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Corporate Entrepreneurship and Its Role in Driving Service Innovation in Uab Šiaulių Bankas

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Abstract: This study analyzes corporate entrepreneurship as a driver of service innovation at UAB Šiaulių Bankas, assessing the impact of leadership, organizational culture and participation of employees on respective decisions. Here we use a mixed methods approach, including expert interviews and surveys from 100 employees. The results show that 75% of respondents think leadership is "significant" or "very significant" to achieving innovation, with effective leadership encouraging risk taking, collaboration, and a shared vision. Employee involvement was found to be a key driver, with 65% of people rating management effectiveness as "effective" or "very effective" and 40% saying that revenue growth was the most important metric to evaluate innovation success. The results also reinforce the notion that external influences in the shape of regulatory guidelines, market trends serve both as an enabler and impediment to the process of inducing innovation. Besides this, if employee perspectives and practical knowledge are seen as essential for speeding up the innovation process, 70% of interviewees stated that they are "often" or "very often" involved in the innovation process. These successes also come coupled with challenges, as infrequent strategy reviews, 40% of them take place on an annual basis, could hinder their agility in today's fast-paced, ever-changing market. The researchers assert that cultivating ingenuity with the embracement of ingenuity at leadership level, increased review cycles, and harnessing employee inputs could assist in sustaining innovation. Such knowledge serves as a basis for how UAB Šiaulių Bankas can remain competitive and deliver outstanding service using corporate entrepreneurship.

Keywords *Corporate Entrepreneurship; Service Innovation; Leadership in Innovation; Employee Involvement; Organizational Culture*.

1. Introduction

In today's fast-changing business world, companies must constantly adapt and innovate to stay competitive. This is especially true in the financial sector, where customer needs, technology, and regulations are always evolving. Failing to focus on innovation could lead to companies losing customers, falling behind competitors, or struggling to survive. Therefore, finding ways to improve services and meet new challenges is crucial. One-way companies achieve this is through corporate entrepreneurship, which helps them create new ideas and make improvements from within. Corporate entrepreneurship, or intrapreneurship, is about encouraging employees to think creatively and take risks to develop new ideas. In the financial sector, like in UAB Šiaulių Bankas, corporate entrepreneurship plays a key role in improving services to meet the needs of modern customers. For example, banks need to create digital solutions, such as mobile banking or personalized customer support, to stay relevant in today's market. According to Urbano et al. (2022), corporate entrepreneurship is important for helping businesses respond to changes, prepare for future trends, and stay ahead of the competition. In addition, corporate entrepreneurship in financial services faces unique challenges. Strict regulations, the rapid development of financial technology, and the need to maintain trust with customers require innovative but careful approaches. By encouraging innovation through cross-functional teamwork, companies can discover better ways to serve customers while staying compliant with industry rules (Morris, Kuratko, & Covin, 2011). This study focuses on how corporate entrepreneurship drives service innovation in UAB Šiaulių Bankas, helping it to improve customer experiences and maintain a strong position in the market.

The Importance of Corporate Entrepreneurship in Service Innovation Corporate Entrepreneurship as Catalyst for Service Innovation Dembele and Saddiq (2025) show that corporate entrepreneurship contributes to service innovativeness through fostering proactive behaviours of staff and promoting idea generation, which contributes to better service delivery. The results highlight that firms which share an entrepreneurial mindset by

having the organizational structures in place, are in a better position to react to a changing market and address the needs of customers. Equally, Farzpourmachiani et al. Lastra (2025) emphasize that the protection of intellectual property rights (IPR) supports corporate entrepreneurship through the incentivization of R&D and service innovation. They contend that organizations that tap into entrepreneurial behaviours operating within regulated environments are more apt to catalyze new services that improve customer satisfaction and competitive offerings. This highlights how corporate entrepreneurship, and institutional frameworks work symbiotically to drive new solutions.

Balla (2024): The role of sustainability-oriented entrepreneurship in service innovation. Their study shows that organizations that embrace green entrepreneurial strategies reach service differentiation through the incorporation of eco-friendly actions into their processes. This bodes well for your market position, and it is anyway also making sense to align corporate goals with wider society's values. A different study, conducted by Nazari et al. (2024) investigates how SBMIs are generated via corporate entrepreneurship. They discovered that businesses that promote intrapreneurship and cross-departmental collaboration generate innovative service models, driving environmental sustainability alongside financial performance. Finally, Xu (2024) provides a study of the convergence of management science and engineering to enable service innovation in corporate entrepreneurship. Their findings show that adoption of technology and data driven decision making improves service delivery, and they are aligned with long-term strategic goals. These may be related, but together they contribute to an understanding of the substance of innovation, pointing to the need for technical knowledge, as well as entrepreneurial mindset, to effectively achieve purposeful innovation.

The aim of this thesis is to analyze the role of corporate entrepreneurship in driving service innovation in UAB Šiaulių Bankas. The objective of this study includes (1) To examine how corporate entrepreneurship contributes to the development of new or improved services in UAB Šiaulių Bankas. (2) To identify the key challenges the bank faces in fostering corporate entrepreneurship. (3) To explore the strategies used by UAB Šiaulių Bankas to promote corporate entrepreneurship and encourage innovation. (4) To evaluate the impact of corporate entrepreneurship on the bank's competitive position in the financial sector.

2. METHODOLOGY

In this study on innovation and organizational processes, we employed a mixed methods approach that integrates both qualitative and quantitative methods to gain a comprehensive understanding of the topic. The chosen methods align with the objectives of analysing innovation practices, organizational culture, and leadership support within different organizations.

2.1 Research Design and Approach

The mixed-methods research approach used in this study provides insight into the role of corporate entrepreneurship in promoting service innovation in UAB Šiaulių Bank. A qualitative part consisted of semi-structured interviews with five experts, whereas quantitative data was collected through a structured survey sent to employees of different organizations. This mixed-methods approach provided a holistic view of innovation-related practices by combining the richness of qualitative insights with quantitatively significant patterns. This triangulation strengthened the study's validity and reliability by establishing patterns across both features of data.

2.2 Data Collection Methods

Interviews: We used purposive sampling to identify five experts in innovation management and leadership roles. Their years of experience, industry reputation and roles in corporate entrepreneurism and building innovation cultures in their companies all factored into our selection criteria. Interviews were conducted remotely and recorded for transcription. The interviews followed a semi structured format to allow for flexibility while still maintaining focus on essential topics, including the main factors enabling organizational innovation, the role of leadership, and challenges around technology integration.

Survey: Quantitative data was gathered on organizational innovation practices through a structured survey issued to employees in diverse organizations. The survey included demographic questions and items on Likert scales and multiple-choice questions to measure variables of interest including innovation capacity, leadership support and employee involvement. Paniotto's formula was used to obtain appropriate sampling based on objective data, resulting in 100 valid responses. This allowed the sample to be representative of the population of interest and reduced sampling bias.

2.3 Data Analysis

Qualitative Analysis: Thematic analysis was used to analyze the interview transcripts, focusing on themes commonly related challenges to innovation, leadership roles and opportunities for service innovation. Thematic coding and organization were done systematically to add contextual elite segments to the quantitative findings. This qualitative analysis further enhanced the study by presenting diverse perspectives from industry professionals.

Quantitative Analysis: Statistical analysis was performed on survey data that had gone through a cleaning and organizing process. Trends and relationships between variables (leadership support, employee involvement, innovation capacity) were identified through descriptive statistics (having run frequency distributions and percentage calculations). Patterns were visualized through charts and graphs, where results were displayed in table. This triangulation of qualitative and quantitative findings enabled data to be interpreted in a comprehensive manner, allowing for consistency and reliability.

2.4 Participants and Sampling Strategy Participants and Sampling Strategy

Expert Selection: The five experts interviewed were selected for their expertise in corporate entrepreneurship, service innovation, or the financial sector. Selection criteria included a demonstrated background in managerial roles, contributions to innovation projects, and relevant publications. The experts came from banking, venture capital, entrepreneurship think-tanks, and academia lending to the credibility and relevance of the insights to the subject of the research.

Survey Participants: The survey was embraced by a wide range of

employee demographics from different organizations to spread out the perspectives on innovation in an organization. We used the Paniotto formula to calculate an adequate sample size, which would bring statistical significance. An online distribution in which anonymity was ensured, and access was open yielded a sample of 100 responses.

3. THE RESEARCH RESULTS

3.1 Analysis of expert's interviews results

Table 1*: Categories and Subcategories of Factors Impacting Organizational Innovation.*

Category	Subcategory	Expert Reference
Organizational Culture	Risk-taking and creativity	Expert 1
	Learning from failure	Expert 1
Leadership	Visionary leadership	Expert 2
	Inspiring innovation	Expert 2
Resources	Financial investment	Expert 3
	Skilled personnel	Expert 3
External Market Conditions	Awareness of market trends	Expert 4
	Competitive pressure	Expert 4
Institutional Support	Supportive policies and incentives	Expert 5
	Regulatory environment	Expert 5

The five key aspects of organizational innovation that can be drawn from Table 1 with a direct effect on UAB Šiaulių Bankas's innovation are: organization culture, leadership and resources, external market conditions, as well as institutional support. Cultivating an organizational culture, which values risk-taking, and a creative mindset is paramount to success in engendering innovation through experiment and data from failure. Another key driver is leadership, especially visionary and inspirational leaders who define the innovation agenda and encourage employees to think outside the box. Similarly, the availability of resources, investment and skilled people — also contributes to the possibility of innovation. Factors in the external market, such as awareness of market trends and competitive pressures, are additional catalysts that drive organizations to change and innovate. Unsurprisingly, institutional support in the form of conducive policies and regulations is equally necessary to foster service innovation. Similarly, our results are in line with the work of Orero-Blat et al. (2025) note that a blend of internal and external enablers like leadership, culture, and institutional support are critical to innovation within organizations.

Table 2: *Summary of Expert Insights on the Influence of Institutional Norms and Regulations on Innovation.*

Category	Subcategory	Expert Insight
Supportive Regulations	Tax incentives for R&D	Tax incentives and supportive regulations encourage investment in innovation and R&D.
	Government subsidies	Government support can help reduce financial risks associated with innovation.
Rigid Regulations	Bureaucratic hurdles	Strict regulations with complex procedures can slow down innovation by increasing the time and effort needed.
	Fear of non-compliance	Stringent regulations may deter companies from pursuing risky innovations due to fear of penalties.
Innovation Culture	Transparency and collaboration	Norms that promote transparency and collaboration between businesses and regulatory bodies enhance innovation.
	Flexibility in experimentation	Organizations with flexible norms have more freedom to experiment and innovate.

Category	Subcategory	Expert Insight
Environmental Regulations	Sustainability-driven innovation	Environmental regulations can push organizations to develop sustainable and eco-friendly technologies.
	Risk of over-regulation	Overly restrictive environmental rules might discourage high-risk innovation.
Institutional Support	Strategic alignment	Organizations align their strategies with strong institutional support for innovation to gain competitive advantages.
	Access to resources and networks	Institutional support may provide access to external resources and networks, helping companies innovate more effectively.
Public-Private Partnerships	Collaboration between sectors	Encouraging partnerships between public and private sectors can help leverage external expertise for innovation.
	Resource sharing	Partnerships help share resources, making it easier for companies to take innovative risks.
Compliance Costs	Financial burden	High compliance costs can divert resources away from creative activities, reducing innovation efforts.
	Resource allocation	Excessive compliance costs may prevent organizations from allocating enough resources to innovation.

The findings presented in Table 2 suggests that because regulated institutional norms and regulations can have both supportive and restrictive influences, Zhang et al. Policies such as tax breaks and subsidies will reduce the financial risk of R&D, thereby encouraging more R&D. But overly rigid regulations, including heavy administrative burdens and compliance risks, can inhibit innovation by disincentivizing experimentation, due to added cost and fear of penalty. Further, positive norms such as transparency, collaboration, and flexibility enhance innovation through enabling organizations to experiment and constructively engage with regulatory bodies. While sustainability requirements can motivate environmentally friendly innovation, the presence of informal environmental regulations can also deter institutions from high-risk investments if they find such regulations to be excessive. While the latter lays out the co-resource-dependent foundational layers for innovations to flourish, the former provides the critical enablers of innovation in the forms of access to crucial resources, networks, and public-private partnerships, where the corresponding high compliance costs divert core resources that would otherwise have been necessary for creative efforts. These findings align with those of Hall and Lerner (2010) in describing the need for well-designed and balanced regulatory frameworks that promote innovation without creating overbearing financial or operational costs.

Table 3: *Summary of Expert Insights on the Role of Technology in Organizational Change and Innovation.*

Category	Subcategory	Expert Insight
Enabling New Business Models	Automation of routine tasks	Technologies like AI and cloud computing automate tasks, enabling organizations to streamline operations and innovate more effectively.
	Decision-making enhancement	Technology helps improve decision-making by providing real-time data and predictive analytics.
Facilitating Collaboration	Cross-department and geographical collaboration	Technology enables better communication and collaboration across different teams and locations, speeding up the innovation process.
Streamlining Operations	Reducing inefficiencies	Technology helps optimize operations, eliminating inefficiencies and allowing organizations to focus more on innovation.
	Agile and flexible approaches	New technologies enable organizations to be more adaptable, quickly responding to market and business changes.
Tools for Experimentation	Digital prototypes and simulations	Technologies such as digital prototypes and simulation software allow for rapid experimentation, making innovation quicker and more cost-effective.
Culture of Continuous Improvement	Regular system and process updates	Technological advancements encourage organizations to continuously upgrade their systems, fostering a culture of innovation.
	Supporting disruptive innovations	Technology not only supports incremental changes but also allows for disruptive innovations that can transform industries.

The findings presented in Table 3 elucidate the significant impact of technology on organizational transformation and innovation. AI, cloud computing, and other technologies help streamline operations by automating everyday tasks or enhancing decision-making with real-time data

and predictive analytics. Moreover, digital tools foster interdepartmental collaboration and experimentation via digital mockups, leading to greater organizational agility and innovation. The presence of these technologies leads to a culture of continuous improvement that enables incremental and disruptive innovations. This is consistent with Rahaman et al. (2025) state that the role of technology is not only to facilitate the operational efficiency of organizations, but also to facilitate organizational innovation by allowing organizations to respond to changing environments and use collaborative technologies for decision-making.

Table 4: *Summary of Expert Insights on Challenges in Adapting to New Technologies or Processes*

Category	Subcategory	Expert Insight
Resistance to Change	Employee and manager resistance	Employees and managers may be reluctant to adopt new technologies, requiring effective communication, training, and demonstrating benefits.
Cost of Implementation	Expense of technology adoption	The costs of purchasing technology, training staff, and integrating systems can be significant, requiring careful cost-benefit analysis.
System Integration	Compatibility with existing systems	Integrating new technology with legacy systems can be challenging, often needing technical adjustments and expertise.
Lack of Expertise	Skill gaps among employees	New technologies may require skills that current employees do not possess, necessitating investment in training.
Alignment with Goals	Compatibility with organizational goals	New technologies must align with the organization's overall goals and culture to ensure successful implementation.

Which challenges do organizations struggle with when adopting new technologies or processes? A major roadblock is the tendency of employees and managers to resist change, which sometimes needs customized communication and training as well as a direct demonstration of the benefits of the technology involved. The costs of implementation, training, and system integration further contribute to adoption inhibiting financial constraints. Legacy systems and a lack of skilled employees exacerbate these challenges, emphasizing the importance of strategic planning and workforce development. Also important is to align new technology with organizational goals in order to ensure smooth transition and continued innovation. These results are in agreement with Ferrer i Picó et al. 2025 that transitioning to new technologies is not just a technical problem but one that requires financial modelling and a culture of change management to enable the integration of new technologies.

Table 5: *Summary of Expert Insights on the Impact of External Pressures on Innovation.*

Category	Subcategory	Expert Insight
Industry Standards	Pressure to adapt to new standards	Industry standards can push organizations to innovate quickly to stay competitive and meet new requirements.
Government Policies	Impact of regulations	Government regulations can drive innovation by requiring changes to products or processes, but overly strict regulations can hinder progress.
External Market Pressures	Competitive pressures from industry trends	External market pressures, such as new technologies adopted by competitors, can force organizations to innovate to remain competitive.
Government Support	Role of government incentives	Government incentives, such as funding or tax breaks for R&D, can support innovation by reducing the financial burden of innovation.
Barriers to Innovation	Challenges from compliance and bureaucracy	External pressures, like compliance costs or bureaucratic hurdles, can create barriers that slow down the innovation process.

The findings of Table 5 show that inventive action is influenced by several external sources or components. Regulations & industry standards are a major driver of innovation, and, in fact, are often the very thing that the organizations are forced to change their practices or processes for. But too much red tape can also stifle.initia_halfUntilDataUpdate الطرح- which creates compliance costs and delays innovation efforts. Moreover, outside market stimuli, including competitor initiatives and advances in technology from competitors, continue to drive organizations to innovate to stay competitive. Investment in practical RTP projects comes with high financial risks; RTP relies on emerging technologies and raw materials, resulting in high costs and long project durations; tax incentives and funding for industry R&D are critical government tools for covering these risks and stimulating investment. These insights are consistent with findings of Osorio et al. (2023) who emphasize the need to reconcile external demands and supportive levers that create an appropriate context for continuing organizational innovation.

Table 6: *Examples of Successful Organizational Innovations.*

Category	Subcategory	Expert Insight
Cloud Computing	Adoption of cloud services	Cloud computing allowed organizations to scale operations quickly, reduce IT costs, and improve service delivery.
Remote Work Technology	Tools for remote collaboration	Remote work technology, like video conferencing and collaboration platforms, transformed team dynamics and increased productivity during the pandemic.
Automation in Manufacturing	Integration of robotics and automation	Automation in manufacturing improved efficiency, lowered production costs, and enhanced quality control.
Agile Methodologies	Adoption of agile project management	Agile methodologies, focusing on flexibility and iterative development, improved project outcomes and team collaboration.
Customer Relationship Management (CRM)	Implementing CRM systems	The introduction of CRM systems helped organizations streamline customer interactions, improve service, and drive revenue growth.

The attributes shown in Table 6 highlight dimensions of significant organizational innovations that made operations more efficient, scalable, and effective. Moreover, as iterated by Nguyen (2024), the cloud computing technology has revolutionized the way organizations conduct their primary and secondary operations in a world of cloud to achieve highly scalable operations, thus it is quite apparent that organizations have been migrating to cloud in order to experience drastic reductions in their IT costs and improvements in service delivery. Remote work tools, including video conferencing services and collaboration platforms, have changed team dynamics and increased productivity, especially during the Covid-19 pandemic. Manufacturing automation has optimized production including robotics, lower costs, and improve quality control. Agile methodologies have changed the project management game by encouraging flexibility, iterative development and increased collaboration within teams. In the same way, CRM systems have simplified customer interactions and broadened revenue-driven growth tremendously. They collectively showcase the integration of technology and processes that facilitate success within organizations.

Table 7: *Strategies to Foster a Culture of Innovation*

Category	Subcategory	Expert Insight
Open Communication & Collaboration	Encouraging idea-sharing and feedback	Creating platforms for open communication, such as brainstorming sessions and cross-departmental meetings, helps stimulate creativity and innovation.
Continuous Learning	Investment in training and education	Providing ongoing learning opportunities, including training programs, workshops, and access to industry knowledge, supports innovative thinking.
Recognition & Rewards	Rewarding innovative efforts	Implementing a reward system or providing incentives for creative solutions motivates employees to contribute new ideas.
Leadership Support	Leading by example and risk-taking	Leaders should model innovative behavior, encourage risk-taking, and allocate time and resources for innovative projects.
Diversity & Inclusion	Building diverse teams	Encouraging diversity in hiring and team composition brings together different perspectives, leading to more creative and innovative solutions.

Table 7 communicates some actionable strategies for creating an innovation culture in organizations. Brainstorming sessions and cross-department meetings to promote open communication and collaboration promote the sharing of ideas and creativity. Investing in training and providing access to industry knowledge nurtures innovative thinking; continuous learning. Moreover, innovative efforts are rewarded and recognized which encourages the employees to generate new ideas. Senior leadership support is vital with leaders engaging in innovative behaviours, promoting risk-taking and budgeting for innovation. Finally, creativity and innovation are driven by diversity and inclusion when diverse perspectives are present within teams. These are aligned with the findings by Leisthari et al. (2025) – stress the role of collaboration, leadership, and ongoing learning in creating an organizational culture conducive to implementing innovation.

Table 8: *The Role of Leadership in Promoting and Sustaining Innovation*

Category	Subcategory	Expert Insight
Setting Vision & Direction	Clear communication of innovation goals	Leaders must communicate a clear vision for innovation, ensuring it aligns with the organization's goals and strategies. They also allocate necessary resources and remove barriers to innovation.

Category	Subcategory	Expert Insight
Creating Supportive Culture	Encouraging risk-taking and experimentation	Leaders should foster a culture that encourages risk-taking and experimentation, supporting innovation even when it involves occasional failures.
Influencing Organizational Culture	Actively engaging in innovative projects	Leaders who participate in innovative efforts and demonstrate commitment inspire their teams, fostering a culture of continuous improvement and creativity.
Prioritizing Innovation	Integrating innovation into long-term strategy	Effective leaders recognize the strategic importance of innovation and integrate it into the company's long-term plans, ensuring it receives the necessary attention and resources.
Sustaining Innovation	Providing consistent support and resources	Leaders play a vital role in sustaining innovation by continuously supporting and providing resources for the implementation and scaling of innovative ideas.

As indicated in Table 8, leadership is critical in relation to facilitating and maintaining innovation. Leaders are key to establishing the vision and direction of the organization, ensuring that innovation objectives support the wider organizational strategies. Innovation is rewarded even when this means making mistakes at times, when you have a culture of support, one that embraces risk-taking and strifes behind experimentation. Moreover, in being involved in innovative projects and putting innovation at the forefront of the organization's strategic plans, leaders encourage their teams to explore creativity and continuous improvement. Support to sustain innovation must also continue with the deployment of resources and the removal of barriers. These findings complement the work by Khan et al. (2025), as they highlight that transformational leadership plays a really important role in organizational adaptation and innovation by creating a supportive and risk-friendly culture.

Table 9: *The Role of Employee Involvement in the Innovation Process*

Category	Subcategory	Expert Insight
Diverse Perspectives	Harnessing ideas from employees	Employee involvement taps into diverse perspectives, allowing for a wide range of ideas and insights that drive innovation forward.
Sense of Ownership	Commitment to developing and implementing ideas	Involving employees creates a sense of ownership, leading them to invest more effort and commitment into the innovation process.
Practical Knowledge	Enhancing feasibility and relevance	Employees contribute practical knowledge and experience, helping to refine ideas and ensure they are feasible and address real-world challenges.
Collaboration	Fostering idea-sharing and collective problem-solving	Active participation fosters a collaborative environment where ideas can be freely shared and developed, leading to more effective solutions.
Acceleration of Innovation	Leveraging collective creativity	Employee involvement accelerates the innovation process by utilizing the collective creativity of the workforce, leading to more rapid idea generation and implementation.

As seen in Table 9, staff participation plays a key role in the innovation process. Employee diversity creates a multitude of ideas that provide fresh insight, making the innovation journey even more valuable. When employees are engaged, they feel a sense of ownership and commitment; they want to be involved in the generation of ideas through to execution. While practical knowledge and experience from employees help ensure the feasibility and relevance of the innovative solutions, fostering collaboration encourages ideation and collective problem-solving. Utilizing the aggregate creative capacity of the team shortens the cycle of innovation, leading to faster solution implementation. This is consistent with the information generated by Cui et al. (2019), who argue that the actualization of work engagement and knowledge-sharing frameworks plays a vital role in increasing a firm's effectiveness and innovation results.

Table 10: *Measuring the Success of Innovation Initiatives*

Category	Subcategory	Expert Insight
Financial Impact	Revenue growth	Success can be measured by evaluating how innovations contribute to increased revenue, sales, and profitability.
Market Performance	Market share	Analyzing changes in market share helps organizations gauge how well their innovations perform compared to competitors.
Customer Response	Customer satisfaction	Higher customer satisfaction and positive responses to innovations indicate their effectiveness in meeting customer needs.
Employee Engagement	Employee motivation and enthusiasm	Innovation success can be reflected in higher employee engagement, as measured through surveys, feedback, and enthusiasm.

Category	Subcategory	Expert Insight
Comprehensive Framework	Balanced scorecard approach	A balanced scorecard that combines financial performance, customer feedback, internal processes, and growth metrics offers a holistic view of innovation success.

The information from Table 10 illustrates relevant indicators to evaluate the performance of innovation initiatives. Return on innovation is often measured by financial impacts including revenue growth, profitability, etc. Organization measures its performance in the market through market shares. Innovation success is determined by comparing measured customer response (satisfaction level) against customer needs. Moreover, employee engagement and motivation act as internal signals of innovation success. A comprehensive framework, for example the balance scorecard lets you combine financial metrics together with customer feedback and internal process improvement for a total evaluation. Omowole et al. also support these findings (2024) take note of financial, market, and organizational performance measures that can play an important role in measuring success from innovation.

3.2 The analysis of survey results

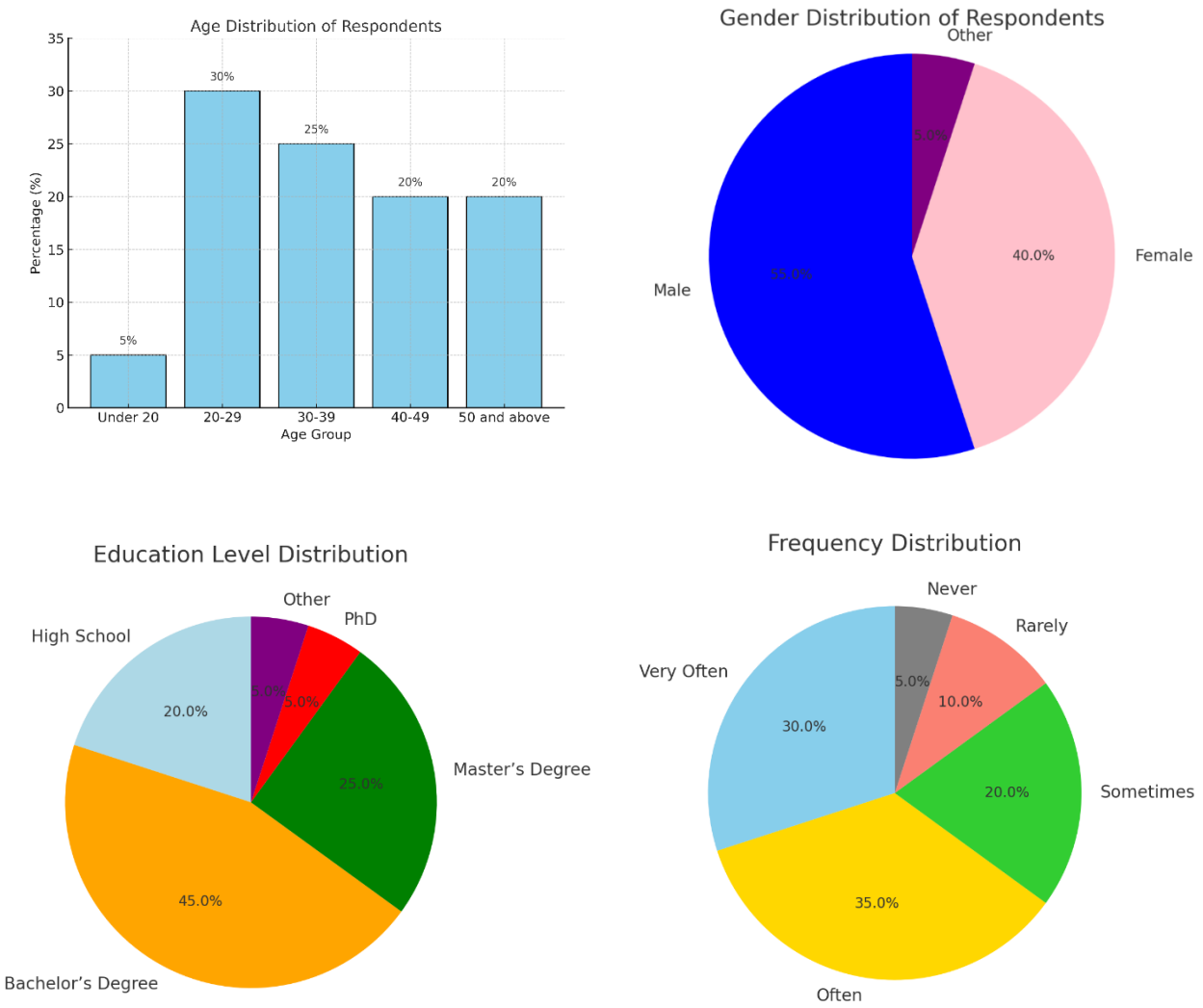


Figure 1: Demographical analysis of the respondents

The figures also show demographic and behavioral insights relevant for understanding who the innovators are in the innovation process. And Andreassi et al. found that younger professionals are key in innovation during this stage of work (55% in the 20–39 range). (2020), who highlight the value of generational diversity in promoting creativity. The bulk of the participants are men (55%), and while there are still a good number of women involved (40%), it highlights the need for more participation from both genders in innovation, given the findings by Badal and Harter (2015) which proved diversity in a workforce improves innovation outputs. Additionally, the data indicates that 70% of those who responded have a bachelor's or master's education, which is not surprising because innovation requires a higher level of education and thinking. Finally, the frequency distribution of innovation practices reveals that the majority of respondents declare to have "often" (35%) or "very often"

(30%) participated in innovative activities, indicating an overall culture of involvement in innovation-related activities. These results highlight the importance of being able to attract, retain, and leverage a diverse, educated, and engaged workforce for successful organizational innovation.

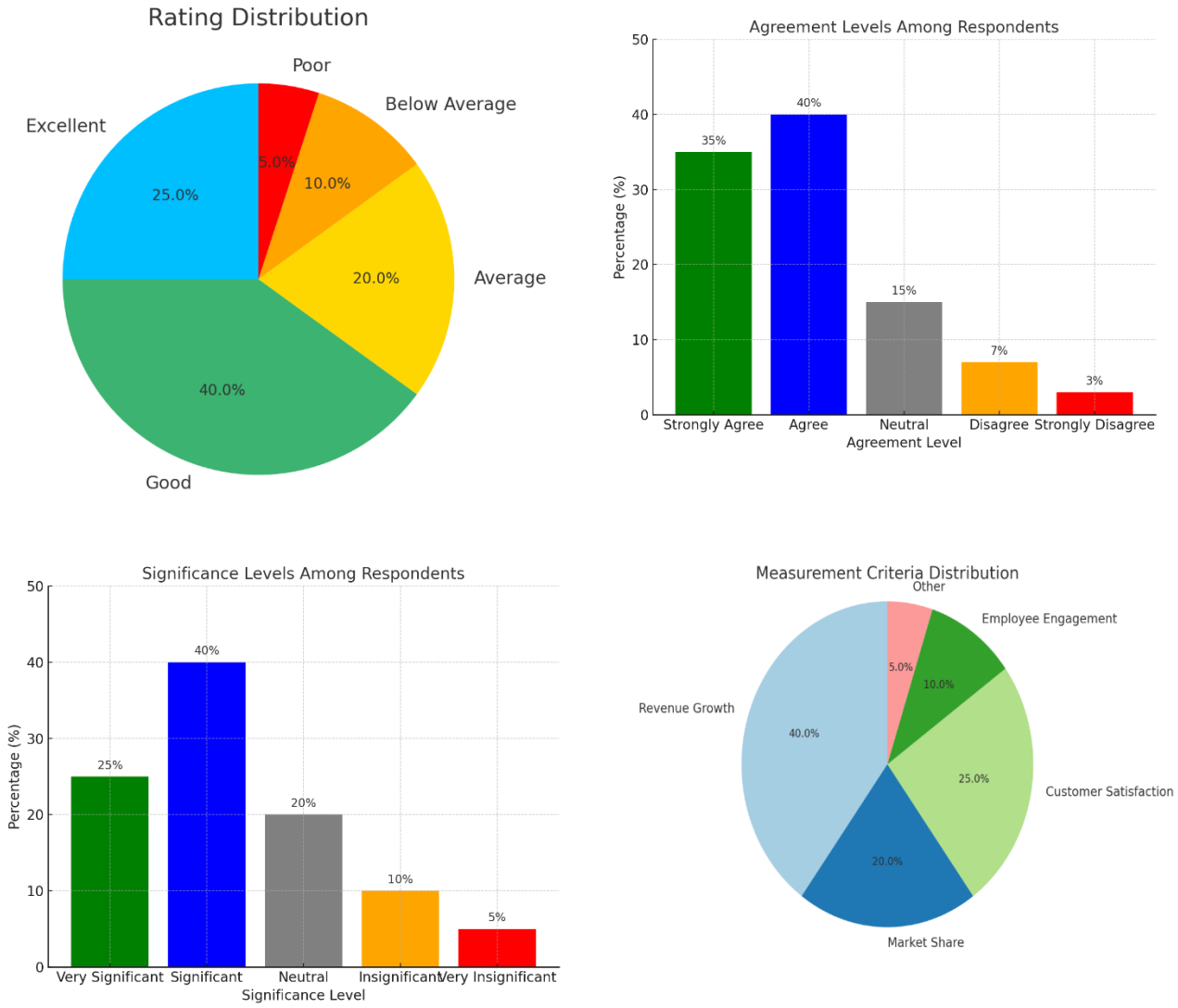
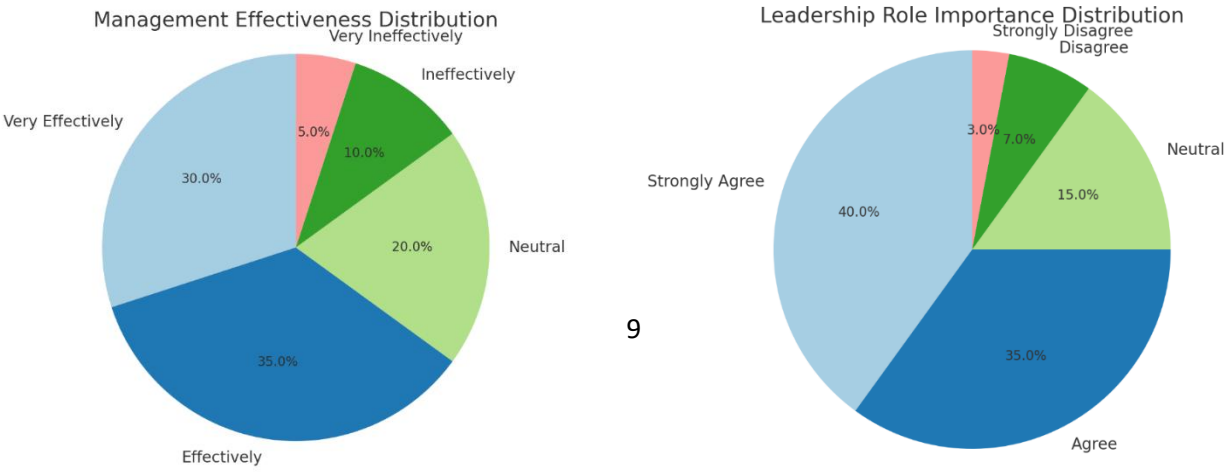


Figure 2: Evaluating Innovation Feedback and Metrics

The numbers offer a view of innovation effectiveness perceptions and metrics. 65% of respondents rate innovation initiatives as "good" or "excellent" according to this distribution emphasizing positive feedback on implemented strategies. Agrees or strongly agree with the above statement: 75% represents a strong desire that innovation moves to the forefront of an organization agenda. Likewise, significance levels show that driving success is a "significant" or "very significant" contributor for 65% of participants demonstrating its strategic priority. Finally, the distribution of measurement criteria indicates that organizations give highest priority to financial outcomes, with 40% prioritizing revenue growth, then customer satisfaction (25%) and market share (20%). This is consistent with Hall and Lerner's (2010) findings that innovation success can be assessed through both financial and non-financial stakeholder factors and with Lauresen and Salter's (2006) analysis showing that innovation is strategic and a factor for maintaining competitiveness via better performance with customers and in the market.



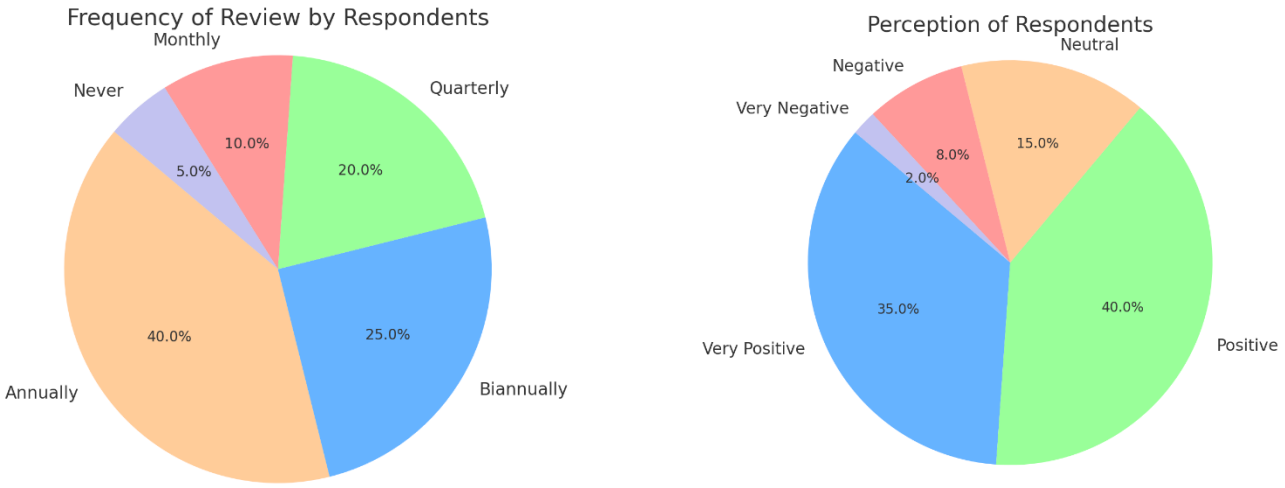


Figure 3: Leadership, Management, and Innovation Insights

The numbers shed light on some leadership and management roles in empowering innovation, as well as on how the respondents view the processes. The distribution of management effectiveness indicates that 65 percent of respondents classify management as either "effective" or "very effective," reinforcing the need that capable direction is crucial for achieving innovation objectives. That the vast majority (75%, comparing "agree" and "strongly agree" on this question) considers leadership to play a critical role in innovation confirms our own observations that letters of intent usually include statements of strategic vision and commitment. Most (40%) conduct reviews annually, which implies a gap in continuous assessment that can affect innovation strategy adaptability. Finally, the best news is the fact that 75% of respondents tell us that their views of its organization's innovation processes are either "positive" or "very positive" when asked what their perceptions of the organization's "innovation" processes are. This study reinforces findings by Schilling and Shankar (2019), who argue that an efficient leadership and rigorous feedback loops are keys in promoting organizational innovation, and Gupta et al. (2004), highlighting that transformational leadership increase adaptability and invention of the organization.

4. Conclusion

These findings underscore the importance of leadership and engagement in promoting organizational innovation. A key finding stresses the importance of strong leadership, which is defined here as purposeful communication, incentivizing risk taking and participation in innovation efforts. Innovative business ideas are produced and carried through faster when there are engaged and involved employees who differentiate in perspectives, apply practical experience and are locking arms in shared ownership about the ideas, that know where to direct innovation for the organization. Some of also important metrics for the success of innovation initiatives like revenue growth, outside customer satisfaction and employee engagement were mentioned that can be used to measure this dimension, demonstrating the multiple impacts that innovation produces in corporate performance. Innovation by external agencies, e.g. endorsed as these outside agencies can also bring innovation - Industry standard and Government settings, and market For one, supportive policies and incentives translate into investment in innovation, while regulations and compliance costs can end up bottlenecking such efforts. Positive perception overall of innovation processes indicates that the organization has possibilities for developing their innovation capabilities, however the infrequency of strategy reviews could limit the ability of the organization to respond at speed to fast changing market conditions. Together, the findings reinforce the importance of a balance between strategic leadership and cultural fluency and attentiveness as organizations continue to innovate over time.

4.1 Recommendations

It is very important for the organization to focus on developing transformational leadership programs so that the innovation goals complement the strategic ones and do not happen in isolation. More frequent-than-annual assessments of innovation strategies would facilitate better response to the needs of volatile markets. Moreover, diversity and inclusion: Implementing policies and programs that support diversity, and inclusion can foster a culture of innovation in the workplace, as different perspectives result in more creative solutions. We will also lower the obstacles for corporations to pursue innovation as the government puts innovation and government incentives to use, as well as other flexible regulatory compliance measures. To do this, companies are encouraged to use a balanced scorecard model consisting of a combination of financial and non-financial measures for a comprehensive view of innovation success.

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