

The role of workplace innovation on employee productivity within the advertising industry in KwaZulu-Natal.

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I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

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Abstract

Totterdill (2015) highlights a vast body of evidence in favour of workplace innovation, however, it is equally clear that organisations are either not aware of its impact or that they are unable or unwilling to act on it. In today's ever-changing economic environment, it has become increasingly important for organisations to maintain a profound competitive advantage for long-term sustainability (Anning-Dorson, 2018). As the world continues to innovate and adapt to change, so should various industries and in this case, the advertising industry.

The researcher aimed to answer the question, "does workplace innovation affect the overall productivity of employees in the advertising industry?"

Data was collected by means of semi-structured interviews with the use of open-ended questions. This was due to its ability to provide reliable, comparable qualitative data.

Significant findings reveal that advertising firms in Durban fully acknowledge the need for workplace innovation and already dedicate the time and resources necessary to achieving a profound competitive advantage through innovation practices.

Contents

Cover Page.....	1
Abstract.....	2
Introduction:	5
Rationale:	6
Problem Statement:	6
Purpose Statement:	7
Research Question:	7
Research Objectives:.....	7
Literature Review:	9
Theoretical Foundation	9
Review of Literature:.....	11
Conceptualisation:.....	14
Methodology:.....	17
Research Paradigm:	17
Research Design:	18
Research Plan:.....	20
Unit of analysis	20
Population.....	20
Sampling.....	21
Data Collection Method:	23
Data Analysis:.....	24
Trustworthiness:	25
Anticipated Contribution	26
Ethical Consideration:	28
Limitations	29
Future Practices.....	38
Evaluation of Success and Heuristic Value	38
Ethical Implications	38
Limitations	39
References.....	40
Annexures:	44

Annexure A: Informed Consent	44
Annexure B: Audio Consent	45
Annexure C: Gatekeepers Letter Participant 1	46
Annexure D: Gatekeepers Letter Participant 2	47
Annexure E Gatekeepers Letter Participant 3	48
Annexure F: Ethical Clearance	49
Annexure F: Ethical Clearance	50
Annexure G: Originality Report.....	51
Annexure H: Final Research Report Summary	52

Introduction:

As the world continues to innovate and adapt to change, so should various industries and in this case, the advertising industry.

As a new generation enters the working environment, motivations tend to drift away from monetary incentives and more towards a healthy work-life balance. It is important for industries to acknowledge the paradigm shift and adapt to it in order to maintain and exceed overall performance. Employee turnover is becoming increasingly important as people no longer spend decades in a single organisation.

Workplace innovation may provide a steppingstone for organisations to start moving towards the alignment of a healthy, innovative workplace for employees while simultaneously striving towards increased profitability and overall performance of the organisation.

Additionally, workplace innovation may shed some light on certain workplace innovations that may help increase the productivity of employees, especially within the advertising industry where the majority of employees are considered to be creatives who naturally reject conventional work practices.

Workplace innovation highlights some key themes that will be further explored in this research. Those themes include employee empowerment, engagement and collaboration, creating a culture of innovation, innovation that affects organisational performance, and innovating systems, processes and structures.

Rationale:

According to Totterdill (2015), outcomes of workplace innovation simultaneously lead to an improvement in organisational performance and overall quality of work life for employees. Therefore, the motivation behind this study is to provide the advertising industry with the necessary insight that can help create a more innovative workplace for its employees and thus encourage higher levels of productivity that lead to more efficient business practices and ultimately benefit the bottom line.

In terms of workplace innovation and how it is applied in the real world, Totterdill (2015) states that there is a lack of easily communicable ways of sharing the knowledge that is generated by research and experience. Totterdill (2015) further explains that there is a need for a joint intelligence shared by all stakeholders in the workplace as well as at the wider economic and social level. In Europe, this task has been taken up by the European Workplace Innovation Network (EUWIN) (Totterdill, 2015).

Therefore, given the perceived benefits of workplace innovation and the apparent lack of application, this research is motivated to further add to the body of knowledge with specific reference to South Africa and the advertising industry within it.

Problem Statement:

Totterdill (2015) highlights a vast body of evidence in favour of workplace innovation, however, it is equally clear that organisations are either not aware of its impact or that they are unable or unwilling to act on it. In today's ever-changing economic environment, it has become increasingly important for organisations to maintain a profound competitive advantage for long-term sustainability (Anning-Dorson, 2018).

Additionally, according to Lee, Patterson and Ngo (2017), in today's global marketplace, the focus of many service firms is enhanced efficiency and productivity. As it relates, the advertising industry is very service oriented as well as highly competitive. It should

therefore be a key focus area for advertising firms to implement workplace innovation in pursuit of a profound competitive advantage and long-term sustainability, specifically through innovations that help increase efficiency and productivity.

Purpose Statement:

The purpose of this research is to gain a deeper understanding into the role that workplace innovation plays on the level of employee productivity, and ultimately the overall performance of the organisation in which they operate.

Research Question:

Primary Question:

Does workplace innovation affect the overall productivity of employees in the advertising industry?

Sub Questions:

- To what extent does workplace innovation encourage employee engagement?
- What role does workplace innovation play in creating a culture of innovation?
- Does workplace innovation create enabling organisational structures and systems?

Research Objectives:

- To determine the extent to which workplace innovation encourages employee engagement

- To determine the role that workplace innovation plays in creating a culture of innovation
- To determine if workplace innovation can indeed create enabling organisational structures and systems

Literature Review:

Theoretical Foundation

The Fifth Element Concept:

Totterdill (2015) provides a starting point for the explanation of the fifth element concept as the combination of consistent internal policies and practices with different forms of representative and direct participation so as to achieve superior outcomes for organisations and their employees.

In its simplest form, the fifth element represents workplace innovation as a culmination of the four other elements. These elements include:

- Job Design and Work Organisation
- Structures and Systems
- Learning, Reflection and Innovation
- Workplace Partnership

The First Element: Job Design and Work Organisation

Totterdill (2015) explains the value of having an employee that takes initiative and has the ability to work without close supervision from a manager. A workplace that helps to develop and deploy employee competencies and creative potential starts with job design (Totterdill, 2015).

The Second Element: Structures and Systems

Totterdill (2015) highlights the constraints of good job performance as being the separation of people into departments, divisions, grades, and professions. Totterdill (2015) further explains that different groups within an organisation should mix naturally to share knowledge and learn from each other.

The Third element: Learning, Reflection, and Innovation

According to Totterdill (2015), research and technology only accounts for 25% of innovation in organisations while the other 75% comes as changes in managerial, organisational, and work practices.

In terms of learning, Totterdill (2015) states that when workers have more autonomy over their jobs, it allows for an increased capacity for learning and problem solving.

Reflection is about imbedding reflective approaches to problem-solving and change, sustainable organisations build and embed reflective mechanisms for successful transitions (Totterdill, 2015).

The Fourth Element: Workplace Partnership

In its broadest terms, Totterdill (2015) explains that workplace partnerships are emerging as an important driver and resource for innovation within organisations. Totterdill (2015) further explains that when partnership arrangements compliment workplace practices described in the previous three elements, it leads to improved information sharing, greater levels of trust, reduced resistance to change, and improved performance.

In support of the fifth element theory, Howaldt and Oeij (2016) introduces workplace innovation in terms of the the fifth element theory, stating that workplace innovation is gaining profile as an emerging European policy, creating organisational performance and quality jobs.

Additionally, in a report on workplace innovation in European companies, Oeij, Ziauberyte-Jakstiene, Dhondt, Corral, Totterdill and Praneen (2015), compared a multitude of workplace innovation practices to the fifth element theory, citing the importance of structures and systems, learning and reflection, workplace partnerships, and work organisation.

In summation, the fifth element highlights the need to incorporate different workplace innovation practices in day-to-day organisational operations. Such workplace practices aim to aid organisations in keeping up with the ever-changing economic environment,

create competitive advantage, and to provide a healthy, innovative working environment for employees.

Review of Literature:

Employee empowerment, engagement, and collaboration

Totterdill (2015) states that a major part of workplace innovation involves building skills and competence through creative collaboration. Totterdill (2015) further highlights a vast and growing body of evidence to show that workplace innovation practices which empower employees to make day-to-day decisions, contribute ideas, and be heard at the most senior levels of an organisation tend to lead to increased efficiency, productivity and ultimately better overall business results.

Chen, Sharma, Edinger, Shapiro and Farh (2011, cited in Kundu, Kumar and Gahlawat, 2019) are in agreement with Totterdill (2015), that employees have an increased potential to reach higher levels of productivity when they have an improved sense of control and empowerment over their jobs.

Additionally, Du, Zhang and Chen (2016) explored the effect of creative process engagement on employees' performance through the support they were given and the support they gave to their superiors. Du et al. (2016) found that creative process engagement does positively affect employees' performance. The positive relationship, however, was only evident when support and engagement was both received and given between employees and superiors.

According to Spreitzer (2008, cited in Tripathi and Bharadwaja, 2019), there is an important argument to consider in terms of empowerment especially relating to perceived strain. Tripathi and Bharadwaja (2019) state that for some, empowerment means additional responsibilities and expectations without additional pay. Furthermore, Tripathi and Bharadwaja (2019) points out that in some cases when employees perceive autonomy to be too high, they may experience a lack of direction and excess responsibility which ultimately leads to role stress.

Overall, the literature strongly points in favour of empowerment, engagement, and collaboration as a strong force that positively impacts both employees and the organisation as a whole.

Creating a culture of innovation

Hanifah, Halim, Ahmad and Vafaei-Zadeh (2020) views culture as an important factor in the management of innovation. Dobni (2008, cited in Hanifah et al., 2020) found that culture has a major positive impact over creativity and innovation, specifically, through socialization, day-to-day activity, structures, policies, and procedures.

Stock, Six and Zacharias (2008, cited in Tian, Deng, Zhang and Salmador, 2018) defines innovation-oriented culture as a set of organisational cultural values, norms, and artifacts that support an organisations innovativeness.

Furthermore, the Anon (2019) states that the culture and atmosphere of an organisation can greatly affect the level of innovation it produces. Anon (2019) further explains that in terms of a culture of innovation, organisations must be open to new ideas and perspectives. A workplace that accepts creativity ultimately leads to increased levels of motivation and innovation amongst its employees (Anon, 2019).

However, in a study aimed at identifying the key factors of innovation performance, Hanifah et al. (2020) found that innovation culture does not significantly influence the relationship between employee adaptability and innovation performance. Hanifah et al. (2020) found that organisations that focus on a one-sided approach with regard to adaptability may enhance short-term performance but become unable to adapt in the future.

Innovation that affects organisational performance

According to Torres and Augusto (2019), innovation literature has identified two key types of innovation, namely organisational innovation, and technological innovation. Organisational innovation involves new management practices, marketing concepts, strategies and models, while technological innovation encompasses product and process innovation (Torres & Augusto, 2019). Torres and Augusto (2019) found that in the

presence of both organisational innovation and product innovation, organisations saw high levels of performance.

Wei, Song and Xie (2020) conducted research into the role of management innovation on organisational performance. Wei et al. (2020) define management innovation as the creation and implementation of management techniques, systems or processes aimed at improving organisational performance through achieving goals. Ultimately, Xie et al. (2020) found that management innovation positively affects organisational efficiency and performance.

Lita, Faisal and Meuthia (2020) explain that small and medium-sized enterprises (SME's) play an essential role in any country and are often measured as an instrument of growth. The reason for this is the support they provide for entrepreneurship and innovation activities which ultimately enhance competition and productivity (Lita et al., 2020). Ultimately, Lita et al. (2020) concluded that entrepreneurship and culture have a significant effect on innovation which in turn has a positive effect on organisational performance. Interestingly however, Lita et al. (2020) found that innovation does not have a direct significant effect on organisational performance.

Innovating systems, processes, and structures

Lichtenthaler (2016) explains that changes in an organisations environment such as new trends and customer needs, encourage organisations to re-look at their systems and processes resulting in system and process innovation. Lichtenthaler (2016) further explains that these systems and processes usually come into existence in light of product innovation. When new products are developed as a result of the ever changing environment, organisations need to set up systematic innovation processes that cover all major activities from new idea generation to the launching of the product (Lichtenthaler, 2016).

Shi, Lin, Chen and Su (2019) conducted research into how the International Standards Organisation (ISO) 9000 Quality Management System (QMS) can improve the organisational innovation of supply chains. As previously mentioned by Lichtenthaler (2016), changes in the environment encourage organisations to adapt through innovative

methods. Similarly, Shi et al. (2019) states that TQM is aimed at continuous improvement, when facing demand changes, organisations that make use of TQM need to continuously improve their existing supply chain structure and develop a new organisational structure to keep up with changing demand.

Hao, Kasper and Muehlbacher (2012) found that while it is easy for organisations to imitate each other's structure in pursuit of better performance, it is increasingly difficult to identify, let alone imitate the mechanisms of different organisational innovation relating to structure. Hao et al. (2012) concluded in their study that organisational structure has more of a positive effect on organisational learning than it does on innovation.

In essence, the literature suggests that innovation relating systems, processes and structures is continuously changing and has no one clear concept that alone benefits innovation within the organisation.

Summary:

In conclusion, the above literature identifies multiple benefits of workplace innovation. The role that it plays in terms of employee productivity is less clear however, evidence does support it. Employee empowerment, engagement and collaboration provides the strongest argument for overall improvement of organisational performance and employees' work life. Creating a culture of innovation highlights the importance of culture in organisations and how it can positively impact employees and their level of innovation. Innovation in relation to organisational performance also strongly highlighted various benefits of innovation and how it indeed plays a major role in improving performance. Innovating systems, processes and structures are constantly evolving in line with the organisational environment and demand while also showing a positive influence on innovation.

Conceptualisation:

Workplace Innovation:

According to Pot (2010, cited in Totterdill and Exton, 2014), Workplace innovation is broadly described in terms of new and combined interventions in work organisation,

human resource management and supportive technologies. Dhondt, Pot and Kraan (2014) further define workplace innovation as adopted changes in organisational practices, management, and organising and deploying human and non-human resources which lead to improved organisational performance as well as quality of working life.

From the above definition, it is clearly suggested that workplace innovation plays a major role in bringing about change within organisations, enhancing innovation and improving organisational performance and quality of life for employees. It is this suggested relationship that this research aims to gain a deeper understanding of.

Employee Productivity:

According to Bhatti and Qureshi (2007), employee productivity in its simplest form is a performance measure incorporating both effectiveness and efficiency.

Effectiveness in terms of employee performance simply means getting the job done right, while efficiency refers to getting the job done in the best possible way with the least amount of time or effort.

Lee, Patterson and Ngo (2017) state that in today's global market the key focus of many service firms is enhanced efficiency and productivity. As this research places focus on the advertising industry, which is predominately a service industry, it is necessary to explore employee productivity in this light.

Organisational Performance:

According to Almatrooshi, Singh and Farouk (2016), the potential for an organisation to succeed depends upon its organisational performance, meaning its ability to implement strategies and achieve objectives. Almatrooshi et al. (2016) further explains that a key factor relating to successful organisational performance is that of its employees, who are vital in the pursuit of achieving organisational goals and objectives.

It can therefore be said that the level of productivity given from employees plays an important role in the overall success of an organisation.

Creative Climate:

Iqbal (2019) states that creative climate within an organisation consists of various dimensions, including management structure, leadership style, workplace conditions, socio-psychological atmosphere, motivation, and reward systems. Iqbal (2019) further describes creativity and innovation as becoming more than just a trend in today's global work market, it has become a key component in every employee's job description.

It is clear that creative climate places focus on employees and the various factors that aim to improve their overall experience within the organisation so as to improve performance.

Advertising Industry:

One of the world leaders in e-commerce and advertising, Shopify (2020) defines advertising as a marketing tactic that involves the payment for space to promote a product, service or cause.

According to Statista (2020), the entire advertising market in South Africa in 2019 is estimated to be worth more than R30.4 Billion with television and video advertising accounting for more than 21 percent.

Methodology:

Research Paradigm:

A paradigm was first defined by Khun (1962) as a set of common beliefs and agreements shared between scientists about how problems should be understood and addressed. Du Plooy-Cilliers, Davis and Bezuidenhout (2014) identify the three dominant paradigms as positivism, interpretivism, and critical realism.

Furthermore, du Plooy-Cilliers et al. (2014) identifies various positions with regard to identified paradigms:

- The epistemological position
- The ontological position
- The metatheoretical position
- The methodological position
- The axiological position

Due to the nature of this research and its aim to gain insight into how certain systems, processes and technologies affect human behaviour in terms of their productivity, it is only fitting that the interpretivism paradigm is used with emphasis placed on the ontological and epistemological position of interpretivism.

According to Creswell et al. (2016), Interpretivism in its simplest form is the study of human behaviour. Interpretivism is firmly rooted in the idea that humans are fundamentally different from objects and are constantly influenced by phenomena within their environment (du Plooy-Cilliers., et al 2014). Interpretivism therefore aims to gain an in-depth and subjective understanding of human behaviour (du Plooy-Cilliers et al., 2014).

The epistemological position of interpretivism places focus on common sense, and in order to understand human behaviour it is important to understand what people view as common sense (du Plooy-Cilliers et al., 2014). In other words, this refers to people's interpretation of facts and how it affects their perception of the world they live in.

Similarly, the ontological position of interpretivism argues that reality is a social construction that depends on people's own experiences and interactions with others (du Plooy-Cilliers., 2014). In essence, it is how people perceive reality based on their own interpretations.

As this research aims to understand the role of workplace innovation on employee productivity, it is important to understand from a social point of view, what employees perceive as fact and more specifically, what they consider to be common sense within their working environment and especially in terms of workplace innovation and productivity.

Furthermore, while this study addresses complex concepts and constructs such as workplace innovation, creative climate, and creative collaboration, it is difficult to quantify the effects they have on productivity. It is therefore necessary to take a more subjective, social approach that will gain a deeper understanding into the role they play on employee productivity. This can be best explored through employees' individual interactions and experiences within the organisation thus, highlighting a perceived reality from which trends can be identified and conclusions can be drawn.

Research Design:

According to Creswell, Ebersohn, Elof, Ferreira, Ivankova, Jansen, Nieuwenhuis, Pieterse and Plano Clark (2016), all qualitative research is naturalistic, its focus is on natural settings where interactions occur, viewing social life in terms of processes rather than static terms.

As this study aims to explore the role of workplace innovation on employee productivity, emphasis is naturally placed on their social life within an organisation as well as the environment in which they experience interactions. A qualitative research approach will be ideal in efficiently and effectively extracting data from respondents with regard to their subjective experiences.

There are a number of advantages that a qualitative research approach has to offer. According to Creswell et al. (2016), one such advantage includes the ability to study more complex aspects of people's experiences. Another such advantage is that respondents are able to provide data in their own words and in their own way (Creswell et al., 2016).

These advantages may prove to be highly beneficial, as the current research investigates various complex aspects relating to workplace innovation. These complex aspects and their relationship to people in a working environment can only best be described by the people who experience them, in their own words.

There does however exist some disadvantages of qualitative research. According to Creswell (2016), one such disadvantage is data overload, specifically when making use of open-ended questions. Given the various complex aspects relating to workplace innovation, it may prove to be challenging and highly time-consuming analysing such extensive data.

This research will express a combination of inductive and deductive reasoning. According to Creswell (2016) and du Plooy-Cilliers et al. (2014), inductive reasoning concludes theoretical concepts from data collected, finding patterns or stereotypes. Alternatively, deductive reasoning moves from general assumptions to more specific ones, allowing for the testing of an existing theory and drawing conclusions from it.

Through this approach, the research is able to explore specific concepts relating to workplace innovation in search of patterns in order to generalise the findings, while simultaneously testing the The Fifth Element theory.

Furthermore, this research will adopt an exploratory approach. du Plooy-Cilliers et al. (2014) describes exploratory research simply as the exploration of a phenomena. The Phenomena referred to in this instance is that of workplace innovation and the role it plays on employee productivity. Naturally, this research will follow a cross-sectional survey design, used to create an overall picture of the phenomenon at one point in time.

Research Plan:

Unit of analysis

According to Creswell et al. (2016), the unit of analysis represents the smallest entity that is being analysed. For the purpose of this study, the unit of analysis are those individuals who are employed in the advertising industry.

Population

Target Population:

The target population refers to any individual or group of individuals which information is required (du Plooy-Cilliers et al., 2014, Creswell et al., 2016). The total population for this study includes those individuals who are currently employed in the advertising industry in South Africa and have experienced some form of workplace innovation.

Accessible population:

According to du Plooy-Cilliers et al. (2014) and Creswell et al. (2016), the accessible population is the population from which the researcher can apply conclusions to and draw samples from. The accessible population for this study are those people who are currently employed in the advertising industry within the Durban area.

Population Parameters:

According to du Plooy-Cilliers et al. (2014), the population parameters refer to the unique characteristics, size, and nature of the population. For the purpose of this research, the population parameters are as follows:

- Employed within the advertising industry for at least three years.
- Have been exposed to some form of workplace innovation.

- Between the ages of 20 years and 40 years.

Sampling

Sampling Method:

The current research makes use of non-probability sampling. du Plooy-Cilliers et al. (2014) and Creswell et al. (2016) state that non-probability sampling is when all units in the population do not have an equal chance of being selected for the research. Furthermore, du Plooy-Cilliers et al. (2014) highlights that non-probability sampling is primarily used when determining the entire population, is near impossible or when it is extremely difficult to gain access to the entire population.

Due to time, budget, and location constraints, the researcher does not have access to the entire population, limiting this study to the use of non-probability sampling.

The use of non-probability sampling does present one major disadvantage, the findings of this research cannot be generalised to the entire population.

Sampling Type:

The current research will make use of purposive sampling. According to du Plooy-Cilliers et al. (2014), with purposive sampling, the researcher purposefully chooses the elements that are deemed necessary to include in the sample, based on specific characteristics.

For the purpose of this research, those specific elements and characteristics surround the concept of workplace innovation and the role it plays on employee productivity.

Sample Size:

The sample size chosen for this research will be four (n=3).

With regard to this study, the chosen sample size will ensure high quality, relevant data collection.

In terms of chosen recruitment method, the researcher will identify eight potential advertising agencies within the Durban area and proceed to make contact telephonically and explain details pertaining to this research. From there, the researcher will proceed with correspondence with willing participants via email and outline in more detail, what is required.

Data Collection Method:

In order to accurately explore, understand and describe the phenomenon of workplace innovation and its role in employee productivity, this research will make use of interviews, and more specifically, semi structured interviews.

According to du Plooy-Cilliers et al. (2014), if conducted correctly, interviews prove to be a valuable source of information and allow the researcher to interpret and understand the meaning behind participants' answers to specific questions.

The particular method of semi structured interviews has been chosen due to its ability to provide reliable, comparable qualitative data. This method provides the researcher with the ability to prepare a line of inquiry before the interview, while still allowing for additional probing and classification from set open-ended questions.

Additionally, respondents are given a lot of freedom when answering questions while still ensuring that predetermined questions are answered. This will allow the researcher to accurately explore the main themes identified and gain an unbiased and deeper understanding into the phenomenon from the perceptions of respondents.

During the semi-structured interview, the researcher will remain attentive to the responses of participants so as to identify new emerging lines of inquiry that may be directly related to the phenomenon in question, namely, workplace innovation and the role it plays on the respondents productivity within their current working environment.

Although the highlighted benefits of semi-structured interviews along with open ended, semi structured questions prove to be rewarding, Creswell et al. (2016) points out that it is easy to get side-tracked by aspects that are not related to the study at hand.

Due to the current Covid-19 pandemic, it would not be responsible for the researcher to conduct interviews in person. the researcher therefore intends to make use of an

electronic platform in order to conduct interviews. The interviews conducted via any particular video conference platform will not exceed a time limit of sixty minutes. Additionally, the researcher, with permission from the respondents, will audio record the interview in order to build a transcript at a later stage.

Data Analysis:

According to Creswell, et al (2016), qualitative data analysis is a process uses to analyse data as well as provide a level of understanding, explanation and interpretation.

There are various types of data analysis, however for the purpose of this research, Thematic analysis will be used.

Once data collection is complete through the use of semi-structured interviews and open-ended questions, the data will be reduced by means of inductive coding. The reduction of data by these means will allow the researcher to identify dominant trends and patterns which will in turn further identify themes. The themes identified will be analysed with respect to the the theory presented in the theoretical foundation as well as the theory identified in the literature review.

According to Nowell, Norris, White, and Moules (2017), thematic analysis is a qualitative research method that can be widely used across a rage of epistemologies and research questions. In essence, it is a method used for identifying, analysing, describing and reporting themes found within data collected (Nowell, et al., 2017).

Furthermore, Nowell et al. (2017) states that a rigorous thematic analysis aids in the discovery of themes embedded within interviews. For the purpose of this research thematic analysis may prove to be highly beneficial in identifying those themes highlighted in the literature review, within the data collected from the semi structured interviews to be conducted.

Thematic analysis hosts a number of advantages. According to Nowell et al. (2017), thematic analysis is highly flexible in nature and can be modified for the various need of differing studies, thus providing a rich and detailed account of data collected. Additionally,

Nowell et al. (2017) argue that thematic analysis is useful in examining various perspectives of participants, placing emphasis on similarities and differences.

Such advantages may prove to be highly beneficial for the current study which focusses on various complex constructs and concepts surrounding workplace innovation, where similarities and differences may not be immediately identified.

there does however exist some disadvantages to thematic analysis. One such disadvantage according to Nowell et al. (2017) is that while thematic analysis is flexible, this flexibility may lead to inconsistencies and result in a lack of coherence when identifying themes from the data collected. In this respect, the researcher should play close attention so as to avoid a lack of coherence, especially because of the complex nature of the themes being studied.

Trustworthiness:

Credibility:

Nowell et al. (2017) states that credibility addresses the fit between the views of respondents and the way in which the researcher represents them in the research findings.

In order to increase the credibility of the research findings, the researcher may consider prolonged engagement with respondents in order to understand them and their experiences better. The researcher may also apply peer debriefing to gain an external opinion regarding the research process.

Transferability:

Nowell et al. (2017) states that transferability refers to the degree to which the research findings can be generalised or applied to similar situations.

Given the extent to which workplace innovation has already been researched and common themes have emerged, adding to the body of knowledge may prove to be

naturally transferable, however with the focus of this research being on the advertising industry, practical application to other industries may not be accurate.

The researcher may however improve the degree of transferability through means of providing more detailed descriptions of all accounts throughout the research.

Dependability:

Creswell et al. (2016) describes dependability as the stability of the findings over time.

In order to achieve dependability, the researcher can ensure that the research process is logical, traceable, and clearly documented (Nowell, et al., 2017).

Confirmability:

Nowell et al. (2017) states that confirmability is concerned with ensuring that the researcher's interpretations and findings are clearly derived from data.

Confirmability is established when credibility, transferability, and dependability are all achieved (Nowell, et al., 2017). The researcher will aim to fulfil the requirements of credibility, transferability, and dependability in order for confirmability to be accurate.

Anticipated Contribution

The most important contribution that this research makes is providing industries and more specifically, the advertising industry with a deeper understanding into the importance of adapting to the ever-changing work environment. As the world continues to evolve so should organisations. Money is becoming less of a motivating factor for the current workforce, especially as the millennial generation begins to enter the working class.

The advertising industry was specifically chosen because it represents trends in common social life, how products and services are advertised depends on societal culture that

surrounds the industry. It is therefore up to the industry itself to apply new and innovative ways of increasing its productivity much the same way it applies innovation to the way they grab the attention of society.

This research therefore aims to contribute to the alignment of a healthy, innovative workplace for employees while simultaneously striving towards increased profitability and overall performance of the organisation and thus adding to the existing body of knowledge available on this topic.

Ethical Consideration:

Informed consent:

According to du Plooy-Cilliers et al. (2014), informed consent is concerned with the fact that participants are aware that they are taking part in a research study and that they understand what is required of them.

The participation in this research is voluntary, participants therefore have the right to withdraw at any stage during the interview process for any reason. Consent to be interviewed as well as recorded is mandatory for the researcher to begin any interviews. Participants may also have an expectation that they will, in no way be coerced into participating.

Avoiding Harm:

Participants can expect that they will in no way be harmed, either physically or emotionally. The researcher will be specifically sensitive and avoid, to the highest extent, creating any situation where a participant's future work prospects may be harmed.

Confidentiality:

Participants can expect their identities, as well as their information, to remain confidential at all times.

According to du Plooy-Cilliers et al. (2014), when assuring confidentiality, information of respondents will only be known to the researcher and his or her supervisor. All information shared after data collection will be provided in a group context.

Bias:

According to du Plooy-Cilliers et al. (2014), bias can be subtle, in a way that the researcher themselves is not aware of it.

In order to avoid research bias, the researcher's supervisor will help ensure that there is no bias demonstrated by the researcher. All data collected will be recorded as well as transcribed accurately.

Limitations

Du Plooy-Cilliers et al, (2014) describes limitations as constraints or limits in a research study that is out of the control of the research. Such limitations include time, financial resources, and access to information.

One such major limitation that this research may face is that of accessibility, specifically the access that the researcher has to his/her participants. This is due to the global pandemic known as COVID-19. Due to the restrictions imposed in South Africa to minimise the effects of a rapidly spreading virus, face-to-face interviews may not be possible. The researcher will resort to electronical mean to conduct interviews.

Another limitation presented in this research is that of time. Given that the research is being conducted in relatively short period of time, over ten months, on a part-time basis, this may impact the level of potential the research may otherwise present.

The sample size may also prove to be a contributing limitation. In order to accurately conclude the findings of this research, a larger sample size would be ideal. This may also contribute to the use of probability sample instead of non-probability sample which would allow for the research to be better generalised.

The researcher is also limited in geographical location, namely Durban. This drastically reduces the ability to access a diverse sample. Additionally, the chosen industry of study, namely, the advertising industry further reduces the ability to obtain a diverse sample, especially when paired with the limited geographical location.

The chosen industry furthermore does not allow for the research to be accurately generalised as it has a strict focus on advertising.

Findings and interpretation of findings

The following findings and interpretation of findings was conducted by mean of thematic analysis coding. The data collected from participants through the use of semi-structured interviews and open-ended questions was reduced by means inductive coding and thus the identification of dominant trends and patterns that reveal certain themes. The themes identified represent a close relevance towards the fifth element theory, the primary research question as well as the themes identified in the literature review.

Participants

Participant 1:

A creative director employed at a company in Durban that is involved in a sub-segment of advertising which focuses on retail marketing and advertising. Participant 1 has more than twenty years of experience within the advertising industry.

Participant 2:

A co-owner and marketing strategist for an advertising agency in Durban. Participant 2 has thirteen years of experience withing the advertising industry.

Participant 3:

A founder, owner, and CEO of a group of companies that operate within the advertising industry in Durban. Participant 2 has thirteen years of experience in the advertising industry

Themes

Innovation Practices

The first theme identified through the thematic analysis is that of innovation practices. The practice of innovation within the working environment and specifically in the advertising

industry appeared to be profound and relates closely to the fifth element theory as well as various themes identified in the review of previous literature. In attempting to identify the affect of workplace innovation on the productivity of employees, it is important to also identify the extent to which innovation is utilised within the organisations researched.

Participant 1: “Um yeah so we definitely um consider ourselves to be innovative and we ahh try and direct them, the team leaders and those who are leading up um departments to be as innovative as possible”.

Participant 1: “Um we provide um the tools and the ability for them to actually be creative and innovate on certain projects on sort of cutting-edge”.

Participant 1: “They would have to um sort of liaise or collaborate with other departments so that they can ah get a project done”.

Participant 2: “uh the first part definitely, we always looking to try innovate”.

Participant 2: “um but ja they all they they absolutely have the uhh the the the right and the and are encouraged to innovate”.

Participant 2: “innovation in those spaces has allowed for collaboration to happen a lot faster and a lot more fluidly”.

Participant 3: “it’s just it’s the way you do things around here, it needs to be innovative”.

Participant 3: “So we’ve given him the power to to just do it you know we don’t check in on everyone so essentially our management has the autonomy to innovate and to make decisions and that allows them just to do that”.

Participant 1 expresses the need for innovation within the organisation as well as the importance of providing employees with the freedom, tools and motivation to be creative and innovate. Participant 1 also highlights the need for collaboration in order to produce work both within the time constraints and at a creative, innovative level.

Participant 2 expresses similar viewpoints to participant 1 in acknowledging the need to innovate as well as giving employees the freedom and encouragement to innovate.

Additionally, participant 2 also highlights how innovation within the organisation has allowed for better collaboration between employees.

Similarly, participant 3 expresses the need for innovation within the organisation. Participant 3 also highlights a strategy of giving employees the power and autonomy to do what needs to be done in pursuit of innovation.

Interestingly, the findings contradict the problem statement in that Totterdill (2015) highlights a vast body of evidence in favour of workplace innovation, however, it is equally clear that organisations are either not aware of its impact or that they are unable or unwilling to act on it.

All three participants express the profound awareness of the importance of workplace innovation and are actively acting on it.

The findings do however support the basis of the fifth element theory whereby Totterdill (2015) explains the combination of consistent internal policies and practices with different forms of representative and direct participation so as to achieve superior outcomes for organisations and their employees.

Additionally, the findings support the first element in the theoretical foundation, namely job design and work organisation. Totterdill (2015) explains the value of having an employee that takes initiative and has the ability to work without close supervision from a manager. A workplace that helps to develop and deploy employee competencies and creative potential starts with job design (Totterdill, 2015).

The findings also support the theme of employee empowerment, engagement and collaboration within the review of previous literature whereby Chen, Sharma, Edinger, Shapiro and Farh (2011, cited in Kundu, Kumar and Gahlawat ,2019) state that employees have an increased potential to reach higher levels of productivity when they have an improved sense of control and empowerment over their jobs.

A Culture of Innovation:

The second theme identified through thematic analysis is that of a culture of innovation. This theme provides a close link to theory identified in previous literature and expresses

the importance of creating a culture that supports innovation, creative thinking, structures, policies, and procedures.

Participant 1: “Ja, so I think if we said it was serious fun, the workplace sort of environment is somewhere where uh um ah designers um are given space to work on projects um they given the timelines to work on it so they have to work on it both creatively and within a timeframe”.

Participant 1: “the culture as I understood it was more like a workplace environment, but I know it’s bigger than that. So, we’ve got a relaxed workplace environment but we we probably fit more into the clan mentality”.

Participant 1: “there is a personality type that definitely fits into finding a trade, finding a calling and honing a skill on that”.

Participant 2: “especially with creative and intellectually driven ah um professions like money isn’t going to incentivise people to do better work past a certain point right there’s like a decreasing kinda gain from it um so so innovation as it links to kinda a sense of purpose or a sense of accomplishment its absolutely important”.

Participant 2: “it’s so important is because it doesn’t just affect the one person right because people don’t work in isolation they work as nodes within an organisation and those connections that they have are one to one and one to many and they slot into different roles depending on what they are working on and who they are working with or how their kinda mood or input affects other people so it ends up being not just like like if you can innovate something right”.

Participant 2: “let’s say just to make it simple you create some sort of innovation that lifts everyone’s work productivity by like five percent you know that incremental improvement is not just going to raise your company’s productivity by five per cent, its going to have a compound effect because that five percent more there plus that five per cent more there is not like five plus five it’s more like five times five you know so your whole business goes up like a level like an order of magnitude”.

Participant 3: “Ja so whenever anyone steps in the door just I mean, I’m sitting in the boardroom now I’m just ah, you see them walk in the door and they go wow, this is such an awesome office and that’s what you want, the strategy, you want people to, you want to create an environment that umm that people know what is expected and people”.

Participant 3: “So um, the thinking is that it actually, you want to attract the best talent in Durban into our office”.

Participant 1 expresses a culture closely linked to creativity, suggesting that there is a need to work hard but also in an environment that is fun for employees. The understanding is that this culture encourages and motivates creative thinking towards innovative outcomes. Participant 1 also suggests that the environment the organisation has created is closely linked to attracting the type of employees that are looking to build a career in that industry and are thus more inclined to be productive in their own capacity.

The response from participant 2 expresses similar views to participant 1 in that the culture created at the organisation aims to attract those employees that are more creatively driven, highlighting the importance of creating a sense of purpose or accomplishment. Participant 2 also speaks of the connections employees make and are able to make due to the culture of the organisation. Additionally, participant 2 reflects on the compounding effects that workplace innovation has on employee productivity, citing the culture of innovation.

Similarly to participant 1 and 2, participant 3 shows a profound belief that the culture at the organisation is aimed at attracting the right talent into the organisation. This suggests that those who are attracted by the culture are more inclined to build a career and are naturally productive within their own capacity. Participant 3 highlights that the culture created at the organisation is a strategy to help further create an environment where employees know what is expected of them and are driven and encouraged to be more creative.

The findings support the theory found in the fifth element concept whereby Totterdill (2015) explains that workplace partnerships are emerging as an important driver and resource for innovation within organisations. Tooterdill (2015) further explains that when

partnership arrangements compliment workplace practices described in the previous three elements, it leads to improved information sharing, greater levels of trust, reduced resistance to change, and improved performance.

Additionally, the findings support theory found in previous literature whereby Anon (2019) states that the culture and atmosphere of an organisation can greatly affect the level of innovation it produces. Anon (2019) further explains that in terms of a culture of innovation, organisations must be open to new ideas and perspectives. A workplace that accepts creativity ultimately leads to increased levels of motivation and innovation amongst its employees (Anon, 2019).

Innovating systems and processes:

The data collected from participants showed that they are in a constant state of change and are forced to innovate systems and processes regularly. The companies also displayed an ability to innovate at both a product and process level, despite the current Covid-19 pandemic.

Participant 1: “Yeah it’s definitely a combination of both so um we’ve spent a lot of time as I’ve said before with our software platform which is our communication hub which sends out the instructions. It manages the tasking of each person. So, um that is the process innovation. The product innovation is just a natural part of us doing business on pitches, we’re working with blue chip clients that are already innovating so they are looking for innovation from us all the time”.

Participant 2: Hmm okay so then tackling that in two parts product innovation hundred percent, as you pointed out its basically baked into the industry you can’t really, even if you just get good at one thing you’ve got to be able to show progression otherwise people get bored you know and you you kind of get left behind”.

Participant 2: “Um and then in process innovation ja absolutely same thing right, you kinda want to go okay how can I improve the ratio between input and output”.

Participant 3: “he’s implemented you know um some really you know progressive process changes which I would consider innovation, you know moving everything into the cloud,

getting everyone to work remotely those, you know I know it's a bit of eruption but it is innovation".

Participant 3: "You have to, I don't think I don't think you'd be alive if you didn't innovate and change because everything is changing so quickly".

As identified in the literature review, Lichtenthaler (2016) explains that changes in an organisations environment such as new trends and customer needs, encourage organisations to re-look at their systems and processes resulting in system and process innovation.

Additionally, Torres and Augusto (2019) found that in the presence of both organisational innovation and product innovation, organisations saw high levels of performance.

Conclusion

The primary research question was “does workplace innovation affect the overall productivity of employees in the advertising industry?” the findings from participants indicated a profound impact of workplace innovation and its effect on workplace innovation. There was however an indication that workplace innovation plays an equally important role in attracting the right type of employees who are naturally inclined to be productive to begin with.

Two out of the three participants strongly agreed that workplace innovation positively affects the overall productivity of employees. The third participant however, expressed that he/she was not convinced that it had a profound impact on lower level employees but rather contributed significantly to senior or management level employees.

The response from participants to sub question 1 namely, “to what extent does workplace innovation encourage employee engagement” showed that all three agreed that workplace innovation plays a major role in encouraging employee engagement.

Participants cited the implementation of innovative systems and processes that contributed to increased levels of communication thus allowing for employees to engage with each other at different levels.

The response from participants to sub question two namely “what role does workplace innovation play in creating a culture of innovation” showed that creating a culture aimed at innovation was a core focus at all the organisations.

Participants cited the need to attract talented and committed employees as the basis of their culture as well as expressing the profound need to achieve innovation through the culture that they create.

The response to sub question three namely “does workplace innovation create enabling organisational structures and systems?” showed that participants acknowledged the need to constantly adapt and change especially within the fast-paced advertising industry.

Participants cited various systems put in place to adapt to the current Covid pandemic as well as the need to do so despite the pandemic. Two of the three participants highlighted

that their customers being blue chip clients requires them to constantly innovate to keep up with demand.

Future Practices

The research has revealed the need for workplace innovation amongst the advertising industry in Durban. The information gathered can aid current organisations in the industry by providing them with an in depth look at what is expected of them in terms of innovation and building or maintaining a competitive advantage. It is clear from the findings that the advertising industry in Durban is extremely competitive. The findings of this research may also aid those organisations looking to enter the industry, highlighting a major barrier to entry as the need to incorporate profound workplace innovation. Additionally, the findings may further highlight the need for workplace innovation amongst those organisations that do not accept or implement those practices.

Evaluation of Success and Heuristic Value

The research is deemed to be successful as it was able to answer all research questions relating to the role of workplace innovation on employee productivity. The research provided a more holistic view and understanding into the role that workplace innovation plays on the productivity of employees. The insight gained from the research can be successfully used to aid current advertising organisations as well as those looking to enter the industry in creating or maintaining a strong competitive advantage through innovation.

Ethical Implications

The researcher ensured that all participants received, agreed to, and provided signed consent to take part in this project. The researcher further ensured that all participants were aware of and understood that all their names and the names of their companies remained strictly confidential. The participants were also provided with an explanation of what the research entailed and were given access to the research questions prior to the interview so as to avoid any form of deception as well as provide full transparency.

In obtaining gatekeepers letters, the company itself was made aware of the research being conducted on them as well as their employees and upon the condition of confidentiality, all parties agreed to participate.

In providing full transparency to both the company as and employees, the researcher was able to avoid harm in the respect of avoiding any situation where participants' future work prospects were not impacted on.

Limitations

This research study found a major limitation being access to participants. This was due to the Covid-19 pandemic. The researcher found difficulty in getting access to participants through email and other electronic sources. Additionally, the process of arranging video calls as well as recording them for transcription purposes proved to be unreliable at times.

Having also been limited to geographical location, the researcher would have found great value in comparing the findings, specifically in terms of culture within the organisations. This may have varied based on the location of other advertising organisations such as Cape Town, Pretoria, and Johannesburg.

Finally, due to the industry of choice, the findings of this research are limited to the advertising industry and may not be accurately generalised to other industries. This is an unfortunate limitation as the advertising industry is already considered to be naturally innovative, generalising the findings to those industries where innovation is not as prevalent would provide great value.

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Annexures:

Annexure A: Informed Consent



Consent form for participants

I, _____, agree to participate in the research conducted by Bradley James Dyll about the role that workplace innovation plays on employee productivity.

Workplace innovation defined:

There is currently no universal definition of workplace innovation. However, there are common concepts and ideas that make up workplace innovation.

This research has identified some common themes from these concepts and ideas and will make use of them to explore the role that workplace innovation plays on employee productivity.

Themes of workplace innovation and the focus of this research:

- Employee empowerment, engagement, and collaboration
- Creating a culture of innovation
- Innovation that affects organisational performance
- Innovating systems, processes, and structures

This research has been explained to me and I understand what participation in this research will involve. I understand that:

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Annexure B: Audio Consent



Consent form for participants

I, _____, agree to allow Bradley James Dyall to audio record my interviews as part of the research about the role that workplace innovation plays on employee productivity.

Workplace innovation defined:

There is currently no universal definition of workplace innovation. However, there are common concepts and ideas that make up workplace innovation.

This research has identified some common themes from these concepts and ideas and will make use of them to explore the role that workplace innovation plays on employee productivity.

Themes of workplace innovation and the focus of this research:

- Employee empowerment, engagement, and collaboration
- Creating a culture of innovation
- Innovation that affects organisational performance
- Innovating systems, processes, and structures

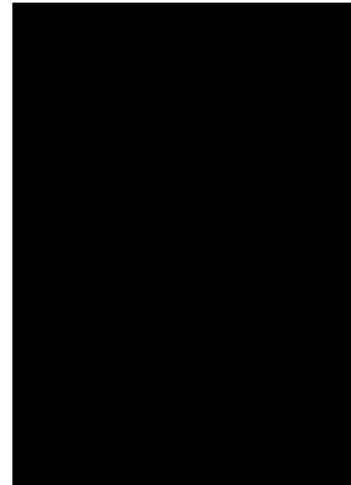
This research has been explained to me and I understand what participation in this research will involve. I understand that:

- My confidentiality will be ensured. My name and personal details will be kept private.
- The recordings will be stored in a password-protected file on the researcher's computer.
- Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

Annexure C: Gatekeepers Letter Participant 1



To whom it may concern,
This letter serves to confirm that [REDACTED] agrees to share information with Bradley Dyll for use in his honours research project. We understand that all information will remain confidential and on this basis agree to participate.

Regards



Annexure D: Gatekeepers Letter Participant 2



Date : 13/08/2020

To whom it may concern,

This letter serves to confirm that [REDACTED] agrees to share information with Bradley Dyll for the use in his honours research Project.

We understand that all information will remain confidential and, on this basis, agree to participate.

Regards



Owner

Annexure E Gatekeepers Letter Participant 3

Date: 14/08/2020

To whom it may concern,

This letter serves to confirm that [REDACTED] agrees to share information with Bradley Dyall for the use in his honours research Project. We understand that all information will remain confidential and, on this basis, agree to participate.

Regards

[REDACTED]
[REDACTED]

[REDACTED]

Annexure F: Ethical Clearance



20 July 2020

Student name: Bradley Dyal

Student number: 14011239

Campus: Varsity College Durban North

Re: Approval of HBCM Proposal and Ethics Clearance

HONOURS ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) will need to obtain Gatekeeper permission letter/s and have handed this to the supervisor for verifying.
3. The researcher(s) may only use the data collected for research purposes and in no other way.
4. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
5. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
6. No names or identifying information of participants may be used within the research and the research must be voluntary.
7. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Annexure G: Originality Report



RESM8419P_2020_HBC1P_VCDN1 - RESM8419P_VCDN1

Safe Assign Plagiarism Practice

Bradley Dyall

on Sun, Aug 23 2020, 6:50 PM

89% highest match

Submission ID: 5e40a385-d8e9-4682-b33f-12b32a218443

Attachments (1)

Bradley Dyall 14011239 Research Report Final .pdf 89%

Word Count: 10,758

Attachment ID: 3300883148

Bradley Dyall 14011239 Research Report Final .pdf

1

**1 THE ROLE OF WORKPLACE INNOVATION ON EMPLOYEE PRODUCTIVITY WITHIN THE
ADVERTISING INDUSTRY IN KWAZULU-NATAL.**

1 BRADLEY JAMES DYALL

14011239

Supervisor: Kogi Moodley

Research Methodology

RESM8419p

BCom Honours in Management

Annexure H: Final Research Report Summary

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To gain a deeper understanding into the role that workplace innovation plays on employee productivity within the advertising industry in KwaZulu-Natal.	Does workplace innovation affect the overall productivity of employees in the advertising industry.	To provide the advertising industry with the necessary insight into how they can create a more innovative workplace for employees and ultimately improve productivity.	Peter Totterdill Rosemary Exton Michael Porter Frank Pot Steven Dhondt	Theme 1: Employee empowerment, engagement, and collaboration Theme 2: Creating a culture of innovation Theme 3: Innovation that affects organizational performance Theme 4: Innovating systems, processes, and structures	Paradigm Interpretivism Epistemology: Gain a deeper understanding into workplace innovation Ontology: A social construction based on peoples perceptions Axiology: The research must be subjective and open to interpretation	Qualitative	Semi-structured interviews	What type of ethical challenges did you face in conducting the research? How did you address these?	Need for workplace innovation acknowledged and practiced. Workplace innovation has a strong positive effect on employee productivity	In order for organisations in the advertising industry to build a profound competitive advantage and ensure long-term sustainability, workplace innovation should be a top priority. This can similarly be applied to new organisations looking to enter the industry.
						Population				
						Population Parameters: People who are employed in the advertising industry	Open-ended questions			
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
Competitive advantage more important now than ever, however, organisations continue to disregard workplace innovations	To what extent does workplace innovation encourage employee engagement? What role does workplace innovation play in creating a culture of innovation? Does workplace innovation create enabling organizational structures and systems?	Workplace innovation Employee Productivity Organisational Performance Creative Climate Advertising Industry	Workplace Innovation: The Fifth Element theory by Peter Totterdill			Non-probability sampling Purposive N=3	Unit of Analysis Must be employed in the advertising industry Data Analysis Method(s) Thematic Analysis	Accessibility Covid-19 Time Sample Size Geographical Location Single Industry	Can aid new and existing organisations in the industry by providing them with an in depth look at what is expected of them in terms of innovation and building and maintaining a competitive advantage	