



Important determinants for Managing Innovation in Organizations: A structured review of the literature and a Framework for the Managers

Tawfeeq Hasan¹

¹ Lecturer, School of Business Studies, Southeast Business Studies, 252, Tejgaon Industrial Area, Dhaka - 1208, Bangladesh.

Article Info

Article History:

Published: 31 July 2026

Publication Issue:

Volume 3, Issue 7
July-2026

Page Number:

652-664

Corresponding Author:

Tawfeeq Hasan

Abstract:

Innovation is an essential factor for achieving a significant competitive edge in firms, but the development in this field has been extensive and fragmented. The focus of this research is on the body of literature and the determinants that drive innovation management in businesses. The goal was to study important determinants responsible for driving innovation in a firm, so the managers can be able to manage the proceedings properly with a plausible framework. This research highlights nine critical determinants that are important for managers for driving innovation forward in an organization. A systematic literature review procedure that included over fifty studies was followed to accomplish the intended purposes. The paper focused on nine primary determinants that are crucial for managing innovation in an organizational setting. Then the study goes over the inductively developed model, which shows the essential links found to draw a clear picture of innovation management and the responsible determinants. As a result, rather than focusing on individual aspects, we argue that the management of innovation should be considered a systematic approach. As a result, we may conclude that the elements have a variety of dominant interactions, as the innovation management process is the only interior determinant in the framework.

Keywords: Innovation Management, Leadership, and Innovation, Employee and Innovation, Determinants for Innovation Management, Framework for Innovation Management

1. Introduction

It is broadly acknowledged that innovation is critical to the competitiveness and success of any firm by generating values and preserving competitive advantages. Drucker claims that innovation is a special instrument of entrepreneurship and a process through which new resources for an increase in welfare are produced. It is the process of turning an innovative concept into a new, better, marketable good or service (Drucker, 1985).

The ability of a company to innovate is greatly reliant on the quality of its personnel. Many essential elements influence an organization, including leadership, organizational environment, and culture, public policy, the structure of the organization, technology, corporate strategy, and employees. According to Marín-Idárraga et al., the vast majority of research on innovation focuses on the creation of new products and methods (Marín-Idárraga et al., 2016). On the other hand, their study is lacking an empirical examination of the identified components and fails to account for contingency factors.

This study aims to give a detailed analysis of the elements that impact a company's ability to handle innovation. In contrast to previous research (e.g., van der Panne et al., 2003), which frequently views innovation success variables to be independent of one another, we suggest in this work that the elements are, in fact, interdependent. In light of this, we propose that innovation management must be seen holistically.

2. Methodology

We have applied a systematic literature review method as a successful means of coping with the large number of publications released in this field. The goal of a systematic review is not to collect new information, but rather to synthesize and summarize existing information; hence relevant research on the topic must already exist. (JBI, 2001)

A literature study was conducted in order to undertake a review of significant articles. The study followed a systematic research process in four steps. First, we compiled a list of the most influential papers on innovation models and processes, as well as their implications for determinants of innovation and sub-factors from the relevant literature. We used Google Scholar, ResearchGate, and Academia for literature search. For finding the published articles we were using the keywords "innovation factors", "innovation management", "Innovation process models", "determinants of innovation" and "factors affecting innovation" which were related to our topic. In the second step, we scanned more than 150 articles that were helpful for our research. Third, we limited the search results by reading the abstracts of the papers. When the abstract was related to our topic then we read the full articles. In the final step, the analysis of all published papers we defined factors affecting innovation management.

Research Gap:

Innovation is a prerequisite for an organization's sustainability and feasibility. It is imperative for managers to encourage innovation in an organizational setting to ensure it is a constant increase in productivity and growth. We found that there are not many viable frameworks for the managers to efficiently govern the innovation activities. This framework may be used to conduct further analytical studies which may assist the managers to administer the activities related to innovation management. We think that there are not enough studies that demonstrate the interrelations between the determinants responsible for innovation management. We have made a framework that exhibits the interrelation between the determinants of innovation management.

Criteria to Select Sources:

736 citations chosen for this study were examined to determine their relevance and contribution to the study's goal. To optimize the quality of the systematic review, we created a set of features that a publication should have; these inclusion criteria are shown in table 1.

Table 1 - Inclusion Criteria

Criteria	Reasons for Inclusion
All industries and sectors	To develop a comprehensive understanding of the elements that influence organizational creativity and innovativeness, rather than focusing on a single topic.
All countries	To ensure a cross-cultural view of organizational innovativeness.
Organizational barriers to innovation	To determine the determinants that inhibit innovation in the organizational context.
Drivers for innovation in organizations	To identify the determinants that encourage innovation in the organizational context.

Identifying the factors influencing an organization's ability to manage innovation:

We selected 57 research papers and analyzed those to find out what determinants influence a company's management of innovation. The elements described were in the complete text of each article and then we preserved the quotes in a

database, for example, "motivated management" from Morozov and Taskaeva (2016). This process was repeated for the remaining 57 articles, yielding 221 inputs in the database. Whenever we found similar determinants, they were immediately removed, bringing a total number of entries down to 136. In addition, any elements that dealt with common themes, such as "technology" and "technology innovation," were integrated. As a result, the number of determinants was reduced. We repeated the process until the sub-factors were reduced to 33.

Table 2 - Determinants and sub-factors that influence innovation management

Determinants	Sub-factors
Innovation Management	Idea creation Stage in innovation adoption Viability determination
Technology	Technology application Skill gaps in adoption of technology Implementation of new technology
Market	Customers and users Competition Co-ordination and standards
Public policy	Regulation and tax system Government support Public infrastructure
Organizational structure	Organization size Centralization of control Differentiation Formality
Employees	Brainstorming and training Reward and recognition Skills of employees Employee characteristics
Organizational Environment and culture	Risk and uncertainty of organization environment Attitude to innovation Dynamic work culture Communication Collaboration
Resources	Suppliers Technology resources Financial resources Knowledge resources
Management leadership	Employee empowerment Employees motivation Management style Management personality

We have discussed what each of the factors signifies in the context of this study in order to provide understanding as they might represent various meanings in various circumstances.

Innovation Management: According to Şimşit, Vayvay, and Öztürk (2014), the process of innovation management begins with the identification of a gap or the creation of a concept, and continues through the process of finding a solution for the gap and the establishment of the ability to produce new products or services in a market. (Şimşit et al., 2014). It appears that managing innovation in a quick and flexible way is essential for firms to beat rivals and acquire a sustainable competitive edge in light of increased competition and fluctuations in demand and customer preferences (Takeuchi & Nonaka, 1986). The managers need to initiate and provide resources as well as incentives for idea generation. Much of the success of the innovation depends on the proper and timely adoption of the innovation. The timely and efficient implementation of innovation can be ensured through management functions. An investigative study's outcomes can be predicted with the use of a feasibility study, which is an evaluation of the proposed system and its chances of success (Krieger et al., 2016). Management research projects provide for in-depth exploration and evaluation of any potential business opportunity, as well as the prerequisites for getting the business up and running (Liaquat et al., 2010). If you want to know if your proposal has any chance of succeeding, you need to do a feasibility study (Mintzberg et al., 1976).

Technology: Innovation and technological progress go hand in hand. Technological advancement is facilitated by and contributes to, procedures of tinkering and probing, both of which are crucial to the advancement of the invention (Björling, 2018). In this study, technology is interpreted as a compelling factor behind fostering innovation. The managers in the organizations need to ensure efficient technology application to facilitate innovation. Certain skilled workers are in limited supply during periods of rapid technological change. The significance of these shortages depends on their scale and the extent to which they hinder the adoption of new technologies by enterprises (Sabourin, 2001). To what extent a company is able to successfully implement new technology depends on how well it manages innovation elements.

Market: Innovation is a crucial factor in determining a company's long-term viability and keeping it ahead of the competition (Damanpour and Gopalakrishnan, 2001). The concept of innovation starts with defining what customers would like to obtain and concludes with the creation of things that they will purchase. When intended objectives are the objective of customer research, innovation becomes a manageable, foreseeable process rather than a matter of wish fulfillment or happenstance. Innovations are regarded to assure the competitiveness of commodities produced by businesses and the long-term viability of organizations in the market (Ulwick, 2002). In this analysis, market conditions are considered a critical variable in an enterprise's innovation management prowess.

Public Policy: Product and process technologies may benefit greatly from strict and well-defined policies and rules. While policies and laws may create barriers to innovation (Patanakul & Pinto, 2014). In this study, regulation and tax systems, Government support and public infrastructure has been identified as influencing factor for the innovation management process. Economic entities' strategic decisions on knowledge generation and acquisition are influenced by public policy, which has an impact on innovation outcomes. The availability and demand for skills required to spur innovation are affected by the policies implemented by governments (Steinmueller, 2010). Any policy can be seen as an innovation policy instrument if we consider the ways in which it may affect knowledge supply and demand, changes in competition, and changes in transmission circumstances. (Basant, 2018).

Organizational Structure: Each department's involvement in brainstorming new ideas is essential to the success of the whole business. When a company wants to innovate, it takes the combined efforts of all of its departments, not just R&D, marketing, and production (Janjić & Rađenović, 2019). The effectiveness of any given organization is heavily influenced by its structure, which is a forerunner to organizational innovation (Polansky and Hughes, 1986). To be more precise, an organization's structure defines the extent to which employees can participate in decision-making processes, particularly those that affect creative endeavors. (Polansky, et. al).

Employees: Initial stages of the innovation process, as characterized by cleverness, may be more influenced by individual factors than by organizational factors like the framework or culture of the enterprise (Clegg et al. 2004). In this study, we have focused on employees' brainstorming and training, reward, and recognition, skills of employees, and employee characteristics and their contribution to innovation.

Organizational Environment and Culture: The most critical factors, according to several studies, are organizational culture and organizational structure (Mumford, 2000). Many businesses rely on innovation as a means of staying competitive and sustainable in today's dynamic business climate (Blackwell, 2006). It seems that the culture of an organization is a factor in determining the innovation capabilities inside a firm. (Büschgens et al., 2013). In this study, we consider organizational environment and culture to be prime determinants of creating a positive atmosphere where innovation can take place with the least resistance.

Resources: Based on particular studies, having an organization's various internal resources, like financial resources (Penrose, 1959), has a good impact on the process of innovation. Firms with ample financial resources seem to be more inclined to seize new possibilities than those with limited resources, and thus spend more on innovation. Surplus resources, or those that go unused in day-to-day operations, have also been found to affect a company's propensity to innovate (Nohria and Gulati, 1996; Hoegl et al., 2008). In this study, we have considered Suppliers, technology resources, financial resources, and knowledge resources to be essential determinants for the innovation management process.

Management Leadership: It has been discovered that organizations, and especially their leadership people, are crucial to the success of creative initiatives (Reiter-Palmon & Illies, 2004). Through the Leader-Member Exchange Theory (LMX), it is discovered that leaders' actions do predict the climate for innovation within businesses. Their research has demonstrated, among other things, that the more collaboration between leaders and subordinates, the better the perceived environment for creativity is. (Scott and Bruce, 1994). Management styles play an important role in innovation too. With the help of transformational leadership, employees may shift their perspectives and work together toward common goals. This kind of leadership is often more effective than transactional leadership (Bass and Avolio, 2000). In this study, by management leadership, we have focused on employee empowerment, employee motivation, engagement style, and management personality and their contribution to innovation.

3. Relationship Model of Determinants for the Managers to Manage Innovation in Organizations

Development and Analysis of the Model:

A number of links between the determinants were discovered using the structured review process. We can determine the widely reported correlations that exist between the determinants found based on this literature review. The arrows in the model represent the interconnections and directions of the relationships between the elements. After the determinants had been inductively derived, the arrows, and hence linkages, were found. A more thorough examination of the 57 papers looked for references to any of the elements' linkages. While the research demonstrates that all of the determinants have some level of relationship, some relationships were addressed more consistently than others. We have reconstituted these commonly discussed relationships into an inductive model in this study.

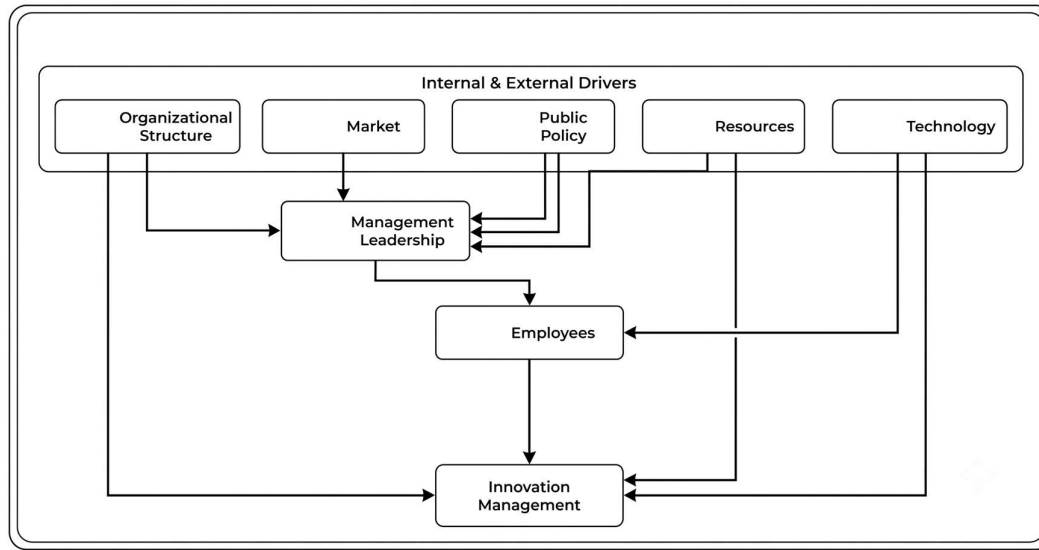


Figure 1. Relationships between the determinants

Organizational Culture and Environment and its Place in the Conceptual Framework:

Organizational culture is a variable that can promote the proclivity for innovation. Because changing how workers act increases the likelihood that they will see innovation as important to the company and be more likely to work to advance it. When the organization provides a favorable environment for the growth of innovations, it is fair to assume that innovations are the result of concepts that are successfully implanted. However, it is essential for the company to take steps to enhance its current organizational culture by cultivating an atmosphere that promotes innovation. Empowering the workforce in learning more about the organization's present performance, creating a supportive atmosphere between the development of the idea and the transition to observable outcomes (Schuldt and Gomes, 2020).

It is crucial for the firm's survival on multiple levels to have an environment characterized by achievement goals, customer focus, organizational learning, contingency, adaptability, an entrepreneurial mindset, benefit schemes, exuberance, employee engagement, strategic planning, a focus on marketing, and elevated standards and values (Aboramadan et al., 2020).

The innovative mindset can be influenced by organizational culture in two different ways. People learn how to act and act toward one another through the socializing mechanism. Furthermore, the core "values, beliefs, and assumptions" might have an impact on the organization's structure, policy system, process, and managerial orientation (Martins and Terblanche, 2003).

Organizational Structure, Management Leadership, Employees, and Innovation Management Process:

The degree to which workers are given discretionary authority over their work, including creative endeavors, is influenced by several factors, but the organizational structure is one of the most important of these factors (Damanpour, 1991) and it has an effect on the development of entrepreneurial orientation, which is what encourages innovation (Klotz et al., 2012). Employees are more prone to originate and experiment with new ideas when given autonomy in specific decision-making activities (Holsapple and Joshi, 2001) because autonomy allows individuals to take the initiative and encourages them to do interesting concepts, resulting in the production of fresh information and ideas (Pertusa-Ortega et al., 2010). We believe as part of their decision-making processes, business leaders should embrace diverse perspectives. Our research shows that employees are more likely to feel that they can make a difference in their organizations if they are given more autonomy and decision-making power in their jobs. People

seem to be more willing to provide innovative ideas and proposals once they are provided this impression. Employee innovation is also impeded by formalization. The production of fresh ideas will flourish as firms become more flexible. Thus, managers should recognize the necessity of adopting less formal organizational structures to encourage workers to create and promote fresh concepts instead of getting overly concerned with sticking to rules and codes (Im et al., 2013). Individuals may also acquire self-leadership traits, that are regarded as methods through which individuals may steer and push themselves to attain intended behavioral outcomes and objectives, to become more innovative. Employees should also resist rigid problem-solving ways that restrain themselves to disciplinary peripheries and regulations, or rigid predetermined routines, in order to get more inventive, because systematic problem-solving techniques adversely impact employee creativity (Scott and Bruce, 1994).

Market, Management Leadership, and Employees:

According to studies, companies that generate innovative products and services are uniquely equipped to compete by inventing new products and processes ahead of the competition, gaining a first-mover benefit, boosting market share, ROI, and firm's sustainability (Allocca and Kessler 2006; Gudmunson et al. 2003). There are several evidence that leadership is crucial to innovation management. (Nadler and Tushman, 1990; Denti and Hemlin, 2012). Enhancing organizational innovation is largely the responsibility of the leadership. (Mumford et al., 2002; Amabile et al., 2004), project initiation and leadership, project implementation, and resistance management (Stoker et al., 2001; Bossink, 2007). (Gilley et al., 2008).

Numerous studies demonstrate that leadership significantly impacts organizational creativity (Jung et al., 2003). It involves allowing the individual to utilize his cognitive abilities and take activities that encourage his creativity, but this is not achievable in the workplace without the support and participation of leadership (Jeroen P.J. de Jong, Deanne N. Den Hartog, 2007)

All personnel in the organization possess the creativity and problem-solving capabilities necessary for innovation (Tidd & Bessant, 2009). When workers are more invested in their work, they are more likely to come up with original solutions to problems. Employee happiness and involvement are significant factors in the development of original ideas at work.

Customer satisfaction must be placed at the center of company activities, according to the market oriented culture of the firm (Liu et al., 2003). As a result, it enhances the value of the company's customers and produces exceptional performance (Day, 1994; Narver & Slater, 1990). Information concerning consumer wants, rivals, and other environmental issues should be effectively handled throughout the whole firm (Narver & Slater, 1990: 21; Slater & Narver, 1994: 63). In addition to suggesting improvements for current goods, market orientation, according to Goldenberg et al. (2001), offers fresh, effective sources of ideas that lead to the introduction of new products. There is a strong connection between innovation and market focus (Cooper, 1979). Market orientation, according to Cooper and Kleinschmidt (1987), is essential for effective innovation.

Public Policy, Management Leadership, and Employees:

Pretty much every single type of public policy has an impact on elements that influence inventive behavior, either directly or indirectly (Jaumotte and Pain, 2005). According to Perez-Sebastian (2007), As originally poor countries progress and integrate with more advanced ones, the policy intensity of innovation increases. Cluster and regional innovation studies illustrate how government-supported, market-oriented, and university-driven innovation interacts (Hu, Huang, & Du, 2016). Government policies promote innovative businesses, the market, and logistics (Kenny, 2000). The triple helix idea, which emphasizes the relationship between universities, industry, and government for knowledge generation and exchange, is another study stream that interacts with the innovation ecosystem. The non-linear relationship is highlighted by the triple helix, in which industry is the factor of production, the government provides regulations, stabilization, and rules of play, and universities are the source of new knowledge and technology (Etzkowitz, 1993; Etzkowitz & Leydesdorff, 1995, 2000). The leadership of the organization needs to deal with policy-

related matters in such a way that creates a positive environment for innovation so that the employees can promote innovation. Employees from their knowledge management issues to disciplinary issues in the organizations are somewhat affected by public policies, therefore it's closely intertwined.

Resources, Management Leadership, Employees and Innovation Management Process:

Employee engagement promotes innovation, outstanding customer service, productivity, minimal staff turnover, a committed workforce, a strong sense of work dedication, a desire to put in extra time, and pride in their job, according to (Abraham, 2012). Employees have a crucial role in the development of innovative working practices (Aaltonen and Heinonen, 2016). Employee is a crucial antecedent of innovation, according to Alfes et al. (2013) and Langelan et al. (2006). Leadership and supervisory support are key factors that affect employee engagement (Li, 2016). Leaders and managers have the power to engage personnel, claims Lockwood (2007). When developing radical breakthroughs, a company's internal resources might be crucial (Ahuja and Katila, 2004). Similarly, resources acquired through a company's external relationships, such as strategic alliances, managerial ties, and collaborations for research and development, may bring in resources that support the firm's innovation (Wang and Li-Ying, 2015; Shu et al., 2012). A number of researchers have demonstrated that providing enough resources is a key component of innovation (Damanpour, 1991; Mumford et al., 2002; Woodman et al., 1993). It was shown that network strength, variety, and size all had significant and positive effects on creativity at the network level. Our economic effect research reveals that maintaining a varied network as a resource benefits businesses by increasing creativity. Resources can assist you in developing the tools and abilities to become a strong leader. Effective leadership styles are important for organizations because they create confidence among the employees in any company and encourage a positive atmosphere.

Technology, Employees, and Innovation Management Process:

Technological development is the process of merging and rearranging information to produce new ideas. The development of technology influences the efficiency of enterprises (Mumford, 2000). Other numerous empirical research collected by Daştan and Kurt shows that technology has a substantial and beneficial influence on innovation. In a nutshell, technology plays an important part in innovation (Daştan and Kurt 2017, p. 231). Employee motivation has a direct impact on technical innovation (Hennessey and Amabile, 1998). Employees must be motivated to use new technologies (Dauda & Akingbade, 2011). Technology innovation can help a company gain a competitive advantage by developing more competitive products and services, more efficient processes, or even starting a completely new business. If an organization wants to increase its performance, it must embrace innovation (Aldholayet al. 2018).

Technology helps employers create the ideal atmosphere to foster the highest productivity from their employees. If the employees adopt the technology properly it helps the innovation management process to create new ideas.

Management Leadership and Employees:

Leadership style and employee action are inextricably linked. The leader's leadership style has a significant impact on employee innovative behavior. Employee creativity, according to (Amabile, 1988), is a fresh, potentially beneficial thought that employees might generate that can help organizations survive, expand, and succeed in the face of fierce competition. Management leadership's purpose is to inspire subordinates for the benefit of the group and company (Bass, 1999). Employee innovation capacity is highly linked to leadership style (Lee and Chang, 2006). A humorous boss, for example, may encourage the expressing of creative ideas as an inventive activity (Pundt, 2015). When employees are more engaged, they are more inventive because they believe their efforts have earned the praise of their bosses (Abdullan et al., 2015). It is evident that management leadership affects employees' performance. Leaders have a critical role in building an organization's creative process, and atmosphere. This help the employees to become creative.

Employees and Innovation Management Process:

In our approach, the link between organizational determinants and the innovation process is represented by employees. They are essential in the creation of ideas that serve as inputs for the innovation process. The most precious resource for a company is its employees (Gabcanova, 2011). Employee involvement is a crucial factor that produces a number of benefits, such as improved quality and production cycle times, fewer absenteeism and attrition rates, and increased employee performance (Manz & Sims, 1987; Versteeg, 1990; and Harris, 1992). We think that since learning encourages the formation of new ideas at the micro-level, individuals should actively participate in employee development activities that foster their learning proclivities (Hirst et al., 2009).

4. Discussion

Before this paper ends, there are a few things that need to be discussed. Firstly, it should be recognized that there are many relevant models in the innovation processes management literature, but those literatures do not have a clear concept. Although the idea of innovation management has been widely deployed, there is a lack of a complete framework that incorporates fundamental concepts.

In addition, our study found the importance of determinants and their impact on the innovation management process. These determinants positively influence innovation management. Our paper focuses on the relationships between the determinants. It is difficult to identify the relationship between innovation determinants by reviewing more research, as there is a lack of clear ideas regarding innovation determinant relationships.

Innovations are more complicated and dynamic in real life. So innovation determinant process models can help to reduce this difficulty level if the manager can manage and identify all the determinants properly in the organization. Good innovation in the organization brings positive outcomes such as a higher share price, increased revenue, increased net income, workforce expansion, and success enhancement.

This study demonstrates the fact that management leadership and employees influence organizational success in terms of innovation. These two determinants have been shown to be positively correlated with the innovation process. Any organizational success depends on the effectiveness of its leadership; good leadership helps all the employees become more creative in their workplace. So these two determinants are vital for an organization.

5. Conclusions

The findings of this study lead to some major findings. To begin, management style and leadership, resources, organizational structure, technology, knowledge management, corporate strategy, personnel, and the innovation process are all essential aspects that influence an organization's innovation management. Second, organizational culture plays an important role in innovation management. It is a determinant that has an impact on all others and is influenced by changes in other determinants. As a result, we can deduce that organizational culture forms and evolves as a result of changes in other aspects. Finally, the common linkages that exist across these 9 characteristics have been found, as well as their potential impact on innovation management. Examining these associations reveals that there are a number of exogenous elements that are unaffected by the model's other variables. Technology, organizational structure, resources, management style, and leadership are examples of external influences. This suggests that these characteristics are crucial in the preparatory phase of successful innovation management. The innovation process is the model's only endogenous factor, which implies it has no effect on other factors even if it is impacted by them. This implies that the innovation process is a fundamental aspect on which all other factors have an effect, implying that the other factors have an impact on an organization's ability to manage innovation via the innovation process' mediating effect.

Practical Implications

This study will help to better understanding of innovation management from a practical perspective. There are nine determinants that affect innovation management. Positive outcomes will be gained if managers correctly utilize these determinates and sub-determinants in their businesses.

Technology is widely acknowledged as one of the primary underlying drivers of long-term economic enhancement. New technologies have the potential to enable even small enterprises to compete on a global scale. Technology plays a helpful supporting role to turn innovative ideas into reality. All organizations should invest money in new technology development. Without technology, the innovation field cannot be created, so ideas cannot be utilized properly. The management of the organization is advised to oversee and manage the optimum application of technology in their operations.

In addition, there are useful insights regarding policymakers in innovation management. For example, in the field of innovation management, the country's new legislation and budget management have risen as concerning issues, particularly for the pharmaceutical industries. If the government reduces the tax amount on imported raw materials, it will be helpful for new innovation processes.

Limitations and Further Research

The literature on innovation is complex and dynamic and includes many different subject domains and research areas. This can present a challenge for academics and practitioners alike to comprehend the wide-ranging organizational issues that can affect an organization's management perspectives to become more innovative. This bibliometric analysis had shortcomings that should be addressed and considered in future research. One restriction was that one has to do with some selection bias as a result of the terms used in the search. Although the phrases used in each context may vary, we used the best ones available, so we believe this is a minor issue.

The organizational innovation notion, as explained in the study, is crosscutting (as evidenced by the many clusters), but it is what adds value to the findings reported here in terms of development. We make progress in clarifying the research on this phenomenon and pave the path for future empirical researchers to better grasp the mechanisms at work. Despite its limits, this work contributes to the conversation on organizational innovation by providing the appropriate theoretical underpinning mapping to this active research topic (via co-citations). More importantly, unlike most literature reviews, our study (through coupling) illuminates current research trends on this topic, revealing multiple research viewpoints on the same theme and supporting a distinct research agenda to direct future research in the field.

References

1. Şimşit, Z. T., Vayvay, Ö., & Öztürk, Ö. (2014). An Outline of Innovation Management Process: Building a Framework for Managers to Implement Innovation. *Procedia - Social and Behavioral Sciences*, 150(231), 690–699. <https://doi.org/10.1016/j.sbspro.2014.09.021>
2. Takeuchi, H. and Nonaka, I. (1986) The New New Product Development Game. *Harvard Business Review*, 64, 137-146.
3. Janjić, I. & Radenović, T. (2019) The Importance of Managing Innovation in Modern Enterprises, *Ekonomika*, 65 (3), 45-54. 10.5937/ekonomika2104065I.
4. Krieger, T., Martig, D. S., van den Brink, E., & Berger, T. (2016). Working on self-compassion online: A proof of concept and feasibility study. *Internet Interventions*, 6, 64-70.
5. Liaquat, A. M., Kalam, M. A., Masjuki, H. H., & Jayed, M. H. (2010). Potential emissions reduction in road transport sector using biofuel in developing countries. *Atmospheric Environment*, 44(32), 3869-3877.

6. Mintzberg, H., Raisinghani, D., & Theoret, A. (1976). The structure of "unstructured" decision processes. *Administrative science quarterly*, 246-275.
7. Björling, M. (2018). 3 ways that new technologies are accelerating innovation. Retrieved 8 June 2022, from <https://www.ericsson.com/en/blog/2018/6/3-ways-that-new-technologies-are-accelerating-innovation>.
8. Sabourin, David, 2001. "Skill Shortages and Advanced Technology Adoption," Analytical Studies Branch Research Paper Series 2001175e, Statistics Canada, Analytical Studies Branch. <https://ideas.repec.org/p/stc/stcp3e/2001175e.html>.
9. V.S. Morozov, N.N. Taskaeva, Basic market factors affecting innovative activities, *Journal of Internet Banking and Commerce*. 21(S4) (2016) 20.
10. Ulwick, A. W., 2002. Turn Customer Input into Innovation. *Harvard Business Review*, January, pp. 5-11.
11. Peerasit Patanakul, Jeffrey K. Pinto, Examining the roles of government policy on innovation, *The Journal of High Technology Management Research*, Volume 25, Issue 2, 2014, Pages 97-107, ISSN 1047-8310, <https://doi.org/10.1016/j.hitech.2014.07.003>
12. Steinmueller W. E. (2010). Economics of technology policy. In *Handbook of economics* (Vol. 2, Chapter 28). Elsevier BV. Retrieved from https://econpapers.repec.org/bookchap/eeehaechn/v2_5f1181.htm Google Scholar.
13. Basant R. (2018). Exploring Linkages between Industrial Innovation and Public Policy: Challenges and Opportunities. *Vikalpa*. 2018;43(2):61-76. doi:10.1177/0256090918774699.
14. Anderson, N., De Dreu, C. K. W. and Nijstad, D. A. (2004) The routinization of innovation research: a constructively critical review of the state-of-the-science. *Journal of Organizational Behavior*, 25, 147-172.
15. Clegg, C., Unsworth, K., Epitropaki, O. and Parker, G. (2002) Implicating trust in the innovation process. *Journal of Occupational & Organizational Psychology*, 75(4), 409-422.
16. Polansky, S.H. and Hughes, D.W. (1986), "Managerial innovation in newspaper organizations", *Newspaper Research Journal*, Vol. 8 No. 1, pp. 1-12.
17. Damanpour, F. (1991), "Organizational innovation: a meta-analysis of effects of determinants and moderators", *Academy of Management Journal*, Vol. 34 No. 3, pp. 555-590.
18. Klotz, A.C., Wheel, A.R., Halbesleben, J.R.B. and Brock, M.E. (2012), "Can reward systems influence the creative individual?", in Mumford, M. (Ed.), *Handbook of Organizational Creativity*, Elsevier Inc., London, pp. 359-385.
19. Holsapple, C.W. and Joshi, K.D. (2001), "Organizational knowledge resources", *Decision Support Systems*, Vol. 31 No. 1, pp. 39-54.
20. Pertusa-Ortega, E.M., Zaragoza-Sáez, P. and Claver-Cortés, E. (2010), "Can formalization, complexity, and centralization influence knowledge performance?", *Journal of Business Research*, Vol. 63 No. 3, pp. 310-320.
21. Im, S., Montoya, M.M. and Workman, J.P. (2013), "Antecedents and consequences of creativity in product innovation teams", *Journal of Product Innovation Management*, Vol. 30 No. 1, pp. 170-185.
22. Carmeli, A., Meitar, R. and Weisberg, J. (2006), "Self-leadership skills and innovative behavior at work", *International Journal of Manpower*, Vol. 27 No. 1, pp. 75-90.
23. Scott, S. and Bruce, B. (1994), "Determinants of innovative behavior: a path model of individual innovation in the workplace", *Academy of Management Journal*, Vol. 37 No. 3, pp. 580-607.
24. Schuldt, K. S. and Gomes, G. (2020). Influence of Organizational Culture on the Environments of Innovation and Organizational Performance, *Gestão & Produção*, Vol. 27, No. 3, São Carlos, Epub June 15, <https://doi.org/10.1590/0104-530X4571-20>.
25. Damanpour, F. and Gopalakrishnan, S. (2001), "The dynamics of the adoption of products and process innovations in organizations", *Journal of Management Studies*, Vol. 38 No. 1, pp. 45-65.
26. Blackwell, S.S. (2006), "The influence of perception of organizational structure and culture on leadership role requirements: the moderating impact of locus of control and self-monitoring", *Journal of Leadership & Organizational Studies*, Vol. 12 No. 4, pp. 27-49.

27. Büschgens, T., Bausch, A. and Balkin, D. (2013), "Organizational culture and innovation: a meta-analytic review", *Journal of Product Innovation Management*, Vol. 30 No. 4, pp. 1-19, available at: <http://dx.doi.org/10.1111/jpim.12021>.
28. Aboramadan, M., Albashiti, B., Alharazin, H. and Zaidoune, S. (2020), "Organizational culture, innovation and performance: a study from a non-western context", *Journal of Management Development*, Vol. 39 No. 4, pp. 437-451. <https://doi.org/10.1108/JMD-06-2019-0253>.
29. Mumford, M. (2000), "Managing creative people: strategies and tactics for innovation", *Human Resource Management Review*, Vol. 10 No. 3, pp. 313-351.
30. P, E. T. (1959). *The Theory of the Growth of the Firm*. New York: John Wiley.
31. Nohria, N. and Gulati, R. (1996), "Is slack good or bad for innovation?", *Academy of Management Journal*, Vol. 39 No. 5, pp. 1245-1264.
32. Hoegl, M., Gibbert, M. and Mazursky, D. (2008), "Financial constraints in innovation projects: when is less more?", *Research Policy*, Vol. 37 No. 8, pp. 1382-1391.
33. Irem Demirkan, (2018) "The impact of firm resources on innovation", *European Journal of Innovation Management*, Vol. 21 Issue: 4, pp.672-694, <https://doi.org/10.1108/EJIM-12-2017-0196>.
34. Allocca MA, Kessler EH: Innovation speed in small and medium-sized enterprises. *Creativity and Innovation Management* 2006,15(3):279–295. 10.1111/j.1467-8691.2006.00389.x.
35. Gudmunson D, Tower CB, Hartman FA: Innovation in small business: culture and ownership structure do matter. *Journal of Developmental Entrepreneurship* 2003, 8: 1–17.
36. Reiter-Palmon, R., & Illies, J. J. (2004). Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *The Leadership Quarterly*, 15(1), 55–77. <https://doi.org/10.1016/j.leaqua.2003.12.005>.
37. Bass, B. and B. J. Avolio (2000). *MLQ Multifactor Leadership Questionnaire Technical Report*. Thousand Oaks, CA: Sage.
38. Jaumotte, F. and N. Pain (2005), "An Overview of Public Policies to Support Innovation", *OECD Economics Department Working Papers*, No. 456, OECD Publishing, Paris, <https://doi.org/10.1787/707375561288>.
39. Hu, S., Huang, L., Du, D. (2016). Practical exploration of constructing global science and technology innovation center based on theories of triple helix and innovation ecosystem: A case study of Silicon Valley. *Shanghai Economic Research*, 3, 21–28.
40. Kenny, M. (2000). *Understanding Silicon Valley: The anatomy of an entrepreneurial region*. Stanford, CA: Stanford University Press.
41. Etzkowitz, H. (1993). Technology transfer: The second academic revolution. *Technology Access Report*, 6, 7–9.
42. Etzkowitz, H., Leydesdorff, L. (1995). The triple helix—University-industry-government relations: A laboratory for Knowledge based economic development. *EASST Review*, 14(1), 14–19.
43. Etzkowitz, H., Leydesdorff, L. (2000). The dynamics of innovation: from national systems and "Mode 2" to a Triple Helix of university-industry-government relations. *Research Policy*, 29, 109–123.
44. Morozov, Vladimir & Taskaeva, Natalia. (2016). Basic Market Factors Affecting Innovative Activities. *Journal of Internet Banking and Commerce*. 21.
45. Rahim, R. A., Salleh, N. F., Ahmad, S. F. S., & Mustapha, R. M. R. (2015). Exploring the relationship between leadership style, knowledge management practices, and innovative behavior. In *Proceedings of the Colloquium on Administrative Science and Technology* (pp. 499-507). Springer, Singapore.
46. Łukowski, W. (2017). The impact of leadership styles on innovation management. *Marketing of Scientific and Research Organizations*, 24(2), 105-136.
47. Mihaela, T. *The Impact of Leadership on Innovation in Organizations*.

48. FINDIKLI, M. A., ROFCANI, Y., & YOZGAT, U. (2014). The relationship between market orientation and organizational innovation: The role of the SHR practices. *Bilgi Ekonomisi ve Yönetimi Dergisi*, 9(2), 121-135.
49. Zafar, H., Hafeez, M. H., & Mohd Shariff, M. N. (2016). Relationship between market orientation, organizational learning, organizational culture and organizational performance: mediating impact of innovation. *South East Asia Journal of Contemporary Business, Economics and Law*, 9(2), 40-56.
50. Holmquist, M., & Johansson, A. (2019). Employee-driven innovation: An intervention using action research. *Technology Innovation Management Review*, 9(5), 44-53.
51. Arshi, T. and Rao, V. (2019) 'Assessing impact of employee engagement on innovation and the mediating role of readiness for innovation', *Int. J. Comparative Management*, Vol. 2, No. 2, pp.174–202.
52. Shukla, T., & Singh, A. (2015). Organizational Factors influencing innovation: an empirical investigation. *Journal of Strategic Human Resource Management*, 4(3).
53. Zennouche, M., Zhang, J., & Wang, B. W. (2014). Factors influencing innovation at individual, group and organisational levels: a content analysis. *International Journal of Information Systems and Change Management*, 7(1), 23-42.
54. Ju, B. (2012). An evaluation of critical factors influencing product innovation in the food industry-A case study of China Mengjiu Dairy Company. *International Journal of Business and Management*, 7(3), 104.
55. Zaini, Z. H., Mahyudin, N. K. B., Saleh, M. K. M., Yusop, N. M., Ishak, N., & Ramlee, N. F. (2019). Factor Influencing Technological Innovation Performance. *Journal of Engineering and Health Sciences*, 3(1), 139-144.
56. Merx-Chermin, M., & Nijhof, W. J. (2005). Factors influencing knowledge creation and innovation in an organisation. *Journal of European Industrial Training*.
57. Bendak, S., Shikhli, A. M., & Abdel-Razek, R. H. (2020). How changing organizational culture can enhance innovation: Development of the innovative culture enhancement framework. *Cogent Business & Management*, 7(1), 1712125.
58. Uachotikoon, H., & Utsahajit, W. (2019). Antecedent Factors Affecting Innovation, Radical Innovation and Incremental Innovation. *Journal of Community Development Research (Humanities and Social Sciences)*, 12(3), 11-32.
59. Malaviya, P., & Wadhwa, S. (2005). Innovation management in organizational context: an empirical study. *Global Journal of Flexible Systems Management*, 6(2), 1-14.
60. Dereli, D. D. (2015). Innovation management in global competition and competitive advantage. *Procedia-Social and behavioral sciences*, 195, 1365-1370.