



APPLIED RESEARCH PROJECT

Topic:

Corporate culture as a vehicle for change management in the
South African Logistics sector.

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Contents

Table of Figures.....	3
Chapter 1: Introduction	4
1.1 Introduction Background of the study.....	4
1.1.1 Research Problem	5
1.1.2 Research objectives.....	6
1.1.3 Assumptions.....	7
1.1.4 Rational of the study.....	7
1.1.5 Delimitations of the study.....	7
1.1.6 Operational definitions	8
1.1.7 Structure of the dissertation	8
Chapter 2: Literature Review	10
2.1 Introduction.....	10
2.2 The influence of corporate culture, as vehicle of change management in the adoption of innovation.....	14
2.3 Navigating change in a crisis.....	15
2.4 Corporate culture and talent management	16
2.5 Corporate culture and effective communication	17
2.6 Corporate culture and customer satisfaction.....	18
2.7 Corporate culture and leadership	18
2.8 Innovation in the logistics sector.....	19
2.9 Corporate culture and innovation	20
2.10 Innovation and continuous improvement.....	22
2.11 Theoretical and Conceptual Framework	23
2.11.1 Introduction	23
2.11.2 Theoretical Framework: Diffusion of Innovation Theory	25
2.11.3 Theoretical Framework: Dynamic Capabilities Theory	26
2.11.4 Conceptual framework for innovation and sustainability	28
2.12 Summary.....	29
Chapter 3: Research Methodology	30
3.1 Introduction.....	30
3.2 Research Approach.....	30
3.3 Research Paradigm	32
3.4 Research design.....	34
3.5 Data collection.....	35
3.5.1 Population and sample.....	35

3.5.2	Research instrument.....	35
3.5.3	Procedure for data collection.....	36
3.6	Data analysis.....	36
3.7	Ethical considerations.....	37
3.7.1	Informed Consent	37
3.7.2	Voluntary participation	37
3.7.3	Confidentiality and Anonymity	37
3.7.4	Data management.....	37
3.8	Summary.....	38
Chapter 4: Presentation of findings		39
4.1	Introduction.....	39
4.2	Demographics.....	39
4.3	Corporate culture as a vehicle for change management	40
4.4	Critical factors of change management in corporate culture	41
4.5	Innovation in the logistics sector.....	42
4.6	The importance of innovation in the logistics sector and the value derived	43
4.7	The influence of corporate culture over innovation	44
4.8	Leadership’s influence on corporate culture in the adoption of innovation	45
4.9	Specific methods or techniques to increase the rate of innovation adoption.....	46
4.10	Innovation initiatives	47
4.11	Barriers and challenges facing South African logistics organisations from becoming innovative	47
4.12	Innovation as a continuous improvement strategy	48
4.13	Summary.....	48
Chapter 5: Discussion of findings.....		49
5.1	Introduction.....	49
5.2	Corporate culture as a vehicle for change management	49
5.3	Critical factors of change management in corporate culture	50
5.4	Innovation in the logistics sector.....	51
5.5	The importance of innovation in the logistics sector and the value derived	51
5.6	The influence of corporate culture over innovation	52
5.7	Leadership’s influence on corporate culture in the adoption of innovation	53
5.8	Specific methods or techniques to increase the rate of innovation adoption.....	53
5.9	Innovation initiatives	54
5.10	Barriers and challenges facing South African logistics organisations from becoming innovative	54

5.11	Innovation as a continuous improvement strategy	55
5.12	Summary.....	55
Chapter 6: Conclusion, Limitations and Recommendations.....		56
6.1	Introduction.....	56
6.2	Corporate culture as a vehicle for change management	56
6.3	Critical factors of change management in corporate culture	56
6.4	Innovation in the logistics sector.....	57
6.5	The importance of innovation in the logistics sector and the value derived	57
6.6	The influence of corporate culture over innovation	58
6.7	Leadership’s influence on corporate culture in the adoption of innovation	58
6.8	Specific methods or techniques to increase the rate of innovation adoption.....	59
6.9	Innovation initiatives	59
6.10	Barriers and challenges facing South African logistics organisations from becoming innovative	59
6.11	Limitations.....	60
6.11.1	Sample size and participation in the interview.....	60
6.12	Recommendations.....	60
6.12.1	Practical implications	60
6.12.2	Future studies	60
6.13	Summary.....	60
References		62
Appendix A: Semi-structured interview guide.....		72

Table of Figures

Figure 2.1: Organisational cultures typology (Quinn & Cameron, 1999).....	21	
Figure 2.2: Conceptual Framework.....	29	
Figure 4.1 Gender composition of the population for the study.....	39	
Figure 4.2 Ethnic grouping	40	
Figure 4.3 Male Role Ranking	Figure 4.4 Female Role Ranking.....	40
Table 1: Research gaps.....		12

Chapter 1: Introduction

1.1 Introduction Background of the study

In the continually changing environment brought on by globalization, technical advancement, or higher customer expectations, change management is crucial for organisational continuity and advancement (Shaikh, 2020). Research has shown that for any organisation to generate sustainable growth, they are required to continually adapt, change, and maintain sustainable competitive advantage (Zang et al., 2023). The advantage a business will obtain over its rivals by providing clients with more value through value-adding perks or perceived benefits that justify similar or even higher rates for such services is known as a sustainable competitive advantage (Ehmke, 2008). Porter (1985) also stated that competitive advantage stems from a firm choosing a competitive position and can easily erode or shape its position in an industry through a competitive strategy (Porter, 1985). In the current economic climate organisations operate in, which is plagued with increasing globalisation, competition, changing customer needs and the constant change in technology, a firm must be able to adapt and compete in order to survive (Naranjo-Valencia et al., 2012).

Any firm that wishes to remain competitive must have the desire or need to be the best in their industry, this desire is a tone that is set within the organisation, a tone that is set from top management. This tone or underlying desire is driven and defined by the way the organisation operates, their norms, values and beliefs, and the way they work. These norms, beliefs and way of working is defined as the company culture (Wang et al., 2021). Culture is a managers primary control to maintain viability in times of uncertainty (Wang et al., 2021). Research has also shown that culture is a key driver in innovation and ultimately financial performance (Balkin et al., 2013). There has also been further evidence sourced through surveys which have been performed in countries like Germany, Spain, China, and USA on companies listed on the respective country's securities exchange (Naranjo-Valencia et al., 2012), which link the influence of corporate culture to the sustainability of a firm through innovation and financial performance. Ultimately, sustainable organisations are known for their ability to adapt and deliver a competitive advantage, which is driven through their culture. No company was created and immediately knew how to drive performance and competitive advantage, it comes with years of practice and setting the right culture (Groysberg et al., 2018).

Where research has been performed it has been limited to a country, industry, or a company. With the extensive web of cultures and a divided past, South Africa is a country that has great potential to become the next great emerging market of the world (Stefan, 2011). With the right

leadership and a social commitment to develop and grow, the social cultures can leak into the corporate cultures to create a wave of change and growth opportunities for many of the underprivileged and less fortunate. There are however many successful private South African companies such as MTN and Discovery who have been at the cutting edge of technology enhancements and seen as an employer of choice that every young student and graduate would want to work for (Discovery, 2023; MTN, 2023). What makes MTN and Discovery different from other South African companies, is it their access to funding or potentially political ties? Or could it be based on the beliefs and value systems that are entrenched in their way of working, how employees engage internally and externally? What makes them unique or is there nothing specifically unique about them, is it just a way they choose to operate which is a choice embraced by all who work for the organisation? But most importantly, how did they find the right corporate culture fit, what processes of change management did they need to go through to get to a space which allows them to continually improve? Corporate culture is a powerful and pragmatic approach to aligning a company's goals with its people (Wang et al., 2021).

The purpose of this research is to identify how South African company's navigate change to find the right corporate culture fit which will influence in their adoption of innovation, and that would further result in an improvement of financial performance. This research seeks to determine the links between corporate culture, innovation and change management and further seeking recommendations through research for organisations to pragmatically address a potentially weak corporate culture.

1.1.1 Research Problem

Many academics have contributed significantly to this area of study, research over the last two decades has provided the links between corporate culture and firm innovation and performance (Naranjo-Valencia et al., 2012; Wang et al., 2021; Balkin et al., 2013; Hampden-Turner, 1992).

Prior research has also identified research gaps, such as:

- what is the specific type of corporate culture is required for each stage of the innovation process (Naranjo-Valencia et al., 2012).
- Evaluating and understanding the extent to which corporate culture improves productivity and value creation (Graham et al., 2022).
- Limiting data sources to listed companies (Wang et al., 2021), specific industries or companies with a trend of performance concerns (Molenaar et al., 2002).

A gap that has been identified in the volume of previous research, is the connection between the corporate culture as a change management tool itself to allow an organisation to successfully adopt innovation and reap the benefits of financial performance. To define the right corporate culture for an organisation requires a deep understanding of the requirements of the organisation (Kotter & Heskett, 1992), in essence, to find the right corporate culture fit and using this corporate culture as the driver for the change in the organisation to adequately adopt innovation.

There is an extensive array of research on change management as a stand-alone subject matter. The focus on the topic of change management has in most cases been in the general outcome of effecting change regardless of the type of change (Ehmke, 2008) or focused based in a case study (Joseph, 2022). In the research done by Kotter and Heskett (1992), they offer a thorough and in-depth examination of how corporate culture can significantly impact the economic performance of a company, either positively or negatively. They have done quantitative research on organisations such as Hewlett-Packard, Xerox, ICI and Nissan where the writers discuss how the presence of common values and unspoken norms can greatly contribute to economic prosperity or, on the other hand, result in an inability to adjust to evolving markets and circumstances (Kotter & Heskett, 1992). It is these common values and unspoken norms which can drive the correct change management needed to foster a positive culture and is thus what this research aims to understand further.

This study contributed to the assessment of potential strategies and tactics needed to successfully implement a corporate culture change that fosters opportunity and growth for an organisation through the adoption of innovation to improve financial and overall company performance.

1.1.2 Research objectives

It has been widely established that a creative or adhocratic corporate culture allows for a greater level of innovation through the promotion of agility, adaptability, creativity, and the tolerance of failure (Wang et al., 2021). The primary statement that guided this research is:

The impact of corporate culture on the adoption of innovation in the South African logistics sector is substantial. It shapes attitudes towards change, creates a supportive environment for new ideas, and ensures that the organisation aligns with innovative practices.

The following secondary statements will also serve as a guide for the study to answer the primary research question:

- Organizations often find it difficult to manage corporate culture change due to entrenched habits, resistance to altering established norms, and the complexity of aligning new cultural values with existing practices and beliefs
- Possible techniques and methods for successfully implementing change in an organization.

1.1.3 Assumptions

There is an assumption that corporate culture, as vehicle of change management can influence the adoption of innovation within companies in the South African logistics sector. A further assumption is that organisations find it difficult to manage corporate culture change and arriving at possible techniques and methods that can be used to successfully implement change in an organisation.

1.1.4 Rational of the study

The study contributed towards furthering the research and conversations on corporate culture change that influences firm innovation and performance, in the South African context. Research has provided various insights into the types of culture and suggestions or recommendations on what is the best culture for an organisation to achieve the benefits that corporate culture can offer (Naranjo-Valencia et al., 2012; Wang et al., 2021). This study further contributes towards an understanding of why organisations struggle to implement a culture that will provide sustainable benefits and leans towards the empirical studies of change management and implementing change management in a South African context.

1.1.5 Delimitations of the study

This study is based on organisations within South Africa and have expanded internationally or into Africa. To determine the extent of a successful corporate culture which enables and promotes innovation, and which results in sustainability, the study focused on assessing the types of corporate cultures adopted and how this culture is engrained into the work-life of employees. The study also focused on how corporate culture and the adoption of innovations drives sustainability of South African organisations. The sample of organisations selected would large, small to medium size logistics companies within South Africa and where possible logistics and supply chain departments of organisations that manage their own supply chain within South Africa, Gauteng. The study excluded state owned enterprises, however, will leverage of research done in state owned enterprises to develop and enhance the theoretical framework.

1.1.6 Operational definitions

Corporate Culture: An organisation's corporate culture influences a workers' work and engagement in activities (Hampden-Turner, 1992). It pertains to a collection of concepts and procedures that govern the interactions between management and employees within a firm, as well as how they conduct business with external parties. There are four major types of organisational culture: clan culture, adhocracy culture, market culture and hierarchy culture and each culture will have its own specific purpose (Seismic, 2023).

Change management: Change management encompasses a company's approaches and tactics for defining and executing change within its internal and external activities. This involves establishing fundamental change procedures, providing training and support to individuals, and overseeing activities before and after the change to ensure successful implementation. (American Society for Quality, 2023). The process of using an organized method to move an organisation from one state to another in order to reap desired benefits or outcome (Hirsch, 2023)

Innovation: Changes, whether large-scale (radical) or small-scale (incremental), innovations are deemed to have a significant impact on structural changes in specific sectors and market groups. With this manner, new production techniques are not always founded on fresh scientific findings. New methodologies can also be credited with the initial application of technologies that have already been employed in other industries. Since innovation is linked to the production of a product and its use, the definitions of this concept in world literature are founded on several tenets, and each group of definitions has distinctive features (Kotsemir et al., 2013).

1.1.7 Structure of the dissertation

- The introduction provides context of the influence corporate culture has on an organisation and the need for organisations to have a mindset of continual improvement in order to be competitive in the market.
- In the sections to follow a critical review of literature was performed to connect change management frameworks to selecting an appropriate corporate culture in the South African context. The literature also looked at corporate culture change management from a Western and Eastern perspectives to determine similarities and differences. Further identifying and understanding what cultures stimulate and generate opportunities for growth, continual improvement, a change management mindset, innovation and enhanced financial performance.

- The theoretical frameworks and theories to be applied, empirical evidence of change management for corporate culture in organisations, and a summary of the research's findings with useful recommendations and potential areas for further study are covered in the sections that follow.

Chapter 2: Literature Review

2.1 Introduction

Heraclitus, a Greek philosopher, was quoted in early 500 BC saying, "change is the only constant in life." Even before any technology or the first industrial revolution society and philosophers were aware of the concept of change and that in life whether corporate or otherwise, the human race would have to deal with change. Further, theorists have also noticed that humans prefer familiarity and convenience which prevents against changing of accustomed ways of doing things (Sung & Kim, 2021). A general shift of something from one stage to another is referred to as a "change" (IGI Global, 2023). Waraich and Bhardwaj (2007) stated that change is a condition of ongoing adjustments that a person or organisation will make in response to changes that must be made based on the current situation (Waraich & Bhardwaj, 2007). Therefore, change can be said to be a continuous process whereby a person or an organisation will move from a current point of view or phase to a potentially better phase dependent on the factors which influence the change.

In the corporate world change is called organisational change and it is defined as the process whereby an organisation will alter a material component of the business such as its, not limited to, corporate culture, technology, infrastructure, or internal processes (Stobierski, 2020). To arrive at organisation change, systemic change management process and techniques must be adopted to achieve the desired organisational change goals set by an organisation (Sung & Kim, 2021). Change management is a mediating activity that enables a member of an organisation to participate in the change process while also attempting to overcome the resistance that plagues many change goals across various organisations. In essence, change starts when the elements that encourage change triumph over the those that prevent it (Sung & Kim, 2021).

Organisational change management is the process by which organisational change is guided (Stobierski, 2020). In order for any organisation to adapt to changing economic and technological trends in their respective industries, they would need to put forward investments for implementing various changes (Errida et al., 2021). Errida (2021) also goes on to states that managing change is a complex process and often involves a high level of risk and as a result many organisations struggle with change management projects and often fail to realise the expected outcomes (Errida et al., 2021).

There have also been organisations globally over the last two decades which saw their own demise by not embracing change, this would include companies such as:

- **Kodak:** Kodak coined the phrase the ‘Kodak moment’ and it became something that people were willing to spend on to savour and hold on to a moment in time through a photograph. Their core business was selling cameras and camera film. Surprisingly, Kodak developed the first prototype of digital cameras (Anthony, 2016). Kodak had invested in the digital camera technology and acquired a photo sharing site in 2001, but their focus was still to promote the printing of images, rather than the digital sharing and storage. Where Kodak failed was not due to investing in new technology, innovation and being part of the digital disruption, but rather that they were too focused on still making their existing business model work in an age that it was fading away. Kodak did not embrace change and employ critical change management principles to allow them to become more agile (Anthony, 2016)
- **Blockbuster:** Blockbuster was a giant in video rentals in the USA. In the 2000s the internet and streaming services started to take off as a new medium of watching movies and content; and a new start-up Netflix was searching for new ways of getting DVD movies to customers via the postal service was struggling financially and approached Blockbuster to purchase them (Davis et al., 2013). Fast forward to 2014, Blockbuster filed for bankruptcy and could no longer maintain the physical store business model and Netflix moved into the online app streaming model.
- **Nokia:** Nokia held the position of the best-selling mobile phone between 1998 and 2007, which became its competitive advantage. Nokia saw a decline in sales as a result of the introduction of the Android and iOS mobile operating systems, which increased competition for them. As a result, they lost market share to Samsung, Apple, and Blackberry for high-end smartphones as well as to Chinese and Indian manufacturers for lower-end smartphones, which provided customers with high-end features at a lower price than Nokia (Joshi, 2020). Nokia was focused on their leading hardware, which would have been their biggest mistake as the customer base were attracted to improved software. After collaborating with Microsoft to bring in better software, Nokia failed to understand the market conditions and the need for stronger marketing strategies. As a result, they continued to lose market share, resources, capabilities, and competence. Joshi (2020) further attributes Nokia’s demise to internal politics where “Nokia’s culture of status led to an atmosphere of shared fear” (Joshi, 2020). Economic and

structural variables were combined with the human aspect to create a "temporal myopia" that limited Nokia's capacity for innovation (Joshi, 2020).

From a South African perspective there are prime examples of failure to change and adapt within our State-Owned Enterprises (SOEs). South African Airways, Denel, South African Broadcasting Corporation (SABC) are just a few of these SOEs. SOEs of South Africa continue to bleed financially due to a lack of corporate governance, neglect, poor decision-making, and inefficiencies (Business Tech, 2021)

It is believed that the competitive advantage of an organisation not only relied on its ability and capacity to operate and deliver on results but also its ability to adapt and evolve, generated through its corporate or sometimes called organisational culture (Silwal, 2020).

This qualitative study explored the influence corporate culture, as vehicle of change management, has on the adoption of innovation within South African logistics sector. The table below summarises past literature on organisational culture, change management and innovation. It focuses on identifying and comprehending research study problems, conceptual frameworks, sample sizes and research gaps. The research gap guides this qualitative study, aiming to fill these gaps by further research and the use of a semi-structured questionnaire to understand participants' perspectives on the research issue.

Research Gaps:

Table 1: Research gaps

Author (Year)	Organisational problem	Research Problem	Conceptual frame used	Population sample	Research gap
Jim Euchner (2022)	Change management for organisational change	Why big corporates are resistant to change?	Game theory Pay off matrix	Not applicable	No practical research linked to companies
Yaopeng Wang, Hisham Farag and	Establishing a correlation between a creative	What is the most appropriate corporate culture to	Competing value framework (create, compete,	Between 2008 and 2017, sample comprises	How to adopt an adhocracy culture, how is it facilitated. No real

Wasim Ahmad (2021)	culture and innovation	adopt in an emerging market	control, collaborate)	all Chinese listed businesses on the Shanghai and Shenzhen stock markets.	recommendations . Very broad views. No African context.
Julia C. Naranjo-Valencia, Daniel Jiménez-Jiménez, Raquel Sanz-Valle (2015)	How does culture positively influence innovation and financial performance and the indirect link between innovation and financial performance	Evaluating the significance of organisational culture in either promoting or hindering innovation and thus influencing company success.	Competing value framework	1600 Spanish companies	Concludes the best culture but lacks clear ideas on how to transform culture to enhance creativity and performance. Absence of African context
Ronelda Visser (2005)	How language impacts organisational culture	Does one's native language affect how they perceive structure and make decisions? Western	No link to innovation and performance. Looks at organisational culture through the lens of	Not applicable	No link to innovation and performance. Looks at organisational culture through the lens of language, specific to the

		Cape organisations' decision-making procedures	language, specific to the Western Cape. Focus on how cultural backgrounds impact conflict in the workplace.		Western Cape. Focus on how cultural backgrounds impact conflict in the workplace.
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2.2 The influence of corporate culture, as vehicle of change management in the adoption of innovation.

In literature corporate culture has been deemed as one of the elements that is able to inspire innovation and innovative behaviours within an organisation (Abdi et al., 2018). Additionally, innovation comprises new viewpoints on technological advancements, marketing strategies, and/or consumer behaviour (Bendak et al., 2020). Innovation can be radical or incremental, developed internally by businesses or borrowed from outside sources. Radical innovation may be more suited for long-term growth, but it is more challenging to adopt and generally riskier due to the unpredictability. However, because it is simpler to complete, incremental innovation is more suitable for making minor changes (Bendak et al., 2020). Researchers identified four cultural traits that have the potential to improve creativity in the literature study on the effects of culture on innovation, which are, innovation, flexibility, collaboration, and taking risks (Balkin et al., 2013). According to reports, some businesses work to increase cultural features that encourage innovation, such as resource accessibility, client focus, employee involvement, cooperation, continuous learning orientation, and flexibility, based on their present culture and line of business (Balkin et al., 2013; Bendak et al., 2020).

Successful change requires the ability to use a collaborative approach as an inclusive leader to engage with different groups and gain support through active engagement. This involves being prepared to participate in discussions with a variety of organisations and individuals, using both formal and informal consultative approaches that build trust. These leaders display self-confidence while responding to questions from critics and adeptly manage disagreements and

diverse perspectives (Kaufman, 2018). Engaging in collaboration with external partners improves innovation outcomes by enabling the exchange of knowledge, sharing of resources, and access to complementary expertise (Hu, Hart, & Cooke, 2008).

2.3 Navigating change in a crisis

The COVID-19 pandemic created an economic crisis in South Africa and across the globe. The pandemic also decimated the value of listed company shares on the Johannesburg Stock Exchange, which resulted in the listed market becoming very attractive to foreign investors due to the lower market value (Mahlaka, 2021). In the wake of the economic crisis and recent grey listing that South Africa has gone through, it would be thought that foreign investors would shy away from investing in South Africa, but it may not be the case with the recent spate of South African listed companies bought by international companies. Foreign investors seem to be more interested in the future opportunities and benefits that South African companies can provide to their global organisations (Mahlaka, 2021). The COVID-19 pandemic caused significant disruptions to global supply chains due to national lockdowns and port closures in several countries, limiting the transfer of products (Wolhuter, 2022). It also gave rise to an increase in adoption of innovation and other digital platforms to allow for work and commerce to continue, there was also a sharp increase in the adoption of e-commerce platforms (Whitehouse, 2020)

A study by Kuteyi and Winkler (2022) indicates that removing logistical obstacles enables a greater number of suppliers to distribute more items, hence reducing monopolistic conditions prevalent in various industries. Utilising digital technologies in logistics enhances speed, efficiency, transparency, and facilitates expansion into underserved populations. It will enable nations in Sub-Saharan Africa to advance in development and significantly promote job creation and trade facilitation in conjunction with the AfCFTA agreement, which is fostering trade within the world's largest free trade zone (Kuteyi & Winkler, 2022).

To solve South Africa's logistics crisis, a comprehensive strategy is needed that incorporates regulatory changes, private sector participation, and technological integration. Coetzee (2023) suggests a few ways in which this can be done:

- **Smart Ports:** Introducing a digital tracking and clearing system in South Africa's ports might transform logistical operations. This technology aims to offer immediate visibility of freight flow, decrease congestion, and simplify processes. It establishes a

performance standard, focused on the efficiency of products entering and leaving the port to encourage ongoing enhancements (Coetzee, 2023).

- **Rail Line Concession:** Privatising the rail system and introducing concession for the use of the rail system, this has been working for the road infrastructure along the N1, N3 and N4 (Coetzee, 2023).
- **Digitalisation:** Digital solutions can improve interactions and collaboration among stakeholders, therefore decreasing lead times and enhancing overall efficiency (Coetzee, 2023).

South Africa's development of a streamlined and functional logistics system is essential for the nation to operate efficiently as a community, not just for economic progress. An efficiently managed supply chain is crucial for commerce, influencing aspects such as employment prospects and the accessibility of necessary products (Coetzee, 2023).

2.4 Corporate culture and talent management

According to Mahajan (2019) organisations are placing more emphasis on talent management as a means of attaining a competitive edge. Corporate culture is linked to multiple functions within an organisation, one of which is the efficient management of talented individuals (Mahajan, 2019). Further studies by Kuchinke et.al (2019) introduces a conceptual framework that examines the dynamic correlation between talent management and organisational culture. This study investigates the interplay between diverse talent management strategies, such as recruiting, selection, development, and retention, and various aspects of organisational culture, including values, norms, and symbols (Kuchinke, Ardichvili, & Borchert, 2019). It was also noted that key mechanisms through which organisational culture influences talent management processes and outcomes, in a study conducted by Krajenbrink and Jansen (2016). These mechanisms serve as channels via which the culture of a business impacts its talent management methods and results, some examples include (Krajenbrink & Jansen, 2016):

- Selection and Recruitment Practices
- Employee Development and Training
- Performance Management Systems
- Promotion and Career Advancement
- Employee Engagement and Retention
- Leadership and Role Modelling

These mechanisms demonstrate how organisational culture affects many areas of talent management, shaping how companies attract, develop, engage, and retain their personnel. Organisations can maximize people management strategies and attain strategic objectives by comprehending these mechanisms and utilizing their culture (Krajenbrink & Jansen, 2016).

2.5 Corporate culture and effective communication

Effective communication is essential in the workplace since it has a profound impact on company culture and helps establish strong ideals. Creating a robust and efficient work atmosphere necessitates proficient communication infused with empathy and concern for others. The communication strategies and techniques employed by a company possess the ability to either cultivate or undermine its organisational culture and leaders have a crucial impact on a company's culture through the means of effective communication (Peters, 2023). Precise and efficient communication can lead to enhanced collaboration, heightened employee involvement, elevated production, and a more favourable work atmosphere. Conversely, inadequate communication can lead to ambiguity in goals, misinterpretations, diminished motivation, and a detrimental work environment (Peters, 2023). Establishing a culture of competence necessitates explicitly expressing the desired benchmarks for performance. In the absence of a clear understanding of these criteria, personnel decisions can appear arbitrary or, even worse, be misinterpreted as retribution for a lack of success. It is crucial for senior leaders and managers at all levels of the business to consistently and explicitly convey their expectations (Pisano, 2019). In research performed by Gularso and Subekti (2023) the authors emphasise that effective communication is essential in reducing the influence of transformational leadership on fostering an innovative culture within a corporation (Gularso & Subekti, 2023). Transparent communication is not only a skill to be obtained; it is a mentality and perspective that influences how leaders approach relationships with their teams. Developing transparent skills also requires a significant amount of time. It is important to remember that the objective is to make progress, rather than striving for perfection (Butler, 2023). Transparency and effective communication are crucial elements in effective change management as it may bolster the credibility and reputation of the leader, while mitigating opposition and concern among employees. Transparency and effective communication have the potential to enhance involvement and dedication, while also promoting cooperation and creativity (Butler, 2023).

2.6 Corporate culture and customer satisfaction

The culture of an organisation is shaped by the behaviours and attitudes of employees, and it is evident in all aspects of their actions. It infiltrates every client interaction and is frequently more significant than the product or service being offered. If a company possesses a distinguished culture, it is likely that this exceptional attribute is what initially attracts customers to your business. In contrast, a customer's perception will immediately detect a negative corporate culture. Regardless of the exceptional quality of your product or service, prospective customers are likely to continue exploring other options if your personnel exude a dismal culture. The culture of a company is the fundamental factor that determines whether a customer chooses to engage in business with you or not (Coleman, 2021). Building a customer centric culture within an organisation is a key element of driving specific behaviours among employees. Many companies prioritise their culture around product development or sales, often neglecting customer centricity, unless in specific areas like marketing. In order to effectively execute a customer-centric strategy and operating model, it is imperative for a firm to possess a culture that is in harmony with these principles. This entails executives actively fostering the required mindset and values among their staff (Yohn, 2018).

2.7 Corporate culture and leadership

Leaders shape corporate culture by establishing a framework of principles, convictions, and presumptions around the preferred methods of operation (Schein & Schein, 2017). Schein (2017) emphasizes the significance of ensuring that leadership is in harmony with the corporate culture. Leaders should exemplify and strengthen desired cultural values by their conduct, choices, and interaction (Schein & Schein, 2017). Gibbons and Roberts (2013) in their book, *The handbook of organisational economics*, highlight the importance of leaders leading by example. Leaders serve as examples to employees in the organisation and by the leaders' behaviours and attitudes they can advocate for the types of behaviours they wish for the employees to embody (Gibbons & Roberts, 2013). The primary responsibility of leadership in shaping corporate culture is to cultivate a robust mission, effectively convey a distinct vision, and exemplify basic values that prioritize the well-being of individuals over financial gains. Leaders establish a common understanding of culture, which brings employees together and inspires them, giving significance to their job (Tenney, 2023).

The work performed by Oke et al. (2009) examines how different leadership styles, behaviours, organisational climate, and team dynamics affect innovation. It highlights the significance of transformational, transactional and servant leadership in promoting creativity and innovation

(Oke, Munshi, & Walumbwa, 2009). It was also noted in literature by Adams et al. (2018) that there are four organisational values that foster innovation within a company, which are strategy, structure, support mechanisms, innovative-supportive behaviours, and communication. It was found that if these determinants are not endorsed within an organisation, innovation will not succeed (Adams, Nel, & Marnewick, 2018). Leadership for innovation involves management adopting innovation as a mindset, every employee is motivated to generate ideas that foster innovation (Zaragoza, 2023). Leadership facilitates the development of a culture focused on ongoing improvement and innovation. These leaders are anticipated to assist in constructing an organisation that is adaptable and receptive to innovation (Zaragoza, 2023). Organisations with high levels of trust promote collaboration, innovation, and risk-taking among employees, leading to greater success. In contrast, low-trust organisations tend to experience office politics and internal conflicts (Lewis, 2022). Leaders have a substantial impact on trust in organisations through the creation of a secure environment, promotion of transparency, setting clear objectives and encouraging collaboration and innovation (Lewis, 2022).

2.8 Innovation in the logistics sector

As we have seen from authors like Abdi (2018), Balkin (2013) and Bendak (2020), that having a corporate culture that encourages creativity, allows for flexibility, collaboration and taking risks will drive innovation in an organisation. Also, understanding the nature of innovation in the logistics industry is crucial.

When delivering innovation in the logistics sector it is important to note that there has to be value, driven by the innovation and improvements in the sector or business as well as for the customers. Innovation is not only about doing things better, but also providing a quality output to the service or product. Through the adoption of new ways of working, technology and innovation strategies that touches all elements of the logistics business this can be achieved (Yi, 2023). Another reason why innovation becomes a crucial element of doing business in the logistics sector, is that it can also be risk driven, looking at improvements in the supply chain and overall logistics operations can reduce the risk of moving cargo. Wang et al. (2020) suggests that risks can be mitigated through enhancing an organisations innovation capability (Wang, Asian, Wood, & Wang, 2020).

In a report by Adekunle and Ruth (2023), the paper recommends boosting investment in technology, efficiently integrating new and old technologies, establishing industry-specific standards, and expanding employee involvement to improve technology adoption in logistics management (Adekunle & Ruth, 2023). Deloitte's research further shows that cross-functional

teams are essential for creativity, adaptability, and market responsiveness, especially in organisations with advanced digital capabilities (Deloitte, 2022). Scutt (2019) emphasises that innovation is not about technology it is about talent acquisition and retainment, workplace culture and people-centric service models (Scutt, 2019)

Tavasszy (2020) emphasises the significance of forecasting the effects of logistics advances on goods systems. The essay highlights the importance of comprehending and forecasting the impacts of logistics advances on freight systems to efficiently strategize and oversee transportation networks (Tavasszy, 2020). Freight systems are complex, interconnected networks influenced by various factors such as technological advancements, economic changes, and regulatory policies. There is a need for integrated models that consider multiple dimensions simultaneously, including technological, organisational, and behavioural aspects (Tavasszy, 2020). Tavasszy also recommends that it is crucial to take a long-term perspective when studying freight systems and logistics innovations. This involves considering potential future scenarios, technological advancements and socio-economic changes and also reducing the technical debt when delivering such solutions (Tavasszy, 2020). There are several technological advancements in the industry such as automation and robotics, the Internet of Things (IoT), artificial intelligence (AI), blockchain and drones (Tymoshchenko, 2024).

2.9 Corporate culture and innovation

Assessing how individuals in your organisation respond to failure can provide valuable insights when striving for innovation. If your organisation's culture involves blaming, shaming, and punishing, it is unlikely that people will feel safe exhibiting behaviours beyond strict conformity (Cancialosi, 2017). Genuine and transparent communication can only occur when individuals feel at ease expressing their authentic emotions. Facilitate interactions among individuals and provide a platform for them to engage in face-to-face discussions to exchange their thoughts. This will encourage and strengthen the behaviours needed to progress towards an innovative culture (Cancialosi, 2017). Corporate culture significantly influences creativity in a company. An innovative culture supports and empowers employees to think creatively and generate revolutionary ideas by providing the essential resources and freedom (Spyre, 2023). In contrast, in organisations with a culture that is not open to change and innovation, employees may feel restricted from taking risks and suggesting new ideas. This can hinder creativity and restrict the organisation's capacity to adjust to a swiftly evolving commercial environment (Spyre, 2023).

Corporate culture is essential for promoting innovation and shaping the organisational climate and employee attitudes. Nevertheless, growth can be impeded by variables such as hierarchy, bureaucracy, and reluctance to change. Leadership and ongoing learning are crucial for promoting innovation (Morcillo, Rodriguez-Anton, & Rubio, 2007). Empowering employees through the establishment of innovative objectives, cultivating leadership endorsement, and encouraging the exchange of knowledge, promotes interdisciplinary teams; collaborative idea generation sessions and embracing uncertainty. Fostering an environment of transparent communication, eliminating barriers between departments, and establishing channels for exchanging ideas are seen to be proven methods in fostering a corporate culture that embraces innovation. This will enable employees to participate in innovation and promote a culture of collaboration and knowledge sharing (Viltard & Acebo, 2018). In the study performed by Naranjo-Valencia et al. (2012) innovation is significantly influenced by organisational culture, which is characterized by openness, collaboration, and risk-taking. This supportive culture leads to the development of new products, services, and processes, ultimately enhancing company performance. Innovation acts as a mediator between organisational culture and performance, driving improved outcomes. Cultural dimensions like leadership support, employee empowerment, knowledge sharing, and adaptability contribute to this relationship (Naranjo-Valencia et al., 2012).

Looking at the Competing Values Framework (CVF) designed by Robert Quinn and Kim Cameron (1999) the model focuses on four types of organisational cultures, each associated with unique characteristics, values, and benefits.

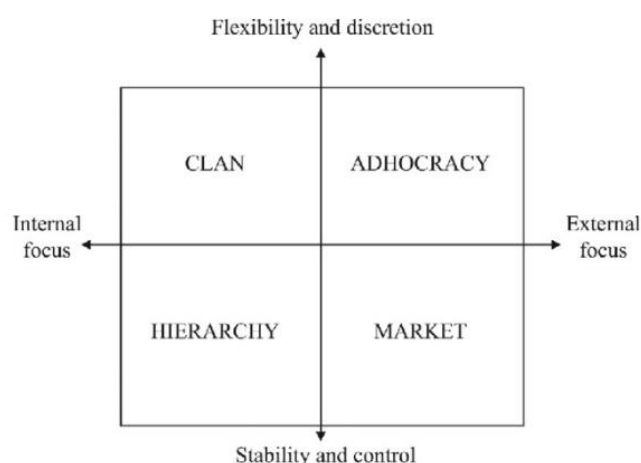


Figure 2.1: Organisational cultures typology (Quinn & Cameron, 1999)

Clan Culture:

- Emphasizes collaboration, teamwork, and employee development.
- Benefits include high employee engagement, loyalty, and a supportive work environment.
- Focuses on mentorship and employee development.

Adhocracy Culture:

- Encourages innovation, creativity, and adaptability.
- Promotes continuous improvement and creativity.
- Allows quick response to market changes and customer needs.
- Emphasizes experimentation and learning.

Market Culture:

- Results-oriented, competitive, and focused on achieving external goals.
- Benefits include high productivity, customer satisfaction, clear goals, and responsiveness to market trends.

Hierarchy Culture:

- Characterized by stability, control, and focus on internal processes.
- Benefits include clear structure, efficiency, defined roles, and compliance with regulations and industry standards.

Based on the CVF model it seems an external focus, promoting flexibility and discretion which is an adhocracy culture may be best suited to promote the adoption of innovative in an organisation.

2.10 Innovation and continuous improvement

Implementing innovation and continuous improvement strategies can help organisations enhance their businesses internally, creating a more efficient and productive work environment. Innovation and continuous improvement are sometimes used interchangeably, yet they have distinct characteristics (Chowdhury, 2018). Innovation is the effective transformation of novel ideas and information into fresh products, services, or procedures that provide added value to customers, an example of this is the invention of the light bulb. Whereas, continuous improvement is a systematic approach to pinpointing opportunities for optimising work and minimising inefficiencies in operational procedures (Chowdhury, 2018). Innovation is a groundbreaking and pioneering strategy, while continuous improvement is an incremental and

measuring technique to eliminate unnecessary elements (Chowdhury, 2018). Girdler (2023) believes in utilising a culture of continuous improvement can result in enhanced efficiency and productivity, ultimately leading to more profitability. Committing to innovation guarantees that your organisation has a structured approach to consistently create and improve goods and processes that yield favourable outcomes. The combination of these two elements provides significant advantages for your organisation's personnel, goods, processes, and financial performance (Girdler, 2023).

Companies should allocate a portion of their research and development funds to incremental innovation rather than focusing solely on radical ideas. Consumers tend to more easily accept and buy marginally improved products rather than completely new ones, which gives firms a boost in revenue to support them as they develop more innovative products (Carleton, 2019).

2.11 Theoretical and Conceptual Framework

2.11.1 Introduction

Logistics management in the supply chain process focuses on the efficient flow of goods, services, and information from the starting point to the endpoint to meet consumer demands. Logistics management is a crucial component that binds the supply chain together (Topolsek, Ciziuniene, & Ojstersek, 2018). Logistics is therefore a key consideration for every organisation providing goods or services, it becomes a critical element of delivering the product or service to the end consumer.

In South Africa the Transport, Storage and Communication sectors contributed 9.3% to the country's Gross Domestic Product (GDP) and Transport alone contributed 6.5% during 2017 (South African Department of Transport, 2017). During 2022, the South African GDP grew by 2% (0.3% pre-pandemic), of which the Transport sector contributed 31% to the overall growth of the economy, growing by 8.6% as a standalone sector (Statistics SA, 2022). The resultant percentage contribution to economic growth is the second highest contributor, the logistics and transportation sector is therefore a key enabler of economic growth in South Africa. For South Africa to participate in the global markets, the supply chain supporting the product and service delivery needs to be world class to allow the efficient and effective delivery of such goods and services (Ittmann & King, 2010). Supply chain management and logistics play a major role in a country's competitiveness and are strongly dependent on the economy (Ittmann & King, 2010).

In a 2019 article, McKinsey co-authors, Magwentshu and Rajagopaul (2019), expressed the need to harness technology for growth in South Africa (Magwentshu & Rajagopaul, 2019). The analysis by McKinsey also highlighted that technology related gains could in fact triple the productivity growth of South Africa, this certainly goes against the fear that the introduction of technology will reduce job opportunities. By 2030, there is a forecasted potential net increase of about 1.2 million job opportunities in South Africa. This growth is attributed to productivity improvements, strategic infrastructural advancements, and the creation of new, yet unidentified, work roles. However, these gains are not certain (Magwentshu & Rajagopaul, 2019). Businesses in South Africa would need to move quickly to seize these opportunities so they could benefit from current and emerging technologies to spur innovation and growth in the face of a bleak future. Magwentshu and Rajagopaul (2019) also state that in order for South African companies to be ahead of the Fourth Industrial Revolution they would need to change the way things are being done in three (3) key areas: business strategy, skills development and ways of working (Magwentshu & Rajagopaul, 2019). Post the publication of the Magwentshu and Rajagopaul (2019) article COVID-19 acted as a catalyst for innovation for South African businesses including transport and logistics businesses, where organisations had begun to embrace automation and technology in order to increase productivity, reduce costs, methods to give workers meaningful work-life balance, and adopt sustainable practices to protect the environment (Mahlaka, 2021).

Organisations are always looking for novel approaches to success and gaining a competitive edge. The concepts of supply chain management and logistics are crucial in creating such an edge (Matwiejczuk et al, 2020). As mentioned in earlier chapters, innovation is an enabler for sustainable competitive advantage. Leading organisations are creating competitive advantages by prioritising benefits such as sustainable and circular product cycles, creative and fair employment models, transparent sourcing, and investment in innovation (Boston & Ivanova, 2021). They are also integrating sustainability into various business functions and along the entire value chain (Boston & Ivanova, 2021). It can therefore be said that innovative solutions can create competitive advantage for an organisation.

The purpose of this study is to evaluate and understand the drivers of change, for Logistics organisations in South Africa, to become innovative and generate a sustainable competitive advantage and improved performance as a result. We have already established from literature that both innovation and sustainability strategies provide a company with a competitive advantage in the global markets. The theoretical underpinnings of this study can be viewed

through different lenses, that being the Diffusion of Innovation Theory (DOI) and Dynamic Capabilities Theory (DCT). Through exploring the framework of these two theories, elements from both theories can possibly be extracted to then guide the development of a conceptual framework for the purposes of this study.

2.11.2 Theoretical Framework: Diffusion of Innovation Theory

One of the oldest social science ideas, the diffusion of innovation theory (DOI) was first proposed by Rogers in 1962 and has since been one of the most extensively used theories for innovation (Rogers, 1962). When describing how an idea or product progressively gains momentum before diffusing (or spreading) among a specific demographic or social system, it originally occurred in communication (Faisal & Idris, 2020). The model introduces 5 stages of innovation from its inception to its prosperity. The stages are:

- (1) the knowledge stage, which denotes the innovation's exposure.
- (2) the persuasion stage, which establishes favourable or unfavourable attitudes.
- (3) the decision stage, during which an individual makes decisions that result in either adopting or rejecting the innovation.
- (4) the implementation stage, which denotes the innovation's application; and
- (5) the confirmation stage, during which the innovation is reinforced. (Taherdoost, 2018).

These stages are passed at different rates of innovation which is dependent primarily on the characteristics of the adopters. Xia et al. (2022) further noted that the adoption also relies on a person's capacity to see an idea, behaviour, or product as innovative or inventive, which enables dispersion. The theory claims that people accept a new concept, habit, or product as part of a social system as a result of this spread (Xia, Wu, & Zhang, 2022). Therefore, the DOI theory focuses on the adoption of innovation from a social aspect, when the innovative idea or technology has been released and the rate at which acceptance is gained among industries and communities (Xia, Wu, & Zhang, 2022).

Literature on the DOI theory highlights that the theory does not particularly cover the drivers of change for an organisation to become innovative, but rather focuses on the strategies that can be used to appeal to different adopter categories when promoting innovation (Faisal & Idris, 2020). In other work performed by Alyoubi and Yamin (2021), a connection is drawn between the effects of the DOI theory on the performance of an organisation and its ability to achieve strategic goals. It has been found to be a positive correlation between the implementation on DOI theory at an organisation and the organisations ability to achieve

strategic goals to improve company performance (Alyoubi & Yamin, 2021). Dahnil et al. (2014) also supports that the adopter characteristics have an influence on the rate of the diffusion of innovation and therefore also explains the time aspect of innovation diffusion (Dahnil et al., 2014). The DOI theory centres around the perceived usefulness, compatibility and complexity of the innovation or technology to the adopter, where a negative relationship exists between these three elements and the adoption of technology, the adoption is weak or limited, however Faisal and Idris (2020) in their quantitative study proved that there is a positive relationship between the perceived usefulness, compatibility and complexity of technology and the rate at which it is adopted (Faisal & Idris, 2020). This therefore highlights the importance of the users or adopters understanding of technology in order to guide the organisation to make strategic decisions to improve their competitive advantage (Makovhololo & Batyashe, 2017).

This study aims to identify the factors that motivate South African logistics organisations to implement innovative approaches, whether technology-driven or not, in order to achieve a sustained competitive edge. Literature on DOI theory provides evidence that change can be influenced by the adopters' perceptions over the technology which in turn also influences the rate at which innovation is adopted (Stawicka, 2021; Faisal & Idris, 2020; Dahnil, Marzuki, Langgat, & Fabeil, 2014). It can further be concluded that corporate culture plays a significant role in the adoption of innovation (Tolba & Mourad, 2011; Jaiswal & Zane, 2022).

2.11.3 Theoretical Framework: Dynamic Capabilities Theory

Organisations require dynamic capabilities to adapt to rapidly changing circumstances by integrating, creating, and reconfiguring internal and external competences to maintain their competitive edge (Teece, Pisano, & Shuen, 1997). Teece (2007) further stated that dynamic capabilities directly handle behavioural theory-based issues such organisational growth, routines and processes, organisational learning, and managerial decision-making (Teece D. J., 2007). There is also research undertaken by Eisenhardt and Martin (2000) that clearly examines the mechanisms underlying dynamic capabilities via the prism of organisation and behavioural theory (Eisenhardt & Martin, 2000). The DCT concept is also rooted in the Resource-Based View (RBV), which examines an organisation's ability to generate competitive advantage from its existing resources whether tangible or intangible in nature (Helfat & Peteraf, 2009). Teece (2007) also recognises dynamic capabilities in contrast to ordinary capabilities, as idiosyncratic: they are unique to each organisation and are found in their past. This therefore indicates that competitors to any organisation would be looking to mastering this dynamic

capability/ies and it would potentially take them years to get there, as they would not necessarily have the insights to the organisations past and current capabilities, further illustrating that the use of dynamic capabilities will cause the organisation to be first to market in delivering a particular good or service to its customer and thus potentially leverage the benefits thereof through improved organisational performance (Teece D. J., 2007).

Within the transport and logistics sector change is prevalent and generally a constant, as an example, the impact of COVID-19 required several logistics organisations (and other sectors) to adapt to the changing environment and find means and ways to deal with local and global logistical delays and resource constraints (Herold et al., 2021). Therefore, highlighting that adaptation to constrained environments is possible through employing various strategies and create unique methods to work under limits by putting an emphasis on innovation and supporting creative problem-solving. Organisations can adjust to resource limits by building an innovation culture and encouraging experimentation (Amabile, 1996).

The term "micro-foundation" in dynamic capability research refers to internal organisational variables that serve as a foundation for creating dynamic capabilities (Teece D. J., 2007). Teece (2007) further clarifies the terminology of micro-foundation by using the framework of sensing, seizing and transforming, this framework has also been widely used in later dynamic capabilities studies (Helfat & Peteraf, 2009). Teece (2007) also claimed, that rather than assessing and improving the current resource base, establishing dynamic capabilities is mostly about perceiving and seizing new opportunities, as well as converting or reconfiguring resources accordingly, to boost performance. Teece (2007) maintains that although sensing, seizing, and converting actions are inherently entrepreneurial, they are not only relevant to start-up businesses but also to larger corporations and explains how positive outcomes can be used in place of each other. However, also illustrating that it is unlikely for a single person to possess the micro-foundations for sensing, seizing, and transformation, it is suggested that teams or groups of people be used in order to leverage dynamic capabilities (Teece D. J., 2007).

Sensing: is defined as a process of scanning, creation, learning, and interpretive activity (Helfat & Peteraf, 2009; Teece D. J., 2007)

Seizing: it is defined as the process in which significant resources are invested to address fresh opportunities and dangers that are discovered through sensing (Teece D. J., 2007)

Transforming: also known as reconfiguring, can be defined as the organisations capacity to set up resources so as not to become static and unresponsive to future changes (Teece D. J., 2007)

From the historical literature analysed above it has been established that dynamic capabilities are foundational to transformation initiatives of any organisation, whether choosing to transform through technology, culture or methods and practices (Ellstrom et al., 2022). The DCT theoretical framework is focused on the ability of the organisation to grow internally using its own resources and learning capabilities (Helfat & Peteraf, 2009) and therefore provides a consistent method for examining digital transformation, which takes into account the significant influence that digital technologies have had and will continue to have on corporate performance (Warner & Wager, 2019)

The aim of this study is to identify the factors that lead South African logistics companies to embrace novel practices, whether technological or not, to gain a sustained competitive advantage. DCT focuses on an individual or organisations desire and need to challenge the internal organisational status quo, but also the level of influence required to tip the scales and allow for transformation within the organisation (Kurtmollaiev, 2020). The micro-foundations or pillars of DCT particularly lean on internal resources and learning (Teece D. J., 2007). An element of internal resources are the people of the organisation and Costello and Plester (2020) suggest that learning or e-learning among employees, which are also considered to be resources within an organisation, are more widely adopted in a culture that supports learning practices such as a market and adhocracy cultures (Costello & Plester, 2020). This is also consistent with organisations that exhibit high levels of dynamic capability, especially given that both ideas share the same characteristics of flexible architecture and an external focus (Teece D. J., 2007). This further suggests that organisational culture can influence members of an organisation on how to recognize, react to, and adapt to ongoing environmental change (Schein & Schein, 2017).

2.11.4 Conceptual framework for innovation and sustainability

The study analysed the change drivers in the adoption of innovation strategies through the theoretical lens of Dynamic Capabilities Theory (DCT) and Diffusion of Innovation Theory (DOI), both these theories focus on transformation of an organisation and specifically touch on the importance of organisational culture as a driver of transformation and change in the adoption of innovation and sustainability (Teece, Pisano, & Shuen, 1997; Teece D. J., 2007; Schein & Schein, 2017; Costello & Plester, 2020; Kurtmollaiev, 2020; Faisal & Idris, 2020; Jaiswal & Zane, 2022). It is therefore important to introduce Organisational Culture Change and Management Capabilities as concepts into the conceptual framework to enhance the framework through an understanding that Organisational change through a Corporate Culture change influenced by Management Capabilities, which is managements' ability to influence

and drive change initiatives will cause the organisation to potentially effectively execute strategies which will enable change and continuous improvement to deliver on different innovations (technology, green innovation or sustainability).

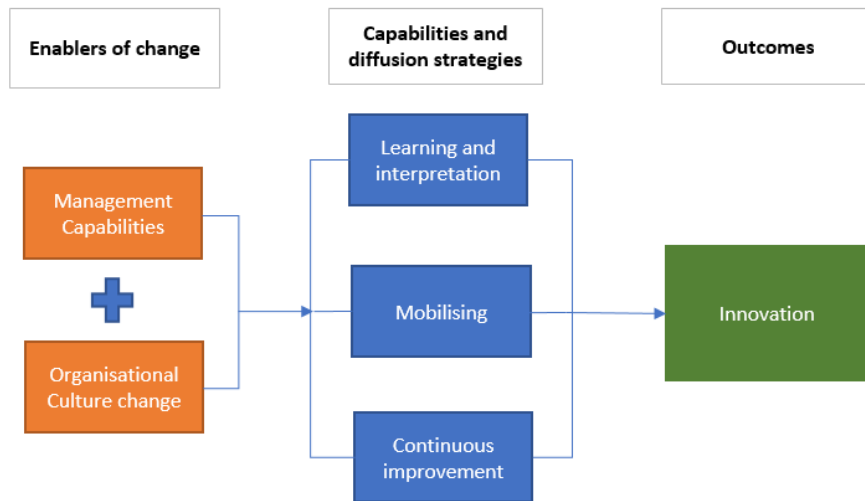


Figure 1.2: Conceptual Framework

2.12 Summary

Corporate culture is essential for fostering creativity and inventive behaviours in an organisation. Innovation can be either radical or incremental and can be generated domestically or acquired from external sources. This study sought to identify the factors that prompt transformation in Logistics businesses in South Africa to foster innovation, achieve a sustainable competitive edge, and enhance performance. Implementing innovative and sustainable tactics gives a company a competitive edge in international marketplaces. Introducing Organisational Culture Change and Management Capabilities enhances the conceptual framework for innovation and sustainability. This would allow organisations to efficiently implement tactics that facilitate change and ongoing improvement to achieve various innovations.

Chapter 3: Research Methodology

3.1 Introduction

This chapter focuses on the specific methods and techniques that can be utilised to analyse the data gathered for this study and also critically assess the validity and reliability of this data. The various methods to perform the study will be analysed and the best option to evaluate the conceptual framework will be chosen. It is important that the veracity and legitimacy of the participants' experiences and perceptions of how corporate culture influences the adoption of innovation while also taking the fundamental tenets of doing such research into account. (Cropley, 2022). This chapter highlights the research approach, paradigm, design, and collection methods, as well as analysis and ethical considerations used to execute this study.

3.2 Research Approach

Research approaches are systematic strategies for conducting studies, encompassing overarching principles and specific techniques for collecting, analysing, and interpreting data. A research approach is chosen based on the nature of the topic the study aims to address (Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.), 2014).

There are three distinctive research approaches, namely, qualitative, quantitative and mixed methods research (Creswell, 2009).

- Qualitative research has been defined by Corbin and Strauss (2008) as any research methodology that results in conclusions that cannot be quantified or reached statistically (Corbin & Strauss, 2008). It is a technique for analysing and understanding the importance that various individuals or groups place on social or human problems, and the process may involve asking participants questions to gather information. (Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.), 2014). Instead of concentrating on what functions and directing questions more towards the details from respondents about the who, how, and why, the use of qualitative approach improves knowledge of why social phenomena exist and behave in the ways they do (Al-Ababneh, 2020; Busetto, Wick, & Gumbinger, 2020)
- Quantitative research focuses on testing theories through observing the relationship between variables (Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.), 2014). It is a systematic investigation of phenomena using numerical data and statistical analyses, where data is collected and analysed in a structure manner to determine trends, patterns, and relationships (Creswell, *Research*

Design Qualitative, Quantitative and Mixed Methods Approaches, 2009). Quantitative research is founded on objectivity and replicability, it allows researchers to replicate the study and verify findings and enhancing the credibility of the research over time (Bryman, 2016)

- Mixed methods research combines qualitative and quantitative research methodologies. Creswell (2014) states that integrating qualitative and quantitative methods offers a more thorough comprehension of a research issue compared to using each method independently (Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.), 2014). A benefit of using the mixed methods approach is creating triangulation to enhance the confidence of the study (Hassan, 2022).

For the purposes of this study a qualitative research approach has been adopted. This approach has been chosen because it allows for the collation of information directly from the participants of the study and develop a deeper understanding of the research problem (Creswell, 2014). It provides a detail description of the participants thoughts, feelings, opinions, experiences, actions, and interpretations on the matter (Rahman S. , 2017). As the study further focuses on corporate culture and change management it is important to understand the various views and perspectives there are in the industry in the adoption of innovation, since as human beings each person is very likely to approach matters in different ways to achieve success. This highlights that there are multiple socially constructed realities and different people approach these realities in numerous ways and further emphasising that reality is subjective (Rehman & Alharthi, 2016). Therefore, a qualitative research approach has been adopted to examine how corporate culture can be used as a vehicle of change management in the adoption of innovation in the Logistics industry of South Africa.

The study has been guided by the research questions and statements in Chapter 1, sub-section 1.1.2

A qualitative study can follow either a inductive or deductive reasoning as an approach to test or confirm theories and of an observed social phenomenon (Al-Ababneh, 2020). Deductive reasoning is seen to be more of a top-down approach and can be used when research focuses on theory development and hypothesis testing, where the research strategy has been designed to test this hypothesis and is predominantly used in scientific testing (Al-Ababneh, 2020; Sekaran & Bougie, 2016; Weisberger & Bradford, 2023). Inductive reasoning operates in the opposite direction to deductive reasoning whereby it uses a bottom-up approach to generate

new premises, or hypotheses, based on observed patterns. Conclusions are drawn from the data, where there are several observations to find a pattern, generalize it, and then deduce an explanation or a theory (Weisberger & Bradford, 2023).

This study aims to evaluate and understand the drivers of change, for Logistics organisations in South Africa, to become innovative and generate a sustainable competitive advantage and improved performance as a result. With the understanding that reality is subjective and the approach of a qualitative study, a clear interpretation of the participants responses to the study needed to be deduced which in essence means the assumptions or perceptions of participants must be supported by literature building on these various ideas to draw on conclusions. We are also working with human beings which are emotional creatures, therefore responses are also likely to come from a place of emotion, to make a point (Bradford, Weisberger, & Lanese, 2024). Using the semi-structured interview guide as a basis of testing the hypothesis, the aim is to move from theory, to specific, to the observations from the responses of participants (Bradford, Weisberger, & Lanese, 2024).

This study has therefore followed a deductive reasoning approach to appropriately provide meaning to the responses received through qualitative research and to help maintain the focus of the research (Bingham, 2022).

3.3 Research Paradigm

Researchers work to comprehend and communicate people's views about reality's nature, what can be learned about it, and methods for gaining this information. (Rehman & Alharthi, 2016). Research paradigms are a global perspective or philosophical framework for research that is based on the ontology of beliefs and assumptions. The paradigms may be based on particular standards or characteristics in a profession or even on an individual's personal convictions (Ulz, 2023). By selecting a certain paradigm, the researcher avoids focusing on their own philosophical competence and chooses a more effective construct than other possibilities (Rahi, 2017).

Commonly used research paradigms are positivism, interpretivism, advocacy and pragmatism (Rahi, 2017).

- Positivism is concerned in building a comprehensive social system that employs scientific methods to examine society and its inhabitants in order to their advantage. Positivism is grounded in actual experience, not conjecture (Al-Ababneh, 2020). It also has to do with how stable the study's findings are over time and space, as well as how

consistent they are. To find variables and broad trends, quantitative research employs these criteria to carry out social surveys and experiments (Wang Y. , 2020).

- According to interpretivism, human beings and knowledge are interconnected, and subjective epistemology and relativist ontology are both taken into consideration (Junjie & Yingxin, 2022). It focuses more on the meaning, voice, perspective, experience, thoughts, and feelings that are communicated by the individual and investigates the relationship between the research and the research subject (Moustakas, 1994).
- Researchers who held postpositivist presumptions (which contradict the positivist idea that a researcher may objectively study society) to be true, gave rise to advocacy or participatory paradigms (Panhwar et al., 2017). In the 1980s and 1990s, social justice issues that needed to be addressed or imposed structural rules and theories that did not fit all members of our society gave rise to this approach (Creswell, 2009). To enable this research to provide a reform agenda that could alter the lives of the research participants, this vision must be tied to politics, political agenda, and legislation (Creswell, 2009).
- A typical research paradigm in the social sciences is pragmatics, which focuses on using principles, concepts, procedures, or a combination of these approaches to solve real-world research issues (Allemang, Sitter, & Dimitropoulos, 2021).

The aim of this study is to identify, understand and evaluate the factors that lead South African logistics companies to embrace novel practices, whether technological or not, to gain a sustained competitive advantage. The premise that there is multiple socially created realities and that people will view these realities in various and subjective ways will further guide this investigation (Rehman & Alharthi, 2016). Every organisation is different and will thus identify the best practice approaches to use to ensure value is achieved through the strategies employed. Since reality is subjective and may be understood in various ways, so can strategically aims and objectives (Wang Y. , 2020; Allemang, Sitter, & Dimitropoulos, 2021). A fundamental element of the study considers management capabilities and organisational culture change, both of which are driven by perception and understanding of how best to motivate a workforce to deliver on strategic goals and as a result can be interpreted and implemented differently either delivering or not delivering the desired results (Wijethilake, Upadhaya, & Lama, 2023).

The interpretivism paradigm is regarded suitable for this research considering the goals and nature of the investigation. The use of qualitative research methods to better understand,

contextualize, and interpret a study's developmental patterns rather than its findings is encouraged by the interpretivism school of thought (Nassaji, 2020). Due to the richness of the context, authenticity of the details, and narrative quality of this study, the interpretivism paradigm has been applied in an effort to generate deductive generalisations from the themes and relationships discovered from student experiences in order to develop new theories as part of the study (Penaloza, Viscont, & Toulouse, 2020). The interpretivism paradigm is consistent with the study's goals and research questions, and it has gained recognition as a powerful framework that may be applied in other qualitative studies (Yadav, 2021).

3.4 Research design

The selection of research design is contingent upon the research's objective, with three main categories being exploratory, descriptive, and explanatory studies (Saunders, Lewis, & Thornhill, 2009). Research design is planning for data gathering, measurement, and analysis developed to address the study objectives (Sekaran & Bougie, 2016).

This study leans towards a descriptive study, as descriptive studies involve collecting data to describe and summarize the characteristics, behaviours, or conditions of a specific phenomenon (Burns & Grove, 2021). There is a substantial amount of literature on innovation, change management, and corporate culture that can be utilised to enrich the research. A qualitative research method was therefore chosen to answer the study questions.

Qualitative research is also described to align more with an interview type research approach to gather evidence on the research problem (Creswell, 2014). Interviews are a frequently used data collection tool in qualitative research. Interviews help researchers better comprehend the facial expressions and body language of research participants. Knowing their unique perspectives, attitudes, and values can also be highly beneficial (Rahman, 2023)

There are two methods for conducting interviews: semi-structured and structured, and they differ in terms of how flexible and standardized they are (Al-Ababneh, 2020). Structured interviews stick to a prepared set of questions that are posed to each participant in the same way and in the same order. The interviewer has little leeway to stray from the scripted questions or inquire further than they are intended. Through comparability, this method seeks to establish consistency across participants and facilitates data analysis (Gill et al. 2008). A flexible interview guide or series of questions that serve as a general outline for the interview is used in semi-structured interviews. The interviewer is free to delve into further subjects, press for more in-depth answers, and let discussions be led by the participants, though. This method

allows for some flexibility and customization to the unique environment and research goals (Smith, 2015).

This study adopted a semi-structured interview approach, as it allowed the researcher to prompt interviewees for examples and elaborations to their responses. With research subjects, researchers can build strong relationships, this can help the latter feel at ease and involved in the process, which should ultimately produce excellent replies (Rahman, 2023).

3.5 Data collection

Data is gathered for qualitative research using qualitative data collection methods like interviews, field notes, diaries, observations, etc. (Nassaji, 2020). A semi-structured interview guide was used as the main method of data collection for this study, as it gave participants some level of assurance that the questions asked will not cause any intellectual property leakage on the part of the organisation where they are employed. (Kumar, 2019). By using semi-structured interviews as a method of data collection, the researcher was also be able to obtain the pertinent data directly from an industry source to answer the research questions while also verifying the accuracy and dependability of the information received. (Flick, 2018).

3.5.1 Population and sample

The population group for this study were employees of Logistics organisations across South Africa. There is no specific case study on a particular Logistics organisation, but rather an array of large and small to medium organisations which was included in the study. Of the organisations in concern the following subset of employees were selected for interviews:

- Managerial and Senior Managerial employees: managers of teams who have influence on the rate of adoption within the teams and those who set the strategy and tone for the organisation in terms of innovation and culture.

A sample of between 9 to 15 participants was purposefully sampled from the population and interviewed. Of the intended sample of executives, senior managers, and middle managers, only 12 were available owing to schedule difficulties and public holidays.

3.5.2 Research instrument

The research instrument was a semi-constructed interview guideline consisting of questions which are guided by the research questions of the study. The interview guide has been developed for the subset of employee.

- Managerial and Senior Managerial employees: see Appendix A

3.5.3 Procedure for data collection

The researcher approached the selection of employees, which form part of the sample, from the respective Logistics organisations in South Africa. The researchers' instrument was tested with two initial participants so that the research instrument can be refined to enhance the outcomes for the remainder of the study. Contact was made with the chosen participants via email, explaining the research objectives and obligations of the researcher to conduct ethical research. Any participant who objected to participate in the study, were excluded accordingly and replacement participants were obtained. Where participants have accepted to be part of the interviews, virtual or face to face meetings were set up at the convenience of the participant. Meetings were set up using Microsoft Outlook to secure the times in the participants diary. Permission was requested from the participant to record the interview session for the purposes of data collection. The semi-structured interview schedule was used to guide the interview. Data collection was done by the researcher by taking down notes during the course of the interview and post the interview by using the audio recordings permitted by the participant to substitute the information gathered.

3.6 Data analysis

This study used a predetermined template to prepare, organize and analyse the data from participants. A thematic analysis approach was followed to analyse and interpret the data collected from participants. Thematic analysis was used in research to identify patterns, themes, and categories in the data (Bougie, 2019). In qualitative research it is used to understand and explain patterns and themes by using deductive reasoning by making sense of and aligning the information collected to determine whether propositions based on the conceptual framework, deduce whether there is any connection between corporate culture, change management and innovation (Kumar, 2019). When performing a qualitative study, the use of a deductive approach to research requires applying a predetermined set of codes to the data, which will be deduced from the conceptual framework and used as an organisational tool (Bingham, 2022). The thematic framework still requires a process to be followed which was employed in this study:

1. Acquaint yourself with the information
2. Generate codes
3. Look for themes
4. Review themes and codes
5. Define and name themes

6. Produce a report

3.7 Ethical considerations

The University of Witwatersrand's ethical guidelines were strictly followed in this study. Permission from the relevant interviewees was acquired in order to undertake this research. Additionally, approval was requested from the Wits Business School Ethics Committee, and the study completely adhered to their rules. Additionally, the researcher conducted themselves in a way that doesn't damage the reputation of the University of Witwatersrand. By following these ethical guidelines, the study maintained the trust of the participants and the general public, and the results are deemed to be reliable, legitimate, and develop this field of study. In this study, the following moral guidelines were followed.

3.7.1 Informed Consent

The importance of informed consent in ensuring that participants are aware of the study's objectives, the advantages and dangers of participation, and their right to leave the study at any time. Before agreeing to participate in the study, participants were given all necessary information, and had an opportunity to clarify any uncertainties before continuing to participate in the study.

3.7.2 Voluntary participation

Participants had the choice to voluntarily participate in the study. Participants were notified that they are not required to take part in the study and can withdraw at any moment without repercussions. Every participant signed a consent form confirming their voluntary participation.

3.7.3 Confidentiality and Anonymity

Confidentiality and anonymity are critical in protecting the privacy of the participants. The researcher has an obligation to ensure that all participants information and responses are kept confidential. There was no personal information collected as part of this study and all requirements of the Protection of Personal Information Act of 2013 was adhered to. Anonymity was ensured, and participants will not be asked to provide their names, addresses, or identity numbers.

3.7.4 Data management

Data management is a crucial part of maintaining the confidentiality and integrity the data collected from participants. All data was treated with high confidentiality and complied with all data protection requirements. Data collected was only used for the purposes of this study.

All data is securely stored by the researcher and password protected. The researcher also ensured that there were no breaches of data during the course of this study.

3.8 Summary

This study used a qualitative research methodology to investigate the impact of corporate culture as a vehicle of change management within the logistics industry in South Africa. Deductive reasoning is employed to evaluate ideas and observations, facilitating a comprehensive comprehension of the study issue and the diverse viewpoints on innovation adoption. This study employed interpretivism to derive logical generalisations from the rich context, authenticity and narrate quality experiences, through the adoption of a semi-structured interview guideline. The interviews were documented through audio recordings and notes taken by the researcher during the sessions. In addition, all inquiries adhered fully to the ethical rules of the University of Witwatersrand. Consent from the appropriate interviewees is necessary to conduct this research.

Chapter 4: Presentation of findings

4.1 Introduction

To address the research questions and reach a logical conclusion and suggestions, this chapter presents all of the findings and analyses of the qualitative study that was carried out with willing participants. The interview responses are dissected and analysed to find and comprehend any consensus or divergence on the research subject. With an objective focus on the respondents' perspectives, comprehension, experience, and knowledge of the research issue, the findings are presented and discussed.

4.2 Demographics

Using the purposive sampling technique 15 interviewees were initially selected to participate in this study. These individuals are of executive, senior and middle management roles currently or previously employed in the logistics industry or deal closely with logistics companies on a daily basis. Challenges experienced in securing time with the interviewees were conflicting diaries and the timing of study over public holiday periods. As a result, only 12 of the targeted 15 interviewees were secured for the purposes of conducting this study. The narrative of the participants is detailed in this chapter. This section further examines the participants diverse demographic attributes in the accompanying tables and figures below.

Gender composition

The gender composition of the population were 67% male and 33% female (see **Error! Reference source not found.**). Women make up about 41% of the workforce in the global supply chain, per a 2021 Gartner survey. It is a fact that there are more women working in the supply chain than ever before, yet the logistics profession is still mostly male (Cox, 2023).

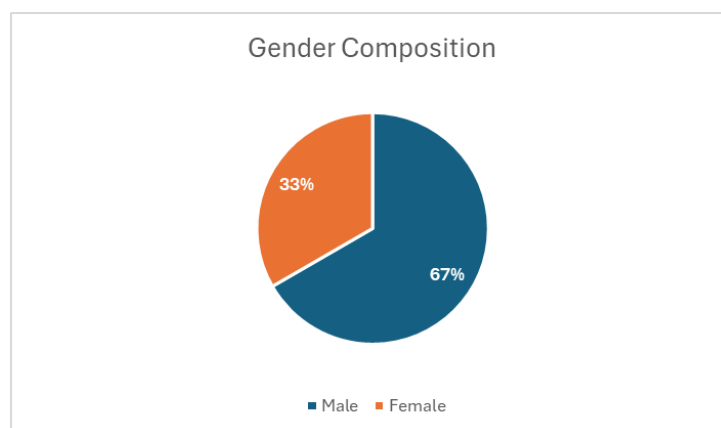


Figure 4.1: Gender composition of the population for the study

Population group

The study aimed to gather responses from a varied ethnical background, of White, Black/African, Indian, and Coloured. The results of the study show there were 42% White, 8% Black, 42% Indian and 0% Coloured participants.

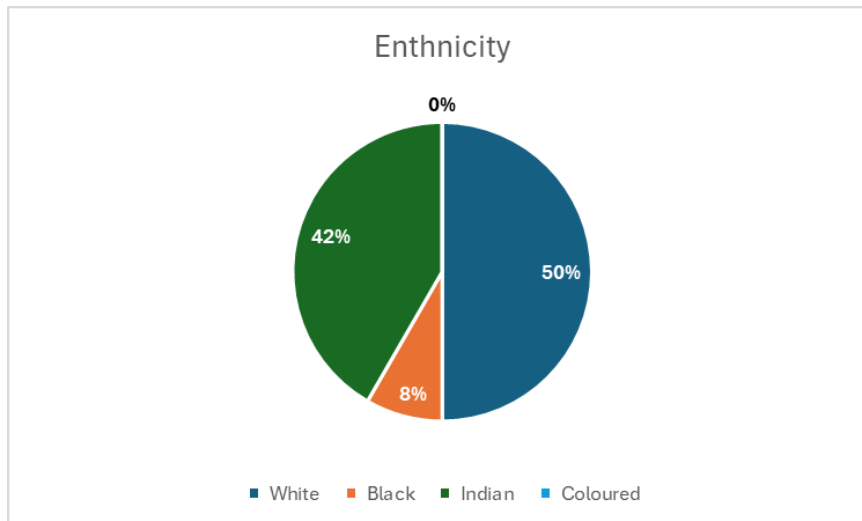


Figure 2.2: Ethnic grouping

Role Ranking

The study aimed to interview participants in senior and middle management roles to get the view of participants who have influence over the change management philosophy and execution in an organisation.

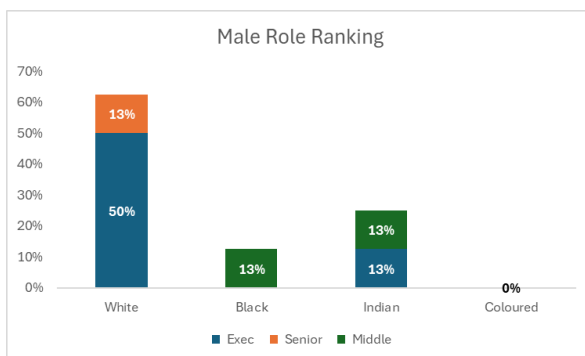


Figure 4.3: Male Role Ranking

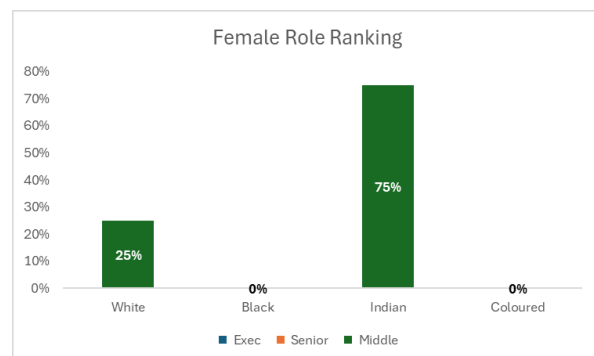


Figure 4.4: Female Role Ranking

4.3 Corporate culture as a vehicle for change management

Majority of the participants were agreeable to the concept that corporate culture can be used as a vehicle for change management. In some respects, the topic of corporate culture in itself came across as quite broad as various participants view corporate culture in different ways.

There were participants who focused on talent, where corporate culture will decide the future of you of change management based on the diversity, unique skill sets and talent that is brought into an organisation and how best to utilise this talent to bring about the needed change. A key theme that also resonated was the fact that corporate culture is often overlooked and not given the attention it deserves, strong effective communication coupled with making people feel heard, acknowledged and trust relationships are formed, drives a positive corporate culture which will drive the adoption of innovation. There was also emphasis on being more focused on the client, to understand the clients needs better, to be able to deliver a corporate culture that brings about change. Another key element that came across in the interviews was the ability of leadership to set the right vision, mission, principles, and values for the organisation and to live by them. The organisational leadership team should be actively involved and show their commitment and follow through to build trust, which will ultimately breed success.

Participant 1: "You need a mixture, an arbitrage of talent in the business and the corporate culture is really about how do you extract that talent to make that talent work for you to manage change in the business."

Participant 2: "Corporate culture is often overlooked and not given the value it deserves. Proper communication is needed for it to be effective. Change is not hard when you feel comfortable and becomes a success when people live by their values and the values of the company".

Participant 3: "Corporate cultures is a constant function, there is a need for agility and flexibility within the organisation, it is a mechanism that drives change".

Participant 10: "In my opinion, a corporate culture can be a powerful vehicle for change management by influencing how employees perceive and respond to change."

Participant 12: "Corporate culture is critical to any business environment, as it is the main factor that drives change or innovation. This will depend on the type of corporate culture in any given business. It is used as a vehicle for change management as it will either bring about positive or negative results depending on the type of corporate culture."

4.4 Critical factors of change management in corporate culture

The responses from participants the critical factors of change management in corporate culture resonated around transparency, communication, collaboration, creating an environment that

encourages creativity, talent management, modelling the values of the organisation and planning.

Participant 1: *“Creating an environment that allows for change, opportunity to inspire people and create a forum for people to voice their opinions. You should create an environment where it's an open and honest dialogue, not a monologue. You must have the right people in your team. The critical factors are to create the environment where you get the best out of that talent”*

Participant 4: *“Critical factors include buy-in from employees, reinforcement of the changes and collaboration among teams.”*

Participant 5: *“Transparency, communication and empathy is needed to be able to drive positive change in corporate culture. The planning element is also important, who do you want to be involved in the change process and the execution needs to be purpose led.”*

Participant 7: *“Have a plan and communicate that plan. Engagement on what, how, why to keep everyone on the same page. Create a space for people to have a voice and participate in the plan. Regular one-on-one sessions should be held, and employees should know that it is a safe space to speak-up. Understand the next person and share good news loudly and negative discussions behind closed doors.”*

4.5 Innovation in the logistics sector

Innovation is a fundamental driver of change in the logistics sector, without it the sector would be stagnant. It is important to note that innovation is not a once off event and there are peaks and valleys in the process. Organisations in the logistics sector need to continually reinvent themselves to stay relevant in the market and have the first mover advantage. To gain the competitive advantage organisations in the logistics sector must consider their full value chain and related processes to redesign how things can be done efficiently.

Some participants view the logistics sector as not being consistent with innovation, it could even be said to be traditional in nature, even to the point of noting that the South African logistics sector is a late adopter of innovation. There are however other ways in which innovation can occur such as, innovating the way we interact with customers, offering the customers different solutions, thinking out the box. Whereas some participants view the changes in process and systems over the last 30 years to have improved the logistics sector significantly, such as real time data and insights using Artificial Intelligence (AI) has become

a differentiator in the value-add services provided to customers. Innovation in the logistics sector can be seen significant projects with numerous opportunities to drive the industry forward by reducing manual work and associated errors, which can be costly and high-risk. Innovation leading to accurate results ensures achieving little risk and approaching a cost of nearly zero without incurring unnecessary expenses.

Participant 1: *“We don't see new logistics innovations happening every day. I think we've got it remain relevant in terms of innovating ourselves, innovating the way we interact with customers, offering the customers different solutions, thinking out the box.”*

Participant 3: *“It is an s-curve with peaks and dips. You need to reinvent yourself as the industry changes and adapt a longer term thought pattern vs short term.”*

Participant 7: *“Tech improved substantially over the last 30 years, the differentiator is the value add and support that can now be provided to customers. We use tech to work smarter, more efficiently and improve productivity.”*

Participant 9: *“The logistics sector is the most important sector in any supply chain as it touches all other sectors and industries and certainly add to the related economic growth. However, South Africa is unfortunately a late adopter of innovation in the logistics sector.”*

Participant 10: *“Your innovation in the logistics sector is a large project, but at the same time it's very exciting because there's so many opportunities for innovation to drive the logistics industry where there's a lot of manual work, that manual work also leads to errors, and you know in this day and age errors is quite a costly factor and its quite high risk. So, innovation that drives precise output, at the end of the day you were achieving a low risk where you're reaching a close to nil figure where you're not incurring extra costs for no reason.”*

4.6 The importance of innovation in the logistics sector and the value derived

Businesses that challenge the status quo and provide value-added services to their customers gain a competitive advantage. Companies like Nike, which have a massive logistics background and network, have positioned themselves well in the market through launching e-commerce platforms. Innovation is crucial in the logistics sector, as they lead to increased efficiency, reduced operational costs and increased customer satisfaction. Companies must focus on meeting customer needs, cutting out middlemen and providing end-to-end solutions.

Participants agree that innovation is important in the logistics sector because without it,

organisations may stagnate and struggle to compete for new business or lose current customers. Customers are more likely to choose modern suppliers with modern technology over those with old-fashioned methods. COVID has shown that companies can think on their feet and be agile, leading to lessons learned and savings for the company.

Participant 2: *“It is about challenging the status quo, innovating faster and more often with a greater degree of success, this is where businesses find themselves more successful over time. When you provide value to the end customer a company can gain a competitive advantage e.g. Nike has been moving into ecommerce with direct-to-consumer sales on their own platforms and also has a massive logistics background and network.”*

Participant 10: *“Increasing your customer satisfaction and you know customers can be quite tricky in this day in age because they all are now trying to move towards ideas that make their organisation recognize to grow, I mean it gives them a competitive edge in the market, it adds to that company's reputation and it's the behind the scenes activity that value adds to their business.”*

Participant 11: *“If you are not going to keep up with the needs and the effectiveness of how people want things done or how quick they want things, or how to cut out middlemen, then you know what somebody else is going to come along and do it. Time for example, now is something that's very important to people. So, if you have to look at what value does it provide?”*

4.7 The influence of corporate culture over innovation

Corporate culture significantly impacts innovation and change in an organisation. A workplace that fosters creativity and risk-taking can enhance service delivery and provide additional value. A company's culture should prioritise strategic objectives and value innovative ideas, while appropriately compensating people. Establishing open communication channels, supporting leadership, and a willingness to experiment are crucial for promoting and maintaining innovation.

Participants were acutely aware that ensuring the stability of corporate culture is essential for fostering innovation, but it is important to have checkpoints in place to manage risks. Valuing employees' input and acknowledging their perspectives can greatly impact innovation. In a culture that encourages continuous brainstorming and teamwork, positive change is promoted. Conversely, in a culture where employees' ideas are not appreciated, there may be a lack of respect for implementing change. An effectively organised corporate culture can greatly impact innovation and transformation in a company.

Participant 4: *“Yes, we want people to focus on business strategic objectives as a result the service to customers improves. Culture is the base of the organisation, and the people drive the process.”*

Participant 6: *“Yes, absolutely. If culture is sound an all on employees are onboard with strategy it can greatly influence innovation.”*

Participant 8: *“There is a strong human component to innovation, where Innovation creates healthy debates and diversity among teams which causes different ideas and theories to be tested.”*

4.8 Leadership’s influence on corporate culture in the adoption of innovation

Innovation in a business can be driven by a collaborative leadership style that prioritizes customer needs and market feedback. This approach fosters an inclusive environment where employees feel valued and empowered. Autocratic or inward-focused leadership can hinder innovation and growth. Instead, a collaborative leadership style that values trust and open communication is essential. Leaders should be authentic, provide freedom, and align with a common goal without background agendas. Trust is crucial, and leaders should understand their team's needs and hold them accountable. Dynamic leaders who appreciate and reward employees are essential for driving innovation. A democratic leadership structure allows employees to speak their minds and be involved in the change process, fostering a culture that encourages innovation. In today's fast-paced business environment, leaders play a pivotal role in shaping the organisational culture, ensuring that employees feel valued and motivated. Participants believe that the ideals of leadership are a strong motivator to sway the manner in which an organisation operates and interprets change management and innovative strategies.

Participant 5: *“Leaders should understand their people and know how to deal with them, they should not be excessively authoritative. This allows for open communication, but also filters out the noise.”*

Participant 7: *“Leaders should lead by example and get your hands dirty; they should be active listeners and give people your time and make them feel like they can approach you. Leaders should also explain the reasoning behind what they are doing, as well as coach and mentor staff. Trust and transparency are important.”*

Participant 10: *“I really think we should have dynamic leaders that have the ability to engage with employees even though they are people of power, they still see themselves as human*

beings. Leaders play a very important role in the appreciating the employees and at the same time understanding that rewarding them is a good thing.”

Participant 12: *“Leaders in the organisation play a pivot role in the type of organisational culture in the company. The way they treat employees, the way they delegate and make requests to employees. Some leaders respect the employees by considering their ideas and allowing their employees to put their ideas into action. They support and motivate their employees along the process. You would need a Democratic leadership structure will allow all to speak their mind and be involved in the change process to drive innovation.”*

4.9 Specific methods or techniques to increase the rate of innovation adoption

Participants emphasised in their responses that constructive engagement, clear communication and realism are crucial for fostering a positive culture. Leaders should view each other as peers and offer support and reliability. Establishing a collaborative atmosphere with incentives and rewards for innovation is essential. Ensuring individuals are held responsible and recognised for their efforts is also crucial. It is important to encourage collaboration and cultivate cross-functional teams with multi-skilled individuals. Consistent adaptation, sufficient finance, and having the appropriate personnel in crucial roles are some of the key drivers to enforce innovative thinking.

Participant 1: *“I used a thing called Enneagram where we got, we got the team into to understand each other's talents, was about learning to engage with each other in a way that we could extract the best results. Listen to what others have to say and be able to engage with them in a constructive manner. Learning how to engage with people differently brings out a better culture. Need to also have clear communication, dialogue and not a monologue, the technique is really about creating an open dialogue, learning about how to engage with people.”*

Participant 2: *“Don't be afraid to fail, its ok. Be realistic.”*

Participant 9: *“Promote collaboration among the team. Give employees time to be innovative, training and information sharing, it is important to act on the implementation. A fail forward environment that does not punish people for mistakes.”*

4.10 Innovation initiatives

Participants believe that innovation encompasses inventive teams, culture, procedures, finance, and commercial sectors. It entails overcoming obstacles, concentrating on delivering solutions and promoting inclusive conversations. Process engineering, team building, and global perspectives are crucial. Innovation can be accomplished through collaborations, ongoing enhancements, and a dedicated improvement group. These tactics aid in diminishing technical debt, boosting software quality, and enhancing overall business performance.

Participant 3: *“Within my team we created tools where everyone has the same view and talks the same language about what is happening in the capability.”*

Participant 4: *“We have a process engineering team that look at systems, processes and continual improvement, their purpose is to find at better and more efficient ways of working.”*

Participant 8: *“We look at innovation at different levels in the software space, with the aim to reduce or minimise technical debt which means institute programs or workflows that do not require a significant amount of time to maintain in the future.”*

4.11 Barriers and challenges facing South African logistics organisations from becoming innovative

Reponses from participants centred around the deteriorating infrastructural and socio-political conditions in South Africa present obstacles for businesses to expand and prosper. Access to appropriate talents and effective leadership is crucial, although obstacles such as senior decision-makers, resource constraints, factors including finance, opposition to change, limited expertise of individuals, adherence to regulations and corruption can impede innovation. South Africa encounters further obstacles in logistics, including safety issues, power outages, inexperienced workforce, and funding for new technologies. It is essential for companies to address these difficulties in order to innovate and succeed in a market sensitive to prices.

Participant 5: *“Cash flow is a consistent issue. The schooling system not gearing the people up for the workforce.”*

Participant 7: *“Smaller agents struggle due to limited resources.”*

Participant 12: *“The barriers facing SA in terms of logistics is the safety of the vehicles, drivers and the good being transported. The hi-jacking of vehicles and hurting or killing drivers is something that is happening all throughout the country. Even though the organisation has goods in transit insurance, this is not an ideal situation to be in, when for example, every month, you have vehicle that is hi jacked. The organisations insurance premium is going to increase*

drastically, and this will eventually hit the bottom line by eating into the profits. Long term, the organisation will not be able to sustain itself,”

4.12 Innovation as a continuous improvement strategy

The responses from participants underscore the significance of ongoing enhancement of a company's culture and principles. Leaders should establish a culture of growth and be flexible in response to market changes. Participants also emphasise the importance of enthusiasm, discipline, and a supportive atmosphere for fostering innovation. They also highlight the need of having a department such as research and development that is capable of being disruptive and inventive, however incremental innovation can also create an impact over the longer term. This therefore asserts that minor alterations can lead to substantial results and enhance the company's achievements.

Participant 1: *“Yes, it should be written into policy where it becomes part of the company DNA, part of the culture where innovation is continually looked at, continually looking at the market and asking what’s next.”*

Participant 8: *“An active strategy that recruits the right people into your team and creates a support culture. Reinforcing the message or change and innovation through demonstrating and communicating the message to staff. Also allow for 2-way conversation that involves diversity of opinion, tolerance, and empathy.”*

Participant 9: *“Most company want to be disruptive in innovation and to do so they need a large R&D department to do so. There is also a need for internal incremental innovation and when innovation is incremental becomes continual.”*

4.13 Summary

This chapter discusses the participants' opinion of the study in relation to the semi-constructed interview guide. The study participants were individuals with influence over the corporate culture in their organisations. Although all participants were presented with identical questions, each responded according to their individual experience, skills, and expectations. Participants enthusiastically engaged in the interview process and were eager to offer comments. The research topic was significant to all participants as they recognised the need of establishing an appropriate corporate culture in a work setting to enhance efficiency, creativity, and profitability.

Chapter 5: Discussion of findings

5.1 Introduction

In this chapter the findings from Chapter 4 are discussed in detail and supported by literature from Chapter 2 in order to understand and respond to the main research question.

5.2 Corporate culture as a vehicle for change management

The success of any organisation is influenced by a wide range of elements, among these is a successful company corporate culture. Owners of businesses understand how critical it is to foster an environment at work where employees are motivated, engaged, and passionate. Furthermore, although competitive pay and excellent benefits draw in many workers, exceptional and competent workers frequently seek out more than just financial compensation (Barredo, 2021). A strong and positive corporate culture is needed to retain talent. In Chapter 2 a link between corporate culture and talent management was drawn based on literature from Kunchike et al. (2019), Krajenbrink & Jansen (2016) and Mahanjan (2019). The literature highlights how talent plays an important role in development and maintenance of a positive corporate culture, which can further influence the manner in which corporate culture can be used as a vehicle for change management, through the various mechanisms and methods that can be adopted in human resource practices (Kuchinke, Ardichvili, & Borchert, 2019; Krajenbrink & Jansen, 2016; Mahajan, 2019). This therefore solidifies the opinions of participants on talent and how it can influence the corporate culture in the aim to drive change in an organisation. This is further emphasised with research undertaken by Yu and Chen (2017) where the authors argue that talent management strategies, including recruiting, training, and development, operate as a mediator in the connection between human resource practices and organisational innovation. They propose that efficient talent management improves individuals' ability and incentive to innovate, therefore promoting the integration of innovation in companies (Yu & Chen, 2017). No research that differs from the views above was identified in the process of performing this study.

Efficient communication is crucial for fostering a favourable working culture, as noted by Participant 2 *“Corporate culture is often overlooked and not given the value it deserves. Proper communication is needed for it to be effective. Change is not hard when you feel comfortable and becomes a success when people live by their values and the values of the company”*. Transparency in communication is essential at all levels to enhance comprehension of tasks and foster stronger interpersonal connections (Juneja, 2023). Culture is the outcome of the prolonged interaction among people inside a business. Enhancing employee relations fosters a

favourable organisational culture, while conflicts and disagreements undermine the atmosphere and create negativity inside the company (Juneja, 2023). Participants to the study strongly feel that effective communication allows people within the organisation to feel heard which in turns drives their motivation to positively contribute to achievements of the company. We further see a positive correlation of this in the literature from Chapter 2, where authors clearly describe how effective communication can impact the success of an organisation and why it is important for senior leaders and managers to embrace transparent and effective communication to relay expectations and vision (Pisano, 2019; Peters, 2023; Gularso & Subekti, 2023).

Placing emphasis on a customer centric corporate culture does have positive impacts to the company's profitability and ability to retain clients. Every company is in business to provide goods or services to a customer and when the customer interacts with a business, they want to experience service that resonates with their values. Yohn (2018) highlights that organisations should develop and monitor the connection between culture and customer impact to ensure that employees are motivated and prepared to foster a customer-centric culture (Yohn, 2018). Changing a corporate culture to one that is focused on customer centricity in itself requires high levels of change management, but once implemented and incorporated into the companies values it becomes second nature and all employees including back end staff will adopt a culture that focuses on the clients needs and satisfaction which automatically impacts customer retention, productivity and profitability (Coleman, 2021).

It can also be noted that leadership plays a critical role in driving a corporate culture that delivers change in an organisation, as noted by Participant 3 "*Corporate cultures is a constant function, there is a need for agility and flexibility within the organisation, it is a mechanism that drives change*". We see this being evident in the work by Schein (2017) and Gibbons & Roberts (2013) emphasising how should exemplify the values of the organisation through their conduct and to lead by example which further build trust among employees and overall organisation driving commitment, productivity and inevitably the adoption of innovation based on ways of working driven by embedded values (Schein & Schein, 2017; Gibbons & Roberts, 2013).

5.3 Critical factors of change management in corporate culture

Bulter (2023) emphasises that transparency and effective communication are vital in change management, it enhances leader credibility, reduces employee opposition, fosters involvement, dedication, cooperation, and creativity (Butler, 2023). It is also noted that trust in organisations fosters collaboration, innovation, and risk-taking, enhancing success. Leaders significantly

influence trust by creating secure environments, promoting transparency, setting clear objectives, and encouraging collaboration (Lewis, 2022). This is further emphasised in the response by Participant 5 *“Transparency, communication and empathy is needed to be able to drive positive change in corporate culture. The planning element is also important, who do you want to be involved in the change process and the execution needs to be purpose led”*. It is also noted that organisations are prioritising talent management to gain a competitive edge, as corporate culture plays a crucial role in efficiently managing talented individuals (Mahajan, 2019; Kuchinke, Ardichvili, & Borchert, 2019).

5.4 Innovation in the logistics sector

In the feedback from participants, it is clear that innovation drives change in the logistics sector, requiring continuous reinventing and efficiency improvements in value chain processes to stay relevant and drives sustainable competitive advantage (Boston & Ivanova, 2021; Silwal, 2020) and further demonstrated in responses from Participant 7 *“Tech improved substantially over the last 30 years, the differentiator is the value add and support that can now be provided to customers. We use tech to work smarter, more efficiently and improve productivity.”* and Participant 9 *“The logistics sector is the most important sector in any supply chain as it touches all other sectors and industries and certainly add to the related economic growth. However, South Africa is unfortunately a late adopter of innovation in the logistics sector.”*

Innovation in the logistics sector must be value-driven, improving the sector and customer experience through improved service quality and adoption of new technologies and strategies (Yi, 2023). Innovation is crucial in the logistics sector as it can mitigate risks by improving supply chain and operations, as suggested by Wang et al. (Wang, Asian, Wood, & Wang, 2020; Wang et al., 2021). Tavasszy (2020) emphasizes the need for a long-term perspective in freight systems and logistics innovations, considering future scenarios, technological advancements, socio-economic changes and reducing technical debt (Tavasszy, 2020). However, it is also suggested that innovation is not solely about technology, but also about talent acquisition and retention, workplace culture, and people-centric service models (Scutt, 2019).

5.5 The importance of innovation in the logistics sector and the value derived

It is noted from the data gathered from the interviewees that innovation in the logistics sector plays a crucial part in driving the industry forward and further can provide value-adding services to end customers through process improvements and technology that generates internal efficiencies for the company, as also emphasised by Participant 10 *“Increasing your customer*

satisfaction and you know customers can be quite tricky in this day in age because they all are now trying to move towards ideas that make their organisation recognize to grow, I mean it gives them a competitive edge in the market, it adds to that company's reputation and it's the behind the scenes activity that value adds to their business.”

Yi (2023) also emphasises the significance of innovation in logistics through in enhancing quality output. It suggests that it can be achieved by adopting new methods, technologies and strategies addressing factors such as logistics infrastructure, transportation networks, information technology, and supply chain management practices. However, it also suggests investments in infrastructure, adoption of advanced technologies, supply chain collaboration, regulatory reform, and continuous improvement. In a study by Wang et al. (2020) it reveals a negative correlation between logistics innovation capability and supply chain risks, suggesting that companies can mitigate these risks by enhancing their logistics innovation capabilities (Wang, Asian, Wood, & Wang, 2020).

5.6 The influence of corporate culture over innovation

Through the interviews a common thread of consensus among the participants could easily be followed, all participants agree that corporate culture has a significant influence over the level, pace, and effectiveness of innovation within an organisation and in logistics organisations in particular. Key focus areas included open communication channels, supporting leadership, and a willingness to experiment as crucial elements for promoting and maintaining innovation. Participant 6: *“Yes, absolutely. If culture is sound an all on employees are onboard with strategy it can greatly influence innovation.”*

Participant 8: *“There is a strong human component to innovation, where Innovation creates healthy debates and diversity among teams which causes different ideas and theories to be tested.”*

Schein & Schein (2017) agree that corporate culture can influence employees to recognise, react and adapt to change driven by innovation (Schein & Schein, 2017). It is further noted in the literature from Chapter 2 that innovation necessitates a culture that fosters authentic communication and stimulates creativity (Spyre, 2023; Peters, 2023). A culture that promotes openness to change and innovation can result in a more adaptive and innovative environment. By promoting authentic connections and creating a nurturing environment, individuals can feel comfortable sharing their feelings and enhance the organisation's overall success (Cancialosi, 2017). In the research by Viltard and Acebo (2018) empowering employees through innovative goals, leadership support and knowledge sharing promote interdisciplinary teams,

collaboration, and adaptability. Also, promoting honest communication and cultivating a culture of knowledge sharing fosters innovation (Viltard & Acebo, 2018).

5.7 Leadership's influence on corporate culture in the adoption of innovation

Participants were quite critical when responding to this question, emphasizing the important role leadership plays in driving the right culture in an organisation, as noted with Participant 12 *“Leaders in the organisation play a pivot role in the type of organisational culture in the company. The way they treat employees, the way they delegate and make requests to employees. Some leaders respect the employees by considering their ideas and allowing their employees to put their ideas into action. They support and motivate their employees along the process. You would need a Democratic leadership structure will allow all to speak their mind and be involved in the change process to drive innovation.”*

Organisations should prioritise developing leadership skills focused on innovation, nurturing a supportive culture of innovation, allocating resources, promoting cooperation, and setting an example to cultivate a culture that appreciates and incentivizes innovation (Oke, Munshi, & Walumbwa, 2009). Leadership's facilitation of an open, trusting, and motivated work environment encourages the adaption of the workforce into a more inclusive and versatile environment which supports innovation (Zaragoza, 2023). Trust is a key element that resonated among the participants, trust in leadership and with the knowledge of being trusted by leadership promotes transparency and encourages collaboration and innovation (Lewis, 2022).

5.8 Specific methods or techniques to increase the rate of innovation adoption

Participants acknowledged that key elements of driving the adoption of innovation include a positive culture that allows individuals to feel safe and express themselves, Cancialosi (2017) states genuine communication and regular interactions will encourage and strengthen behaviours that drive an innovative culture (Cancialosi, 2017; Peters, 2023). In addition, focusing on cross functional teams generates levels of collaboration and adaptation within the organisation that also drives the adoption of innovation (Deloitte, 2022). However, it is important that this can only be achieved when an organisation actively invests in enhancing its digital capabilities and allowing employees to engage and participate in these developments (Adekunle & Ruth, 2023). This is also emphasised in the responses from Participant 1 *“I used a thing called Enneagram where we got, we got the team into to understand each other's talents, was about learning to engage with each other in a way that we could extract the best results. Listen to what others have to say and be able to engage with them in a constructive*

manner. Learning how to engage with people differently brings out a better culture. Need to also have clear communication, dialogue and not a monologue, the technique is really about creating an open dialogue, learning about how to engage with people.” and Participant 2 *“Don’t be afraid to fail, its ok. Be realistic.”*

5.9 Innovation initiatives

From the feedback it is clear that innovation is not just about technology enablement. Participants strongly believe the essence of innovation comes through a different way of working, collaborating, having an open outlook and process engineering (Yi, 2023; Scutt, 2019). In the technology space within logistics, ensuring that the solutions are effective and efficient is a critical component to ensuring there is limited technical debt incurred (Tavasszy, 2020) and also emphasised by Participant 8 *“We look at innovation at different levels in the software space, with the aim to reduce or minimise technical debt which means institute programs or workflows that do not require a significant amount of time to maintain in the future.”*

Even though the focus was on non-technology-based methods of innovation there are several technological advancements in the industry such as automation and robotics, the Internet of Things (IoT), artificial intelligence (AI), blockchain and drones. Some organisations may only use a limited number of these technologies, but the impact is to generate improved efficiency and meet evolving customer needs (Tymoshchenko, 2024)

5.10 Barriers and challenges facing South African logistics organisations from becoming innovative

As business leaders and people involved in a critical sector of the South African economy, participants seem bothered with the lack of involvement and contribution from government to improve the logistics industry particularly in the areas that government has full control over i.e. the national roads, ports, airlines, rail infrastructure, electricity, etc (Business Tech, 2021). This therefore means that organisations in the logistics sector need to consider alternative methods of transport and security to get goods and services to customers, and as a result increases the price of transportation (Kuteyi & Winkler, 2022). The lack of experienced individuals in the sector also contributes to an inexperienced workforce leading to more risk and lack of efficiency in the industry therefore also increasing the cost of doing business (Wang, Asian, Wood, & Wang, 2020), as emphasised by Participant 5 *“Cash flow is a consistent issue. The schooling system not gearing the people up for the workforce.”*

COVID-19 created interruptions in the global supply chain which persisted longer than expected and significantly hindered the economic recovery in South Africa. Furthermore, the disruptions led to an increase in inflation caused by the persistent imbalance between demand and supply (Wolhuter, 2022). However, the logistics industry found ways to create efficiency in times of crisis and continue to do so in the absence of government proving the services required in order to continue to contribute to the economic growth of the country (Whitehouse, 2020).

5.11 Innovation as a continuous improvement strategy

In Chapter 2 we draw the distinction between continuous improvement and innovation, although they are often used synonymously in different environments (Girdler, 2023). In driving innovation as a continual improvement strategy it needs to be embedded in the culture of the business and as noted in previous literature leadership is instrumental in driving this culture and developing an atmosphere for fostering innovation (Gibbons & Roberts, 2013; Tenney, 2023; Oke, Munshi, & Walumbwa, 2009). It is also noted by Carleton (2019) that companies should allocate research funds to incremental innovation, as consumers are more likely to accept and buy marginally improved products, boosting revenue for further innovation (Carleton, 2019) and also emphasised by Participant 9 *“Most company want to be disruptive in innovation and to do so they need a large R&D department to do so. There is also a need for internal incremental innovation and when innovation is incremental becomes continual.”*

5.12 Summary

Through the analysis of the responses from participants and links to relevant research it is clear that corporate culture is a crucial element for an organisation's success, as it fosters a motivated, engaged, and passionate work environment. Innovation in the logistics sector is essential for staying relevant and driving sustainable competitive advantage. Innovation must be value-driven, improving service quality, adopting new technologies and considering future scenarios.

Chapter 6: Conclusion, Limitations and Recommendations

6.1 Introduction

In this chapter the focus will be on abridging the literature from chapter 2 and 5 with the responses from participants to determine a reasonable conclusion and related recommendations to the research problem. This study's findings make a substantial contribution to the current knowledge base, providing a detailed comprehension of the subject topic. This research also provides a basis for more investigation, encouraging scholars and professionals to delve into how corporate culture might facilitate change management in the South African logistics industry.

6.2 Corporate culture as a vehicle for change management

Although corporate culture on its own comes across as a broad topic on its own, we have clearly identified the same through the various responses from the interviewees who participated in this study. We further corroborated this from the research identified to which highlights that there are several ways to look at corporate culture and how it can be used as a change management tool. There are various aspects of corporate culture that can be utilised to positively influence how a business operates and treats its people.

6.3 Critical factors of change management in corporate culture

In Chapter 4 and 5 it is noted that transparency, effective communication, trust, fostering collaboration, risk-taking and talent management are increasing prioritised and crucial for effective change management in corporate culture. There are however, other aspects that can be considered, which include but are not limited to:

- **Leadership Commitment:** Leaders must champion desired cultural changes, communicate the vision, and inspire employees to embrace new ways of working (Lewis, 2022; Zaragoza, 2023).
- **Clear Vision and Communication:** Leaders should articulate the rationale behind the cultural change, its benefits, and how it aligns with the organisation's strategic objectives (Tenney, 2023).
- **Employee Involvement and Engagement:** Employees should be involved in the change process and solicit their input and feedback (Quinn & Cameron, 1999; Krajenbrink & Jansen, 2016).
- **Training and Development:** Employees should be provided with training and development opportunities to acquire necessary skills and competencies (Krajenbrink & Jansen, 2016; Kuchinke, Ardichvili, & Borchert, 2019).

- **Continuous Communication and Reinforcement:** Regular communication, reinforcement, and celebration of successes are essential for maintaining momentum and keeping employees motivated (Pisano, 2019; Gularso & Subekti, 2023; Peters, 2023).
- **Flexibility and Adaptability:** Organisations must remain flexible and adaptable in their approach to cultural change.
- **Resilience and Persistence:** Building resilience and persistence among leaders and employees is critical for long-term success in transforming corporate culture.

6.4 Innovation in the logistics sector

Innovation is essential in the logistics industry, leading to transformation and improving productivity. It should be guided by values, enhancing service quality, and incorporating new technologies. It reduces risks by enhancing supply chain and operations. Innovation also encompasses talent acquisition, retention, workplace culture, and people-centric service models. Companies should invest in technologies such as IoT, AI, blockchain, and big data analytics to enhance logistical operations (Tymoshchenko, 2024). Incorporate automation and robotics in warehouse operations, improve supply chain visibility, and establish sustainable practices. Promote cooperation with partners, implement intelligent warehousing solutions, provide additional services, concentrate on final delivery innovation, and utilise data analysis. Allocate resources to enhance talent and skills to stimulate innovation and address changing client demands (Tymoshchenko, 2024).

6.5 The importance of innovation in the logistics sector and the value derived

Innovation is essential for modern-day logistics operations, improving efficiency, reducing costs, and enhancing customer experience. Utilising new technologies such as automation, robotics, and AI can help logistics improve efficiency, enhance warehouse management, and save expenses. This innovation promotes supply chain resilience, allowing organisations to adjust to interruptions and uncertainty. Companies can gain a competitive advantage and attract more customers by providing innovative services such as same-day delivery, real-time shipment updates and eco-friendly packaging.

It is important that logistics organisations remain flexible and adjust to changing business structures through investment in research and development, integration of cutting-edge technologies, and promotion of an innovative environment (Mena, Christopher, Johnson, & Jia, 2007). Logistics organisations should also consider:

- Engaging with industry partners and startups to remain informed about developing trends.
- Embrace digital transformation through the adoption of IoT, AI, and cloud computing.
- Promote a culture focused on ongoing enhancement by fostering creativity and embracing risk-taking.
- Engage with partners to jointly develop creative solutions.
- Remain flexible and adjust to changes in the market to discover new possibilities and provide lasting value in the logistics industry.

6.6 The influence of corporate culture over innovation

An organisation's culture is vital for promoting creativity. Leaders should exemplify principles and behaviours that promote innovation, cultivating receptiveness to new ideas and willingness to take risks. Defining a precise vision and objectives for innovation that are in line with the organisation's mission and goals helps ensure that everyone comprehends the significance of innovation and its impact. Granting people autonomy and resources enables them to explore fresh ideas. Promoting open communication and collaboration cultivates a culture that embraces failure, encouraging experimentation and learning from both successes and mistakes. Employee training and development programmes promote innovation skills and mindsets. It is crucial to acknowledge and compensate employees for their innovative contributions. Implementing feedback systems and promoting a forward-thinking approach to innovation can result in enduring competitive edge and business prosperity.

It is also noted in the article by Morcillo et al. (2007) it supports the significance of matching company culture with innovation objectives. It recommends tactics including performing a cultural evaluation, investing in leadership development, encouraging cooperation, setting up reward systems, and promoting flexibility and adaptation (Morcillo, Rodriguez-Anton, & Rubio, 2007). It therefore seems that an adhocracy culture which is externally focused and driving flexibility and discretion may be the best suited culture to promote the adoption of innovation in an organisation (Quinn & Cameron, 1999).

6.7 Leadership's influence on corporate culture in the adoption of innovation

For leadership to have an influence on corporate culture, leaders need to create an environment of trust through open communication, transparency, collaboration, and accountability (Lewis, 2022). Leaders should also lead by example and consider a servant leadership approach to managing teams (Oke, Munshi, & Walumbwa, 2009). Leaders must articulate a strong vision for innovation, empower staff, cultivate a culture of psychological safety, allocate resources,

encourage collaboration and diversity, implement structured procedures, acknowledge, and incentivize innovation, support ongoing learning and development, and consistently assess progress. This will assist in uniting personnel towards a common goal, fostering growth, and enhancing competitiveness.

6.8 Specific methods or techniques to increase the rate of innovation adoption

There are several things to consider when considering the most appropriate techniques and methods that can be applied to a specific organisation to improve the rate of innovation adoption, some suggestions include:

- Introducing education and training programmes might assist employees in comprehending innovative concepts and approaches (Krajenbrink & Jansen, 2016).
- Promoting interdisciplinary teamwork to enhance the exchange of information and resolution of issues. Cross-functional teams improve adaptation, innovation, and reactivity, resulting in reduced costs and increased profitability for organisations in new business contexts (Deloitte, 2022).
- Implementing incentives and recognition programmes to acknowledge and reward staff for their contributions (Krajenbrink & Jansen, 2016).
- Articulate the organisation's vision for innovation and its strategic significance (Tenney, 2023)

6.9 Innovation initiatives

Organisations must consider a combination of technological and non-technological innovations in order to maintain a competitive advantage in the market. The non-technological aspects of innovation will ultimately drive the technology enablement within the organisation. If one aspect is favoured more than the other, it may lead to the organisation being behind the curb as more and more technological advancements enter the market on a regular basis.

6.10 Barriers and challenges facing South African logistics organisations from becoming innovative

South Africa can enhance its logistics capabilities through infrastructure development, intermodal transportation promotion, customs procedures streamlining, digital technologies adoption, skills development investment, public-private partnerships fostering, regulatory frameworks review, sustainable practices promotion, supply chain collaboration fostering, and investment incentives provision (Coetzee, 2023). The suggestions will boost competitiveness, drive economic growth, and encourage sustainable practices, ultimately resulting in enhanced logistical operations.

6.11 Limitations

6.11.1 Sample size and participation in the interview

The intended sample size was 15 interviews that were selected through the timing and position of the study was impacted by public holidays and calendar conflicts with some participants and therefore may it difficult to secure the sample size in its entirety, however 12 of the 15 intended interviewees did participate and the findings are presented in Chapter 4. In addition, the demographic pool of participants should be widened to include more females.

6.12 Recommendations

6.12.1 Practical implications

This study focused on participants who are in executive, senior and middle management roles currently or previously employed in the logistics industry or deal closely with logistics companies on a daily basis and have or had influence over the corporate culture within their organisations. Therefore, the study focuses on first hand experiences and opinions which can be useful for other logistics organisations to understand the best methods and techniques that can be used to implement cultures which foster and enhance a culture of innovation.

6.12.2 Future studies

Future research should focus on aspects of corporate culture, such as leadership, communication effectiveness, customer-centric cultures, and directly connect these to their impact on the adoption of innovation. This will broaden the study's scope to examine features and expand the range of recommendations to have a positive impact on corporations from a more practical standpoint. Also, comprehending the culture of innovation and its role in connecting organisational culture with firm performance is crucial for organisations aiming to optimise their innovative capabilities. This study advocated for additional investigation in these areas to acquire more profound understanding of the complex interaction between culture and innovation.

6.13 Summary

In conclusion, through this study the theoretical implications of the impact of corporate culture as a vehicle for change management in the South African logistics sector have been reviewed. The proposed objective has been achieved through adding value to existing literature on corporate culture, change management and innovation which has been presented in detail and supported by a conceptual framework. The variables introduced in this research capture the viewpoints of participants to the study and can considerably contribute to other organisations

in and outside of the logistics sector to consider all aspects of the study and potentially introduce efficiencies and innovative cultures through the understanding that corporate culture can be used as a vehicle for change management in the South African logistics sector.

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Appendix A: Semi-structured interview guide

1. In your opinion, how can corporate culture be used as a vehicle for change management?
2. In your view, what are some of the critical factors of change management in corporate culture specifically?
3. In your view, what do you think innovation means for the Logistics sector?
4. In your opinion, why is innovation important to the Logistics sector, what value does it provide?
5. In your opinion, do you believe corporate culture can influence innovation and why?
6. In your view, what type of leadership environment is needed to develop the right corporate culture which would influence adoption of innovation?
7. In your opinion, are there any specific methods or techniques that can be applied increase the rate of innovation adoption in an organisation?
8. Can you describe the type of innovation initiatives used in your organisation?
9. What do you believe are some of the barriers and challenges facing South African logistics organisations from becoming innovative?
10. In your opinion, is innovation a continual improvement strategy, if so why, and how can it become part of an organisations culture?