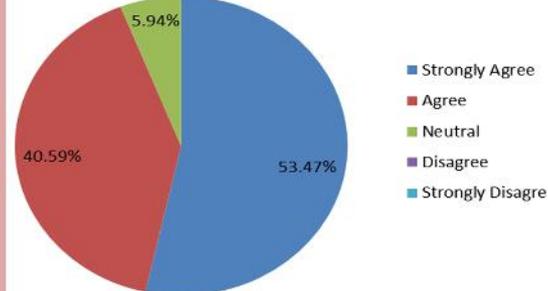
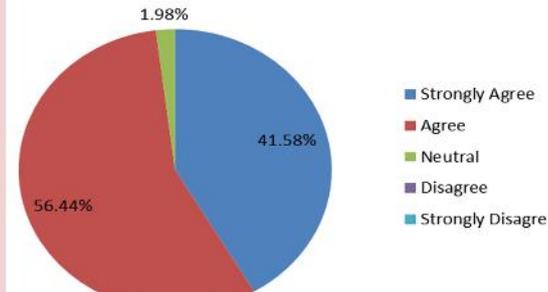
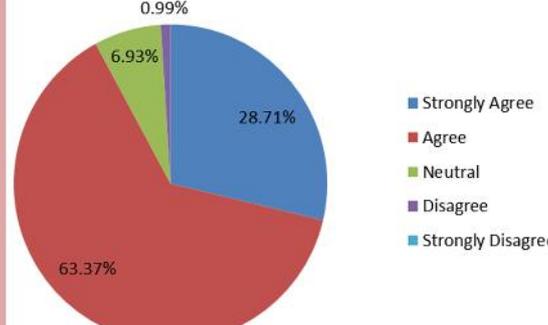
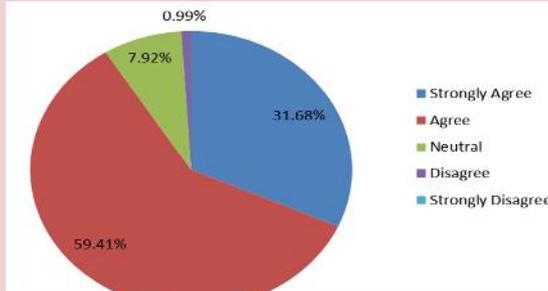
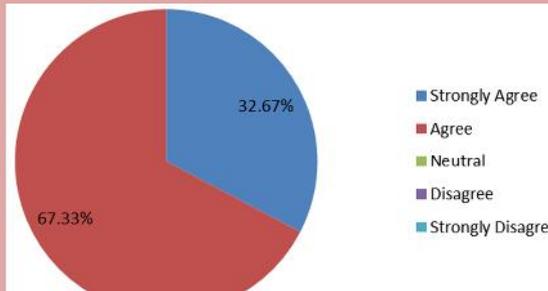
The research work is to analyze the role of innovation for organizational transformation by getting responses from some innovative organizations having its research and development center in India. Since the implementation of practices in the organizations are directed and monitored by the top and middle level of management, so the population for this study is specially taken from these two levels of managements. 130 respondents from the top and middle level management from the 51 Indian Innovative companies from

different sectors are selected and served as the sample for the study.

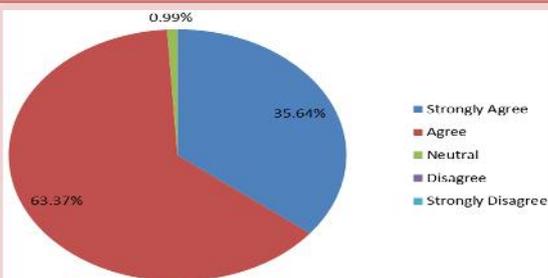
An online questionnaire of 65 questions related to Driver, Sources, Policies, Innovative Practices, Training, Process, Company's Environment, Performance and Transformed organization based on the impact of innovation on all these factors were presented to find out the role of innovation for organizational transformation.

### SURVEY RESPONSES:



<p><b>5. Our organization has a special budget for innovative practices and research and development.</b></p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>53.47%</td> </tr> <tr> <td>Agree</td> <td>40.59%</td> </tr> <tr> <td>Neutral</td> <td>5.94%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	53.47%	Agree	40.59%	Neutral	5.94%	Disagree	0%	Strongly Disagree	0%
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<p><b>6. Employee's suggestions have suitable adoption and importance in our organization.</b></p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>41.58%</td> </tr> <tr> <td>Agree</td> <td>56.44%</td> </tr> <tr> <td>Neutral</td> <td>1.98%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	41.58%	Agree	56.44%	Neutral	1.98%	Disagree	0%	Strongly Disagree	0%
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<p><b>7. Due to healthy innovative atmosphere, trust and coordination among employees in our organization are very strong.</b></p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>28.71%</td> </tr> <tr> <td>Agree</td> <td>63.37%</td> </tr> <tr> <td>Neutral</td> <td>6.93%</td> </tr> <tr> <td>Disagree</td> <td>0.99%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	28.71%	Agree	63.37%	Neutral	6.93%	Disagree	0.99%	Strongly Disagree	0%
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<p><b>8. Innovative procedure increases the production and decreases the operational cost.</b></p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>31.68%</td> </tr> <tr> <td>Agree</td> <td>59.41%</td> </tr> <tr> <td>Neutral</td> <td>7.92%</td> </tr> <tr> <td>Disagree</td> <td>0.99%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	31.68%	Agree	59.41%	Neutral	7.92%	Disagree	0.99%	Strongly Disagree	0%
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<p><b>9. Improvement in the quality of products and services followed by innovative procedure leads to customer satisfaction.</b></p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>32.67%</td> </tr> <tr> <td>Agree</td> <td>67.33%</td> </tr> <tr> <td>Neutral</td> <td>0%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	32.67%	Agree	67.33%	Neutral	0%	Disagree	0%	Strongly Disagree	0%
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**10. Employee involvement in organizational system increases the success rate and growth of the organization.**



**MAIN MODEL:**

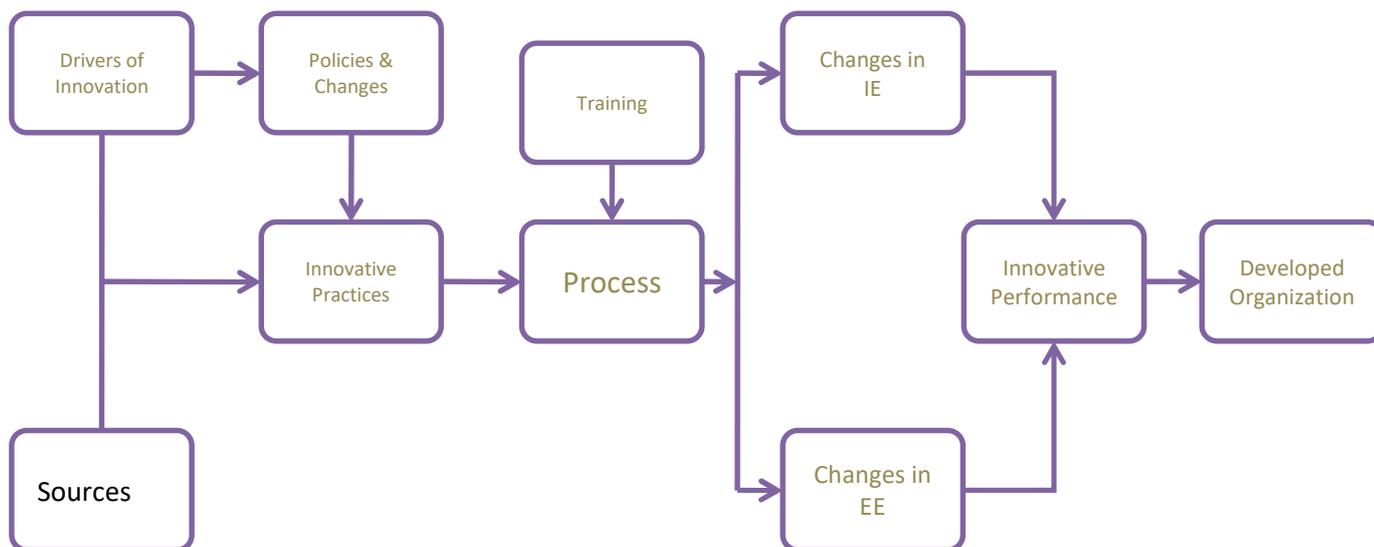
Based on the detailed study of review of literature, a new model that leads the process of organizational transformation through innovation as tool is being developed. This model showcases the role of innovation in organizational transformation. The proposed model is presented in figure 2. It is anticipated that initially drivers and sources of innovations forced the organization to start innovation process. Drivers of innovation influenced the functional policies of the organization and the government policies implemented to boost innovation or R& D inside the organizational boundary.

Jointly drivers of innovation and sources of innovation make impact on running or to be running innovative practices inside the organizations. These practices are mainly used to boost the employees and motivate them for doing work dedicatedly for the organization. Innovative practice then leads to process inside the organization.

Process is the system of implementing different activities for getting the output. Process is also influenced by the training to the employees on different process techniques for implementations. Process then makes a great impact on the internal and external environment of the organization.

Through process, we assume the changes in overall environment of the organizations. In internal environment of the organization, changes come in organizational culture and work environment, employee motivation and their job satisfaction, and employee retention. On the other hand, in external environment changes reflect in the customer behaviour and the improvement in product quality.

After organizations counting changes in its internal and external boundaries, it leads better business performance. Once the organization starts getting growth in terms of profit, share price, return on investment, and then we can find the transformed organizations having factors of organization stability, brand image and customer satisfaction.



**Fig 3: Model showcase the role of Innovation for Organizational Transformation**

The overall process of this development of organization is addressed as great role of innovation in the organizational transformation. Here innovation works as a tool for upgrading the practices, process and environment of the organization.

**Table 1: Variables of Innovation Design Constructs**

<b>Drivers of Innovation</b>	<b>Sources of Innovation</b>	<b>Innovative Practices</b>
i) Emerging Technologies ii) Market Competition iii) Changes in External Situation iv) New idea from Customer, Strategic partner and Employees v) Customer / Market Demand	i) Unexpected Happenings ii) Incongruities iii) Process Need iv) Industry and Market Changes v) Demographic Change vi) Changes in Perception vii) New Knowledge	i) Research and Development ii) Employee Involvement iii) Employee Welfare Schemes
<b>Policies</b>	<b>Training</b>	<b>Process</b>
i) Change in Government Policies ii) Functional Policies of Company	i) Modes of Training ii) Frequency of Training	i) Cross Functional Team Work ii) Performance Measures and Review of Assignments
<b>Changes in Internal Environment</b>	<b>Changes in External Environment</b>	<b>Business Performance</b>
i) Organizational Culture & Ethical Work Environment ii) Employee Motivation and Job Satisfaction iii) Employee Retention	i) Customer Behaviour ii) Better Product Quality	i) Reduced Operational Cost ii) Process Performance iii) Growth
<b>Transformed Organization</b>		
i) Organizational Stability ii) Brand Image iii) Customer Satisfaction		

**SOME INNOVATIONS BY INDIAN COMPANIES:**

S. No.	Company Name	Innovation	Effect
1	Flipcart	Tie up with Grayorange for automated warehouse system. Start card and cash on delivery system in e-commerce	Leading the pack of e-retailers. Most trusted avenues for e-commerce in India. sells more than 20 categories of products, clocking in sales of Rs 75 crore a month. In fact, in the last eight quarters, the company has doubled its revenue every quarter.
2	M&M	XUV500, Scorpio with innovative variants	Increased market share and gain customer trust and satisfaction
3	Bajaj	Launch V manufactured by INSVikrant	Increase brand image
4	Skore	First M-commerce platform for condom shopping. Also, introduced disposal pouch with the pack.	Gain Market Share
5	Perfetti	Alpenliebe Spicy 1: Localised concoction of a sweet candy filled with locally blended spices - the idea being to use spices that appeal to the Indian palette. Alpenliebe Juzt Jelly: Natural fruit pulp launched in real fruit shape with a distinctive soft bite.	The confectionary brand becomes the largest brand in value market share in the candies segment.
6	Marico	Launched Parachute advanced body lotion (Proverbial cold sweat)	Since it is a design for Indian skin, it was acceptable for trial drives.
7	GSK Consumer Healthcare (Sensodyne)	Create the idea of sensitivity care	The idea was to further drive and entrench the habit of everyday teeth brushing by strengthening the presence of the brand among existing users as well as reaching out to new ones.

**SUGGESTIONS FOR COMPANIES: (How do the companies do?)**

Research indicates that innovational activities must be mandatory for any organization to retain in market. From the detailed study of the review of literature and result and interpretation of hypothesis and collected response researcher suggests few things to all concerned organizations where innovation is yet to be implemented.

1. Innovation should be a regular activity for the organization. Devote a well-protected and well-deployed budget to experiments and core R & D.
2. Innovation should be open and idea can come from any level of the organization.
3. Organizations have to manage the government intervention positively.
4. Organization must be ready to face competition and challenges.

5. The organization must be open to accepting innovative ideas coming from partners and customers.
6. The organization must act quickly and rectify the incongruity that occurs in product and services.
7. Regular evaluation of customer needs and desires is important for an organization to retain the customer.
8. The organization must have the provision of a special budget for innovative practices, research and development.
9. New innovative research must be appreciated and organization must be risk-ready.
10. The organization must implement employee's suggestion program. It increases the involvement of the employee in running activities inside the organization.
11. Management must provide incentive to the productive employee. It builds the morale of the employee.
12. Management must ensure the safety and medical facility to the employee. It increases the satisfaction of employee and they work towards the success and growth of the organization.
13. A broader product range provides an opportunity for higher sales and profits and also reduces the risk for shareholders.
14. The organization must arrange regular training program related to new activities which increase the skills and knowledge of employees about the new implementation.
15. Training programs should be skill-oriented and work as effective innovation ignition.
16. Positive culture of innovation should be developed inside the organization with the help of implementation of new activities and schemes for customer and employees.
17. The environment of organizations plays very important role in its success and should be transformed so that the working environment of the organization becomes people friendly and customer oriented.
18. The environment of the organization should be healthy, creative and people friendly.
19. There must be a cross-functional interaction and work culture inside the organization. Cross functional teamwork increases the success of any new innovative activity.
20. Organizations are supposed to ensure about reviewing the performance of the employee. It motivates the employees and increases their productivity and dedication towards the organization.
21. The innovative procedure increases the production and decreases the operational cost. Hence, organization must implement innovative activity for profit generation.
22. Customers and employees' satisfaction should be on top priority for management of the organization.
23. Empowering employees to innovate and improve their work processes provides a sense of autonomy that boosts job satisfaction.
24. Innovation, simplifying processes and systems should be introduced to reduce costs and improve service response.
25. Operational policies must be regularly updated and improved according to the current market scenario and demands.
26. The interrelationship between the resources of the organization and research and development activities of the organization must be well managed.
27. All the innovative processes should be systematically designed, highly adaptive by the system and creative in nature.

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