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**‘Discussing the motivation of knowledge workers to engage in
employee driven innovation – the influence of trust in
organisation processes**

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Abstract

Title: Discussing the motivation of knowledge workers to engage in employee driven innovation – the influence of trust in organisational processes

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Thesis purpose: The purpose of this thesis to establish both what determines knowledge workers' trust in organisational processes, as well as the influence of such trust on their motivation to engage in employee driven innovation. Both of these areas have been underexploited and thus the authors seek to close gaps within literature. Insights into these two areas can advise organisations in how to design organisational processes so as to maximise employee trust, as well as how to increase the motivation of employees to engage in innovative behaviour.

Methodology: This qualitative research employed a case study design which sought to inductively develop new theory. The authors interned as thesis workers in the Apps, Services and Development Department of Sony Mobile in Lund, Sweden. Following familiarisation with the organisation through informal discussions and observations, the authors undertook a preliminary literature review. Through this review organisational processes were recognised as an important means by which employees can engage in innovation. Following this a more thorough literature review was conducted which established the authors' theoretical framework, after which the authors gathered empirical data through semi-structured interviews with managers and employees working within the department. This empirical data was then examined against the theoretical framework in order to generate the authors' conclusions, both in terms of contributing new theory and providing practical implications for managers and organisations.

Theoretical perspectives: The authors were inspired and influenced by previous literature when undertaking the thesis: knowledge workers (Newell et al., 2009; Drucker, 1959), trust (Mayer et al., 2009, Costa, 2003; Colquitt et al., 2007, motivation (Ettinger, 2007; Jayawarna et al., 2013) and employee driven innovation (Roderkerken, 2011; Kristansen & Bloch-Poulsen, 2010). Such literature enabled the authors to identify four factors of trust – integrity (Killinger, 2010), fairness (Janssen, 2000; Lawler, 1968), credibility (Lyman, 2003) and control (Jayawarna et al., 2013, Coyle-Stapiro & Shore, 2007; Nemeth & Staw, 1989). The authors could then ascertain exactly what factors inspired employed trust in organisation processes. After this the authors could then establish the influence of such trust on motivation to engage in innovative behaviours, with Ettinger (2007) dividing motivation

into three distinct stages – initial motivation, motivation in the face of adversity and motivation to work with high intensity. Thus the authors were enabled to establish what form of motivation is influenced by employee trust in organisational processes.

Conclusions: The researchers concluded that trust of knowledge workers in organisation processes is largely determined by the extent to which such processes hold integrity, fairness and credibility. Credibility – that is the likelihood that a process will enable successful development of an idea – was observed to be of particular importance for workers who were strongly focused on the potential benefits that could arise from a successful development of an innovative idea. Workers were also found to be more trusting of processes which held some form of human interaction. This trust in organisational processes was established to have an influence upon the initial motivation of workers to engage in developing innovative ideas. However such trust was found to have little influence on their motivation to persist with a project in the face of difficulty or to develop an idea with high intensity. Organisations aware of these findings can seek to strengthen the degree of integrity, fairness and credibility in their processes so as to gain the trust of knowledge workers, which can then have a positive impact on their motivation to engage in employee driven innovation.

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CHAPTER ONE – Introduction

Undertaken as a case study, this thesis seeks to establish what determines the placing of trust in organisational processes by knowledge workers, and how this trust influences their motivation to engage in employee driven innovation.

1.1 Background

It is widely accepted that organisations need to focus upon innovation (Newell et al., 2009; Drucker, 1993). Innovation used to be a means of increasing success with an organisation focusing upon improving its core capabilities being enough for success (Horibe, 2001), yet increasingly organisations are finding that they require innovation merely to stay relevant. Indeed Hamel (1996:69) describes such companies that pursue “incremental improvement while rivals reinvent the industry as being like fiddling while Rome burns”. As globalisation gathers pace, organisations are increasingly discovering that their competitors are not limited to their home regions but rather located all over the globe, with this erosion of national boundaries therefore leading to markets being flooded by new entrants. In the face of these new competitors, it is imperative for organisations’ offerings to maintain attractiveness in the eyes of their consumer. Through innovation, organisations can differentiate from competitors by providing goods and services with unique selling points such as reduced costs or novel features, therefore it is no surprise that increasing innovation is ever more targeted by organisations wishing to expand. Indeed it is difficult to list an organisation that does not want to innovate (*Business Insider*, 2013).

Given this need to increase both performance and output of innovation, many organisations are rethinking their innovation approach. The traditional model of innovation within a well-established organisation was to locate and entrust all responsibility for innovation within one department, often termed Research and Development (R&D) (Seybold, 2006). However there is an increasing trend of organisations realising that all of their employees have potential to contribute to innovation, not merely those working in R&D (*The Economist*, 2006). Therefore such organisations have realised that they possess a great deal of innovation potential which is being woefully underexploited. In light of this, such organisations are increasingly seeking to enable and facilitate their employees to contribute and develop innovative ideas, a concept termed Employee Driven Innovation (EDI) (Roderkerken, 2011).

EDI refers to the concept that all employees have both the capacity and potential to contribute innovative ideas, regardless of their location in an organisation. Furthermore Roderkerken (2011) argues that such innovations can often be more novel or 'disruptive' than those developed traditionally, which can provide greater rewards than innovations which are mere 'modifications' upon existing products or services. With this in mind, the attraction of raising their level of EDI to many organisations can be easily understood (Kesting & Ulhøi, 2010). As the employees targeted do not primarily work in innovation, such EDI is expected to work around their general daily work tasks. In light of this many organisations are designing and implementing systems, or processes, which coexist with employees' regular work, enabling them to have some form of role in contributing and developing innovative ideas (Dauda and Akingbade, 2011; Patterson et al., 2009).

In addition to innovation, how to best utilise the work of employees is a pressing concern for modern organisations – indeed as it has been since the Industrial Revolution with Smith's seminal *The Division of Labour* (Ott et al., 2011) discussing how to best utilise the work of employees. Influential theorists Fayol and Taylor, cited in Ott et al. (2011), promote improving the motivation of employees as a means to improve output and efficiency at work, with motivation now widely accepted as tool of Human Resource Management (HRM) (Gunnigle et al, 2002). Adequate motivation of employees who work in knowledge work is arguably even more crucial to ensuring their efficiency and effectiveness, as such work often requires a great deal of independent and creative thinking (Newell et al., 2009) . An exact definition of what exactly constitutes knowledge work is still under debate; however Florida and Kenney (1993) define it as the ability to "create an original knowledge product, or to add obvious value to an existing one". This resonates with Swan's (2008:75) definition of knowledge as being "the ability to discriminate within and across contexts". Mosco and McKercher (2007) refute Florida's definition as being overly narrow, arguing that many employees may add real value to a product through handling or distribution without necessarily making a creative contribution. Their definition is "all workers involved in the chain of producing and distributing knowledge products" which by their own admission is rather broad, however they argue this broadness is needed due to wide variety of roles which can be termed as 'knowledge work' (Mosso & McKercher, 2007:12).

Due to the nature of knowledge work being often present in industries which employ heavy use of technology, both Newell et al. (2009) and Tapscott and Williams (2006) argue that innovation is of high importance to organisations that operate in such work. As was iterated earlier in this section, a growing number of organisations are recognising the importance of EDI. Davenport (2005) argues that such innovation is especially pertinent for knowledge work due to a combination of such work requiring creativity. Furthermore employees who are categorised as knowledge workers often enjoy

higher autonomy than their 'assembly line' counterparts. However as such as innovation is intended to complement employees' regular work not replace it, EDI ought to be considered as optional and so up to the discretion of the individual employee as to whether he/she engages in it or not. Due to the growing importance of both knowledge work and EDI, motivating employees to engage in EDI is therefore likely to be of increasing significance to organisations (Newell et al., 2009; Davenport, 2005).

A useful tool identified for increasing both innovation – or in this case EDI – and motivation is trust. The relationship between trust and innovation is well established within literature, with theorists such as Hitch (2012), Nooteboom (2013) and Dovey (2009) all proponents of the benefits accrued from a trustworthy relationship when seeking to engage in innovation. The argument is that given the level of uncertainty and risk when developing an innovative project, trust between the participatory parties is the glue which holds the endeavour together. Mayer et al. (1995:713) support this understanding, stating risk to be “the willingness of a party to be vulnerable to the actions of another party, based upon the expectation of certain behaviour in the second party, and irrespective of the first party possessing ability to monitor or control”. Similarly the positive impact of trust upon motivation is well established in the literature (Käser & Miles, 2001; Dirks, 1999). Lawler (1992) established that employees who do not feel trusted by their organisation can exhibit lesser motivation, with research by Martins and Von der Ohe (2002) supporting these findings. Therefore it can be surmised that increasing employee trust can provide benefits to an organisation both in terms of innovation and employee motivation.

1.2 Problem Discussion

However while literature has established the importance of ensuring employees feel trusted, especially with regards to facilitating innovation, Nooteboom (2013) argues that such trust is a two-way street and is not merely required on the behalf of the organisation, as it is also necessary for the employee to trust their organisation if the two are to develop ideas together. Establishing employee trust in their organisation of employment is held up as a target of many organisations, and there exists a wide range of literature advising organisations how to achieve such trust (Hitch, 2012). In addition there is also a growing recognition of the importance of gaining employee trust in management (Mayer & Gavin, 2005) with Harvey et al. (2003) establishing that managers who inspire trust in their employees can produce increases in worker efficiency and effectiveness, as well as general satisfaction. Newell et al. (2009) explain this importance of managers to the performance of employees by arguing that managers are an important link between employees and the organisation,

being an everyday personification of the organisation's decrees and regulations. This examination of the importance of gaining employee trust is also well developed with regards to knowledge workers. As in addition to Newell et al. (2009), Ellingsen (2003), Politis (2003) and Leven et al. (2014) all discuss the importance of ensuring knowledge workers both feel trust and hold trust in their employers.

As was introduced at the opening of this chapter in Section 1.1, an increasing number of organisations are recognising the value of EDI and thus implementing organisational processes designed specifically to enable such contribution by employees. However despite the recognition of the importance of trust with regards to innovation, EDI and motivation, existing literature has focused upon gaining trust in the organisation and management (Hitch, 2012; Saunders & Schyns, 2006). Moreover little attention has been focused upon the role of organisational processes in facilitating EDI (Roderkerken, 2011; Kristiansen & Bloch-Poulsen, 2010). Given the growing trend of EDI being pursued by organisations presented in Section 1.1, it can be followed that organisational processes designed to facilitate such innovation will also become increasingly present and important. Therefore establishing both what inspires employees to trust in such processes and the influence of such trust upon their willingness to engage in EDI would be of real value, not only in addressing a gap within literature but also in terms of providing organisations that wish to increase their rate of EDI with valuable insights.

1.3 Research Question

Thus with existing literature focusing upon the importance of trust upon innovation, EDI and motivation, yet its scope being limited to examining trust in management and the wider organisation, the research question established by the authors is as follows:

'What determines trust of knowledge workers in organisational processes, and how does such trust influence their motivation to engage in employee driven innovation?'

1.4 Purpose

It is anticipated that this research will make a meaningful contribution to literature. Not only does it address an issue which has been touched upon by existing literature which discusses the importance of trust towards both innovation and motivation, but it also builds upon the existing work which discusses EDI and the various methods by which an organisation seeks to enable employee

participation. This study therefore aims to combine these two areas and thus fill the gap by establishing first what determines employee trust in organisational processes, and then how is their motivation to engage in EDI influenced by such trust.

In addition to addressing a gap within current literature, the findings and conclusions produced from this thesis ought to be of real value to organisations which are seeking to increase their level of EDI. As iterated in both Section 1.1 and 1.2, as the concept of EDI grows in both importance and practice, so too will the presence of organisational processes to enable such innovation. As the central premise of EDI is that it is additional work produced by employees and thus meant to complement their regular work tasks, if employees to undertake such work then they will obviously have to be motivated to do so. Given the positive relationship between trust and motivation has well been well established – as has that of trust and innovation – this motivation to engage in EDI ought to be positively influence by employees holding trust in the other party, in this instance organisational processes. Therefore it will be useful for organisations to establish what inspires trust in their organisational processes for EDI, with such trust being of assistance in facilitating such innovation. Furthermore the current paradigm of the relationship between trust and motivation with regards to trust in management and the wider organisation is that trust has a positive influence upon motivation. Therefore investigating as to whether this holds for trust in organisational processes ought to be of real worth, both to organisations and to complement existing literature.

During the writing of this thesis the authors undertook a six month internship within a well-established company, and thus the form of this research is of a case study. The organisation in which the case study was undertaken was the Apps and Services Department of Sony Mobile AB in Lund Sweden. ASD Lund is seeking to increase its innovation output – targeting EDI as a means to achieve such an increase – and thus has a number of organisational processes with which to enable the contribution of all its employees to innovation. Furthermore as it deals primarily in knowledge-based work, it regards its employees as being highly valuable. Therefore this case study provides an ideal opportunity in which to investigate the twin purposes of this thesis – the trust of employees in organisational processes and their motivation to engage in EDI.

1.5 Key Concepts

Knowledge Work

The context in which this thesis is conducted in that of knowledge work, which is defined by Drucker (1959) as work in which one works primarily with information or one who develops and uses

knowledge in their workplace. Knowledge workers are characterised by their high levels of autonomy and often compensation, which is due to their holding of strong leverage to the value placed upon them by their organisation (Newell et al., 2009). The work they deal often requires high levels of creativity and is difficult to quantifiably measure, thus an organisation which deals in knowledge work will need high levels of trust due to the need that their managements place trust in that they are working responsibly and effectively.

Employee Driven Innovation & Organisational Processes

Employee Driven Innovation (EDI) is the concept that all employees within an organisation have potential to contribute innovative ideas, or assist in the development of such ideas (Roderkerken, 2011). This differs slightly from innovation which discusses the creation of novel and useful things, in that it focuses upon the contributions made by specific parties. EDI is generally understood to be a complement to employees' regular work tasks, as producing innovative ideas or products is not their main responsibility unlike say employees who work in R&D. Thus many organisations are placing increasing focus upon how to enable employees to contribute to such innovation without making it their sole responsibility, designing processes by which employees can easily contribute to EDI alongside their regular tasks (Newell et al., 2009).

Trust

Trust is usually defined as a willingness to accept vulnerability based upon having positive expectations about the behaviour and intentions of others in situations which are interdependent and/or risky. Trust is especially important for enabling innovation due to the degree of uncertainties and risk – such as losing social status, money or prestige – with various theorists such as Dovey (2009), Ruppel and Harrington (2000) and Clegg et al. (2002) establishing its positive influence upon innovation. Similar findings have been made with regards to motivation, with Dovey (2009) arguing that people are motivated by those that they trust as they believe they have their best interest in heart, they will reward them and they simply have a greater affinity to them.

Motivation

The importance of motivation within an organisation ought to be self-evident due to the positive impact it can have upon productivity and performance of employees (Van Knippenberg, 2000). Motivation is generally divided into two categories, intrinsic and extrinsic (Ryan & Deci, 2000). Extrinsic comes from external parties and can be understood as an employee doing something because they will receive tangible benefits, such as a monetary reward or increased social status. In contrast intrinsic stems from within, and can be understood as an employee doing something simply because they enjoy doing it.

Chapter Two

The purpose of this chapter is to present more fully the key concepts which were briefly introduced in Section 1.5. In doing the reader will be afforded a greater understanding of the research focus of this study.

2.1 Knowledge Work

In spite of the growing importance and relevance of knowledge work, the term lacks a universally accepted definition (Newell et al., 2009). Timonen and Paloheimo (2008) argue that this stems from efforts to encompass all of the different contexts in which relevant role in work tasks, thus resulting in various ambiguous definitions of what knowledge work actually is. They further argue that these efforts have led to a trend for literature upon knowledge work to focus upon specific characteristics of such work, rather than classifying specific occupations that require knowledge work (Timonen & Paloheimo, 2008). However such ambiguity is useful, as Thite (2004) argues that the nature of knowledge work changes so rapidly that it lacks occupational identity, thus it is more useful to focus upon the characteristics of knowledge workers than attempt to create 'rigid lists of who's in and who's out' (Timonen & Paloheimo, 2008).

Characteristics of knowledge workers are generally regarded to include:

- problem-solving capabilities (Tsoukas & Vladimirou, 2001),
- increased autonomy over work decisions (Robertson & Swan, 2003)
- collaboration (Kogan & Muller, 2006)
- processing large quantities of information (Davenport et al., 1996)

Such characteristics often seem to distinguish knowledge work as being "comparatively complex, analytic, and even abstract, because it makes use of tools that generate symbolic representations of physical phenomena" (Barley & Orr, 1997:17).

As was presented in Section 1.5, Drucker (1959) terms knowledge work as work in which one works primarily with information or one who develops and uses knowledge in their workplace. This definition is generally regarded as the first use of the term knowledge work (Timonen & Paloheimo, 2008; Lindgren et al., 2003), and thus is the definition adopted by the authors. Additionally the authors also regard it as being useful due to it recognising the wide spectrum of professions and occupations that all fall under the umbrella of knowledge work (Timonen & Paloheimo, 2008).

Given the growing significance of knowledge work for many Western societies during the past few decades, it ought to be little surprise that this time has witnessed a proliferation of research upon

the concept (Timonen & Paloheimo, 2008). Davenport et al. (1996) argues that a significant proportion of work in developed economies involves activities such as acquisition, processing, refining, packaging and transfer of knowledge, therefore research upon knowledge work is of increasingly importance and relevance. Such research builds upon the belief that economic success of post-industrial societies depends increasingly upon the ability to utilise knowledge (Drucker, 1994; Shariq, 1997), with Drucker (1999) referring to knowledge workers as the ‘most valuable assets’ of modern organisations given they often own the means of production.

With such importance placed upon labour, there has been a great deal of attention and investigation within literature as how to best manage and utilise the capabilities of knowledge workers (Newell et al., 2009; Davenport, 2005; Zack, 2003; Kidd, 1994). Indeed Drucker regards the most important contribution management needs to make in the twenty-first century as being “to increase the productivity of the knowledge worker (1999). Peters et al. (1998) describe a means of how to influence such an increase in productivity, as being to increase the accessibility of knowledge and information available to knowledge workers. Such accessibility is a significant placing of trust in employees by the organisation, and complements Peters et al. (1998) and Newell et al. (2009) who both stress the need for a trustworthy relationship between organisation and employee if knowledge workers’ capabilities are to be fully utilised. Given their autonomy and independence, such workers need to be highly motivated in order to be productive with this motivation being well achieved by the provision of trust between employee and employer (Newell et al., 2009; Horwitz et al., 2003; Kubo & Saka, 2003). Both of these issues have attracted much attention within literature, however given the rapidly changing nature of knowledge work – especially knowledge work that deals specifically with technology - further investigation is always of use.

2.2 Employee Driven Innovation & Organisational Processes

As introduced in the close of the previous chapter, employee driven innovation (EDI) refers to innovation that holds a significant contribution from employees, carrying the underlying concepts that all employees within an organisation have potential to contribute or assist in the development of innovative ideas (Kristansen & Bloch-Poulsen, 2010).

The introductory section of this thesis presented to the reader the growing significance of innovation to the success of companies. Alongside this growing significance is the trend for organisations to seek innovation from avenues in addition to the traditional approach of research and development (R&D), with EDI being viewed as an underexploited realm of innovative potential (Høystrup et al., 2012). According to Forbes (2013), an increasingly number of companies are seeking their employees to

'think like entrepreneurs' and engage in innovative behaviour). As was intimated in Section 1.1, such innovations can often be more disruptive or revolutionary than those that arise from traditional methods of innovation. This is ascribed by Kesting and Ulhoi (2010) as being due to such innovations often being generated by a need to "work around day-to-day problems at work", with employees finding solutions as their resources, systems and tools do not suffice for the requirements of their immediate task. Indeed a 2013 Accenture study upon innovation reported that organisations which focus on 'low-risk' innovations from purely traditional methods – that is R&D – are found to have less financial success than those that employ a wider approach to innovation; including involvement of employees in the innovation process. Thus facilitating the engagement of employees in EDI can produce real benefits for the organisation – and indeed the employees themselves, as both Høyrup et al. (2012) and Yuan and Woodman (2010) attest that employees who engage in such behaviour are frequently reported as being more satisfied and motivated in their work.

Høyrup et al. (2012:11) define EDI as the "generation of new ideas, products and processes originating from interaction of employees not assigned to this task". Their definition supports the research of Kesting and Ulhoi (2010) who stress that in order for EDI to occur within an organisation, there needs to be a "remaking of everyday jobs and organisational practices". Both of these parties' research supports the notion that, as EDI is supposed to fit around the regular work tasks of employees, organisations need to devise systems or processes in which they can be enabled to contribute to innovation. Birkinshaw (2013) presents such processes as crucial to the presence and success of EDI within an organisation as they can be a major assist to employees interested in making a contribution, arguing that organisations can increase their level of EDI by allowing employees time, responsibility and methods which can "give them (employees) power". Evans & Waite (2010) support this argument, stating that EDI is "unlikely to arise" in the absence of full and proper support, citing employees feeling trust by their organisation as a significant positive influence upon their propensity to engage in EDI.

Though the need for an employee's organisation to attempt to assist him/her in engaging in EDI is commonly accepted (Roderkerken, 2011; Kesting & Ulhoi, 2008), there is less consensus as to what actually influences its uptake. Høyrup (2010) argues that while the general field of EDI is "overlooked", that this is especially true for the factors which enable and influence it. Thus further research upon how organisations could increase the likelihood of their employees engaging in EDI would not only address a significant gap in the literature, but also prove of real value to such organisations that wish to facilitate the engagement of their employees in EDI.

2.3 Trust

As was introduced in the opening chapter, trust can be understood to regard to two central issues – firstly that of risk and uncertainty, while secondly that of accepting vulnerability. Mayer et al.'s (1995) definition supports this understanding, stating risk to be “the willingness of a party to be vulnerable to the actions of another party, based upon the expectation of certain behaviour in the second party, and irrespective of the first party possessing ability to monitor or control.” Trust can be regarded as self-aware, with the party placing trust in another being often conscious of the conditions and limitations associated. Thus the trusting party is frequently well aware of the risks involved in such trust, yet nevertheless is still willing to confront and overcome them.

As trust can be regarded as ‘willingness to take a risk’, its relevance to innovation is clear given the risk that is often inherent in developing innovative ideas which often have a lack of relevant information to assist the decision making process. Indeed Newell et al. (2009) argue that trust itself requires a lack of information, as it entails risk of vulnerability to the actions of others therefore if one were certain about such action; there would be no risk and no requirement to *trust* in the other party. However this necessity for risk ought not to distract from the benefits that trust can provide within an organisation, with theorists such as Dirks (1999) and Costa (2003) establishing that trustworthy relationships in the workplace can hold a positive influence upon the effectiveness, efficiency and creativity of employees’ work.

2.3.1 Factors of Trust

Throughout this thesis the authors have presented both the increasing trend of organisations to employ processes to enable the contribution of their employees to EDI, and the need to establish what determines employee trust in such processes. In light of this need, it is necessary to establish which factors are influential for inspiring employee trust in organisational processes. Given how well established the benefits of trust are within literature, it ought to be no surprise that there is an equally well developed portion of literature written upon how to gain such trust in the workplace. Maurer (2010), Gill (2008) and Whitener (1997) all stress the need for organisations to build trustworthy relationships with employees, through making the organisation more personable and perceived as being fair to employees. Through a comprehensive review of existing literature upon both EDI and trust, the authors have identified what they believe to be the four key factors in determining trust in organisational processes and shall now present them to the reader.

Integrity

The first of these factors is integrity, which can be viewed as highly relatable to trust itself. Integrity is often termed as doing the right thing even when unobserved, and if present can inspire confidence and trust in an organisation (Killinger, 2010). Integrity can be viewed therefore as almost a distilled form of trust, referring to a belief in the appropriate behaviour on the part of the organisation while trust is wider, encompassing additional aspects. In the context of EDI integrity is important as employees are increasingly willing to contribute ideas if they believe that these ideas will be received and treated fairly by the organisation (Manso, 2011). The impact that such integrity has upon the contribution of ideas is, as with high trust levels, consistently positive with employees more minded to participate in innovation. Furthermore an organisation whose employees regard it as having high levels of integrity is likely to be one which reports higher levels of radical innovations as employees feel more secure to develop such risky ideas due to a belief that they will not be treated unfairly (Schoorman, 2007).

With regards to trust in organisational processes, *integrity* can be further understood as regarding to the overall transparency of the process. A common misgiving from employees who distrust organisational processes is that such processes have a lack of transparency (Forbes, 2014). This ensures the processes suffer from reduced levels of trust, as employees are reluctant to commit ideas to a process in which the internal operation is unclear. The premise of this argument is easily understood as it is difficult for an employee to commit to putting their ideas through a path that is not clear to them. The very lack of transparency itself therefore invites distrust, as employees in organisations with such processes naturally speculate as to how the process operates and so are disinclined to utilise them.

Fairness

Within this context of trust in organisational processes, the authors regard fairness as referring to reciprocity and organisational support. This can be understood as the idea that the employee is not the only party contributing energy to developing innovative ideas, with the organisation reciprocating this investment of effort (Janssen, 2000). Lawler (1968) describes this as 'equity theory', postulating that the level of effort an individual expends in the pursuit of something is related to the degree of equality they sense. If they feel the relationship – in this case an employee and their organisation – is one of equality then they will be both more trusting of the other party and motivated to work, whereas if they believe the relationship to be of inequality then their trust and motivation will suffer, as will the level of effort they put into their work.

This can be related to the 2013 Accenture study upon innovation cited in Section 2.2 which reported a frequent misgiving of employees in organisations which are rated as being not conducive towards

innovation is that they have a feeling that their organisation does not fully commit to enabling and facilitating innovation throughout their structure (Accenture, 2013). Employees believe they are expected to do all of the work necessary to develop an idea, with little support, feedback or resources from the organisation (Accenture, 2013). Therefore organisations which enjoy strong reputations as being innovative often place great emphasis upon assisting their employees in EDI, providing them with the necessary assistance to facilitate the development of their ideas. These organisations are frequently reported as having a greater understanding of the difficulties involved in the production and development of innovative ideas, and so striving to facilitate engagement innovation of their employees (Accenture, 2013; Hitch, 2012). Such facilitation can consist of allocating set budgets for such ideas, providing employees with ability to prioritise and switch work tasks so as to create time for work upon such projects and generally a feeling of empathy to the fact that such projects often do not result in success. Eisenberger et al. (1990) relate the importance of the organisation providing support to employees who wish to engage in innovation, as without such support or assistance the likelihood of the employee successfully developing their idea or project is significantly reduced.

In the context of organisational processes this can be regarded as processes in which the employees are expected to develop almost independent of any assistance. Thus they can almost be seen as providing little of the benefits of developing an idea in-house with many of the disadvantages of being contained within a structure (Parker, 2011). The effect of this upon the trust employees place in such processes can be easily understood, as they feel disinclined to utilise such processes as they see little benefits. Therefore the contribution of ideas to the organisation declines, as employees either pursue ideas independently or are so unmotivated that they do not pursue them at all (Parker, 2011). Thus the importance of providing adequate support to employees via processes is easily apparent, as doing so can increase the trust placed in such processes, thereby increasing the amount of ideas sent in.

Credibility

Credibility was also identified by the authors as an important factor in determining the extent to which employees trust organisational processes, with it regarding both popularity with other employees and general reputation within the organisation due to previous success (Lyman 2003). A commonly cited reason for employees explaining why they utilise particular processes within an organisation is that their peers and colleagues have used it (Lyman, 2003). Credibility can thus be seen to possess similarities with the first factor relating to integrity in which the actions and behaviour of the organisation influence how it is regarded by employees. The influence of one's colleagues is easy to understand as they can serve as an easy reference point and testing ground for

organisational processes, providing an employee with information relating to which options they ought to utilise. Therefore this can be a simple method to ensure high use of a process, though it necessitates both attracting initial users and ensuring that their experience is positive.

Somewhat in contrast to the opening of employees being influenced by process use of peers, a common reason cited in employees not contributing to the innovation process of their organisation in spite of possessing the requisite motivation, is that they are unaware of the various avenues which exist for them to pursue and develop innovative ideas (Accenture, 2013). Therefore it is of crucial importance for an organisation to have high visibility of its processes, with managers stressing to employees the various ways in which they are enabled to contribute to innovation. It is only natural that employees trust something which is widely adopted and used, and a process in spite of how good it might be may not attract people if it does not have a high use rate as employees assume this low rate of use is due to it not being good.

Upon this point of poor performance discouraging employee use of processes, it is also important to consider the role of previous success in increasing employee uptake (Lyman, 2003). In the context of organisational processes this can be viewed as the idea that a process which enables employees to successfully develop their ideas is accordingly more likely to inspire trust in potential future users. As with all of these factors there is a degree of interconnectivity between them with a successful track record inviting more employees to use it. This then also has the added benefits of inspiring trust in employees due to popularity of use as they see their peers and colleagues using this process.

The importance therefore of a process consistently facilitating ideas to develop successfully if it wishes to inspire confidence in employees considering using it, is thus not surprising. Such processes have a necessity to attract employees who are considering all of their options to develop innovative ideas, and thus prevent them from pursuing independent. By ensuring that a process is consistent with the provision of fair and adequate support and resources for ideas, an organisation can convince employees that it ought to be trusted. This could then spark an increase in uptake, which naturally then leads to an increase in successful performance which itself can assist in increasing the trust that employees place in it.

Control

The final factor influencing employee trust in organisational trust by the author is that of *control*. Jayawarna et al. (2013) argue employees who engage in EDI are often not solely motivated by monetary rewards and instead by a desire to create and contribute something useful and novel. Thus

they regard it almost as a given that a common fear of misgiving employees have with developing an idea with their employers is that they will lose control of their original idea as it metamorphoses into a project. This fear can be ascribed to a number of reasons such as fear that they will not receive due credit for the idea, that they will be excluded and push out of the decision making process or that the final product will end up as something far removed from their original design so that they no longer have any common affinity with it.

In the context of an organisational process, it is perhaps this feeling of exclusion that has most relevance. Employees fear submitting an idea or seeking organisational support to develop their idea, with the idea being taken over management and their influence rapidly diminishing over how the idea ought to be developed (Coyle-Stapiro & Shore, 2007; Nemeth & Staw, 1989). This exclusion can then manifest itself into both a lack of credit being provided as the original idea owner has had little input into the project, with and the final product not resembling what was initially envisaged, again as the original idea owner has had little input into the development process. Therefore for an organisational process to inspire trust in employees, and subsequent wide participation and wide use, it may need to reassure them that they will retain some measure of control and ownership over their ideas (Wasserman, 2008). This can be related back to the first factor of integrity as the organisation promises that the original idea owner will be given fair credit for their idea. The fact that a process which commandeers ownership may turn off employees is not difficult to understand given the intrinsic motivations of many employees who seek to engage in EDI and highlights the need for an organisation to ensure that its process are regarded as fair and transparent to its employees (Korine, 1995).

2.4 Motivation

Motivation is frequently defined as the process which initiates, guides and maintains goal-orientated behaviours, and can be understood as the underlying principle which causes one to act in a certain manner or undertake a certain task (Pritchard & Ashwood, 2008). It is an important concept in the workplace due to the positive effect it can have upon performance and productivity (Pritchard & Ashwood, 2008). Watson (2007) argues that motivation in the workplace can be characterised in two different camps. Firstly motivation is a combination of “the factors leading a person to behave in a certain way”, while secondly it can be understood as “managerial action to influence employees’ behaviour at work so they perform as their managers require” (Watson, 2007:312). In layman’s terms, this can be understood as the difference being motivated oneself and motivating another. For the purposes of this thesis, it is the former of these varieties that the authors will devote attention

given the research question seeks to establish why employees are motivated, rather than how to best motivate them. Having said that, naturally this of course does not preclude the answers produced from this investigation providing potentially useful recommendations for the latter.

As was introduced in Section 1.5, motivation is often divided into distinct categories: extrinsic and intrinsic motivation (Ryan & Deci, 2000). Extrinsic motivations are those that arise from outside of the individual and often involve rewards such as financial compensation or social recognition. Intrinsic motivations in contrast are those that arise from within the individual, for example if one were to train and compete for a marathon purely for the personal gratification arising from this achievement (Ibid). Much of the early investigation as to the factors behind motivation surmised that extrinsic motivation was predominantly important – with Frederick Taylor a notable proponent of this school of thought (Ott et al., 2011). Such thinking was later challenged by Mayo who contended that monetary compensation was not alone sufficient to motivate workers, arguing that organisations ought to treat their employees with integrity so as to gain their trust, with this trust being a more effective means of motivation (Ott et al., 2011). Maslow and Herzberg (Ott et al., 2011) built upon Mayo's theory of motivating factors other than financial rewards, postulating that human needs develop upon a graduated scale ranging from basic physical needs to those of a 'higher level' such as the need for self-fulfilment. Thus their theory argued that organisations could increase the performance of their workers if they recognised their various needs and varied their rewards and benefits accordingly (Ott et al., 2011; Gunnigle et al., 2002).

These theories are commonly recognised throughout motivation literature as the three major theories within the discipline, with this introduction providing the reader with a foundational knowledge as to the long discussion which has centred upon how to best motivate workers. Though motivation through financial rewards is recognised by many organisations as having place, both Mayo and Maslow and Herzberg's (Ott et al., 2011) arguments upon intrinsic motivations are gaining credence – with Newell et al. arguing this is especially pertinent for those working within knowledge work (Ibid; Newell et al., 2009). Carter et al. (2011) and Amabile (1996) have demonstrated that individuals engaging in innovative or entrepreneurial projects are frequently more motivated by intrinsic factors such as personal development and completing the project. Their research is complemented by that of Cardon et al., (2009) who postulate that entrepreneurs are often driven by an internal desire to create something, a so-called 'entrepreneurial passion', with this passion generally influenced by intrinsic motivating factors. Such findings have important ramifications for the purposes of this thesis as this would appear to suggest that employees who engage in EDI are

likely to be interested in the likelihood of their project succeeding, and more trusting of those processes which display strong history in issues such as past performance and use.

2.4.1 Stages of Motivation

Finally Ettinger (2007) divides motivation into three distinct stages, these being: activation, persistence and intensity). Activation involves the decision to initiate behaviour, such as developing an innovative idea into a demonstrative project. Persistence is the continued effort toward a goal even though obstacles may exist, such as continuing this development although it requires a significant investment of time, energy and resources. Finally, intensity can be seen in the concentration and vigour that goes into pursuing a goal. For example, one person might devote all of their available into developing their idea, while another might merely periodically work upon their idea. Ettinger (2007) describes this as expectancy – the idea that a person believes that more effort upon their behalf will result in more rewards, thus working with more intensity so as to reap future rewards. In the context of EDI, these stages can be surmised as the desire of an employee to engage in EDI at all, their willingness to proceed with a project in the face of obstacles or difficulty, and the level of commitment that they put into this work. During the fourth chapter these three stages will be examined so as to establish what drives motivation of knowledge workers, with employees questioned so as to ascertain the impact of trust upon all of these three stages.

2.5 Theoretical Model

As was outlined in Section 1.4, the research question of this thesis seeks to establish both what determines knowledge workers to place trust in organisational processes, as well as the influence of this trust upon their motivation to engage in EDI. The answering of this question will be achieved through investigating the role of trust in determining employee motivation to contribute to innovation within an organisation, with this investigation being carried out through a series of interviews within the case study organisation. Additionally continuous use of literature shall enable the authors how to view these findings against existing theory. In order to assist the reader in visualising this approach, the authors' conceptual model is provided below, as is their determination of trust:

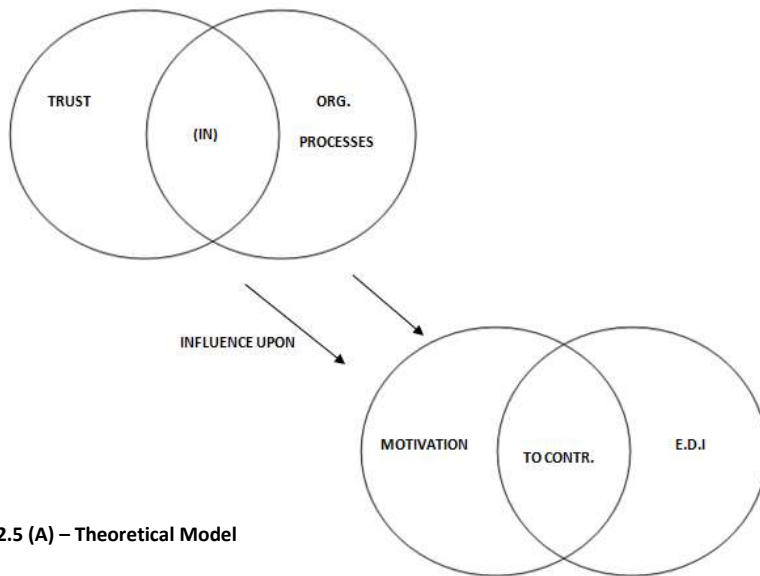


Figure 2.5 (A) – Theoretical Model

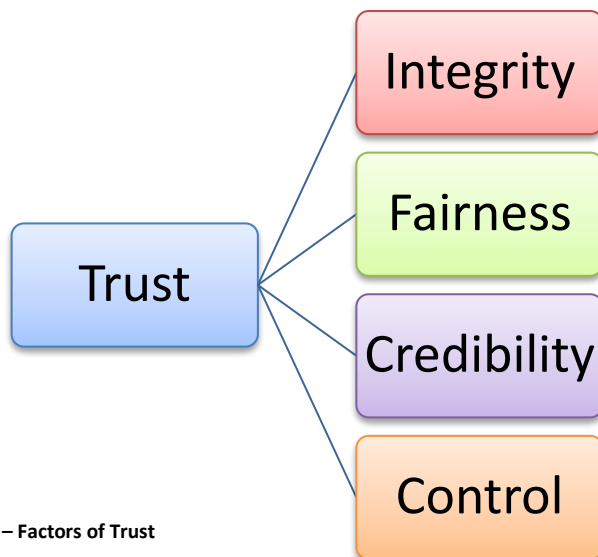


Figure 2.5 (B) – Factors of Trust

Chapter Three – Methodology

This chapter presents to the reader how this study was undertaken, providing useful background information regarding employees interviewed.

3.1 Research Design and Process

Presenting the structure of the research as well as how it was carried out, this section presents the reader with an in-depth understanding of the work made for this study.

Research strategy

The primary aim of this thesis is to deepen the understanding of knowledge workers' trust in organisational processes, and the influence such trust has upon their motivation to engage in innovation. Thus this thesis sought to establish new findings and conclusions, rather than verify theory proposed by other authors. The overall nature of the research undertaken for this thesis is one of qualitative research. Though open to criticism regarding the generalisability of its findings (Bryman & Bell, 2011; Flick, 2006), qualitative research is frequently adopted by researchers within the social sciences due to the in-depth understanding of a specific setting or environment which it can provide the researcher (Flick, 2006). According to Bryman and Bell (2011), such research is often associated with interpretivism. As the name implies, interpretivism involves researchers interpreting elements of their study such as language, actions or behaviour – thus providing it with a human element. Interpretivism often focuses upon the underlying meaning of such elements, and requires the researcher to “grasp the subjective meaning of social action” (Bryman, 2008: 16).

Interpretivism was adopted by the authors as the guiding philosophy of this thesis, as the authors strove to understand and interpret why knowledge workers place trust in organisational processes and how this can influence their motivation to engage in innovation. Interviews and observations within the organisation were interpreted by the authors in an attempt to ascertain patterns among their findings, patterns which could enable some measure of generalisability from the findings and analysis. With this philosophy of interpretivism in mind, the rationale of the authors to decide on qualitative methods is evident, as the emphasis of this study was upon words rather than the quantification of data (Bryman & Bell, 2011), that is what was discovered from the interview process of this thesis.

Research design

Given that EDI is an emerging field research, the authors decided to utilise a research design which would enable them to explore this issue. Therefore, a case study design was employed as it enables both an in-depth understanding of an issue and theory to be built from such understanding (Flick, 2006). Furthermore, Eisenhardt (1989) argues that a case study can produce novel theory as the authors are not solely dependent upon previous literature. Through the use of a case study the authors were enabled to gather empirical findings for analysis, after which theoretical conclusions could be drawn. Thus this research is inductive in nature, as the authors collected empirical data from which to later draw theoretical conclusions from (Flick, 2006).

The case study was undertaken in a department of a mobile phone manufacturer, with the department's responsibilities including addressing bugs and issues with software and developing ideas handed down from Research and Development (R&D). Employees of the department deal primarily with knowledge work, and the department desires to increase its importance to the overall organisation through innovation developed via EDI. Thus the case study organisation was extremely relevant to the research question of the authors, a consideration which is highly important when undertaking such research (Bryman & Bell, 2011; Flick, 2006). By undertaking a case study, the authors were enabled to build a thorough understanding of the organisation itself and, through employee interview, obtain in-depth information regarding knowledge workers' trust of organisational processes and motivation to engage in EDI.

Research process

With the assistance of methodology literature, the authors identified the basic means of undertaking this research through first gathering empirical data through interviews in the case organisation, before interpreting this data and creating new theory. Therefore, the theory produced from this thesis can be considered as an outcome of the research, thus the authors' approach can be classified as inductive (Bryman & Bell, 2011). Nevertheless as no research can ever be completely inductive in nature, this research possesses elements of deduction with these elements being due to the continuous iterative nature of the working process of this thesis (Bryman & Bell, 2011). The authors continuously referred to existing literature and thus on occasion this literature guided their decisions, such as deciding upon what factors of trust to examine or how to devise an interview guide. In spite of this, the overall focus of this research lies upon generating new theory rather than seeking to prove hypotheses through empirical findings and thus can be considered as inductive (Bryman & Bell, 2011; Flick, 2006).

The research process of this study was strongly influenced by the works of both Flick (2006) and Eisenhardt (1989) through using case studies to construct theory, but also by Bryman and Bell's

(2011) model regarding how to construct qualitative research. As has been written in the introductory chapter, an initial focus for investigative research was established through informal discussions and observations within the case organisation. This initial focus then turned to reviewing existing literature written on employee trust and motivation, as well as EDI. This consultation of existing literature enabled the authors to develop a research question. This research question was somewhat tentative in the initial stages of the research as the authors progressed through existing literature. Ultimately, and with the authors remaining true to the methodological literature guiding their work, the authors were able to identify the four categories of trust in organisational processes and three stages of motivation, both of which were presented in the previous chapter.

Following the establishment of the research question, the authors then directed attention to the collection of empirical data – that is interviews across the case study organisation. The data collected from these interviews was first interpreted, before being compared to and analysed against existing literature. Such comparison and analysis enabled the authors to verify the relevance of the testimony of interviewees versus the key concepts of this thesis, before devising conclusions from a combination of findings and theoretical analysis. While this process may appear to the reader as being one of linear progression, it was in fact quite iterative. As was stressed in the previous paragraph, whilst both collecting and analysing interview data, the authors continuously consulted existing literature. While the general focus of the research question was established by the authors following the initial review of existing literature, the exact form was not finalised until near the closing of the interview analysis. This was due to the continual consultation of literature as the authors decided to retain sufficient flexibility so as to be able to identify significant issues and themes within the research topic. Such continuous referencing of data against literature enabled the analysis of the authors to be constantly sharpened, with Eisenhardt (1989) that arguing such an approach can strengthen the generalisability produced from case study research.

3.2 Data Collection

Collection of Data

The stage of data collection was roughly six weeks long, with interviewing chosen as the means to obtain data as it is the research method primarily associated with qualitative research (Bryman & Bell, 2011; Corbin & Strauss, 2008). Semi-structured interviews, consisting first of a stage of set questions before a second stage of open discussion, were regarded by the authors as the most appropriate and flexible method for data collection as such an approach enabled them to ensure that

the key issues of this thesis were kept to the fore at all times. The second stage of these semi-structured interviews allowed the authors to follow up on issues which struck them as worthy of further investigation and thus valuable for future analysis. Two rounds of interviews were held with the majority of interviewees, the first discussing interviewees' overall opinions regarding innovation, trust and motivation, while the second round of interviews was more focused on the specific innovation initiatives held within ASD Lund. In this regard, the first round could be seen as one of discovery while the second built on these initial findings.

To enable the first stage of both interviews, the authors devised interview guides. The first interview guide was developed by the authors with consultation from relevant literature (Roderkerken, 2011; Nooteboom, 2010; Newell et al., 2009; Clegg et al., 2002) on the key concepts presented in Section 1.5, while the second interview guide was developed with consultation of the literature specifically on trust and motivation (Culmer, 2012; Nooteboom, 2010; Dietz & Den Hartog, 2006; Clegg et al., 2002) as well as what the authors had personally learned during their internship with the company. The interview guides for all interviewees were the same, in order to ensure interviews could be fully properly compared with one another. Each interview last approximately forty-five minutes, the first thirty minutes of which were devoted to the pre-set interview guide. Following this, interviewees were invited to discuss any of their opinions relating to trust, motivation or EDI.

Eleven employees were interviewed with seven of these doing a second interview, thus eighteen interviews were conducted in total. All of these interviews were undertaken in pairs, with one author conducting the questions while the second took notes. This enabled the authors to keep detailed notes, while ensuring the overall interview process flowed seamlessly for the interviewees.

Finally although interviews were the primary form of data collected, the authors employed use of internal newsletters within the department. Such documents were useful as they enabled some verification of interview data, as well as providing a more 'official' perspective than that of interviewees. Such a method is termed 'triangulation', with Flick (2006: 33) arguing that it can increase validity of research through ensuring that "two methods arrive at the same conclusion".

Sampling Method Utilised

As it was not feasible to interview every single person within the organisation, the authors identified specific employees according to their level of knowledge and expertise, experience of developing with the User Experience Platform department (UXP) and familiarity in working with EDI. In addition to informal discussions with the researchers' company mentor, interviews were held with eleven

employees. Four interviewees were developers, while seven were managers. However while having such a strong proportion of interviewees as managers may be regarded as being vulnerable to 'hierarchical bias', these managers all had experience of either developing innovations themselves or assisting their teams in doing so. Therefore the combination of managerial staff and developers provided a broad range of perspectives upon EDI, and limited bias that would occur from interviewing employees solely within one particular function or hierarchical level.

Through focusing on employees with experience and interests in EDI the authors ensured that the interviewees were capable of providing useful and relevant data, with this approach proving to be both highly effective and efficient in gathering pertinent data. The method of sampling in determining interviewees was that of a purposive, non-probability sample, often utilised for a qualitative case study. In such a method the principle of selection relies on the judgement of the research as to the relevance and worth of the research participants, with Antonesa et al. (2006: 85) stating that that "the researcher goes to where the answers are most likely to be found". Through ensuring interviewees were experienced and well-informed regarding EDI the authors were able to ensure the interview process produced highly relevant data. This is line with Potter and Wetherall (1987:161) who argue that if properly selected "ten interviewees might provide as much valid information as several hundred responses to a structured opinion poll".

A list of the employees interviewed can be found in Table 3.1 below, while further information relating to the interview guides is available in the appendices of this thesis. In order to increase the validity of answers provided, the authors assured the interviewees that the entire process would be anonymous and thus their names are not provided. However during the course of the following chapter in which findings from interviewees are presented, specific people will be referred to by the number assigned to them in the table below, presented as 'Developer 1' or Manager '3' and so on. By doing so the authors hoped to strike a happy balance between preserving the identity of interviewees and enabling the reader to keep track of 'who said what'.

Title of Interview	Position Held	Date of Interview(s)
Manager 1	Senior Manager	April 15 th 2014
Manager 2	Project Manager	April 17 th 2014 April 25 th 2014
Manager 3	Project Manager	April 7 th 2014 April 17 th 2014
Manager 4	Release Manager	April 6 th 2014 April 22 nd 2014
Manager 5	Project Manager	April 7 th 2014 April 24 th 2014
Manager 6	Release Manager	April 15 th 2014 April 25 th 2014
Manager 7	Project Manager	April 16 th 2014
Developer 1	Architect	April 15 th 2014 April 25 th 2014
Developer 2	Team Leader	April 18 th 2014 April 23 rd 2014
Developer 3	Team Leader	April 19 th 2014 April 24 th 2014
Developer 4	Architect	April 19 th 2014

Table 3.1 – Summary of interviewees

Interview Process

Along with a comprehensive literature review, empirical data for the thesis was also collected via the application of semi-structured interviews – a key data collection tool employed within qualitative research (Bryman & Bell, 2011; Flick, 2006). Such interviews provide a measure of structure to ensure respondents discuss issues of key importance to the researcher, whilst also maintaining the flexibility associated with qualitative research (Flick, 2006). This flexibility is significant as by allowing the respondent to freely discuss their answers, the interviewer is enabled to understand the reasons and influencing factors behind their answer(s).

As with any research interviews, a great deal of preparatory work was carried out to ensure their validity. The researchers paid attention to: questions within the interview guide, appropriateness of location, familiarising themselves with the research topic and interview demeanour – appearance,

appropriate behaviour and potential cultural differences for example. The interview guide itself was created following discussion between the researchers with much consultation of literature upon the key concepts of trust, motivation and EDI (Roderkerken, 2011; Clegg et al., 2002; Nooteboom, 2010; Amabile, 1996). In addition particular attention was also paid to the phrasing of questions as many of the respondents did not speak English as a first language. Additionally the interviews were carried out by both researchers, with one researcher conducting the interview itself through questioning the respondents, while the second took notes and recorded the interviews. This approach was seen to be very beneficial as by tasking one researcher with observation, it enabled the interview to have much more of a flow and the primary interviewer did not have to trouble himself with taking notes. For further information the reader can find a copy of both interview guides employed within the appendices of this thesis.

3.3 Data Analysis

Method of Data Analysis

Due to the important role of data analysis when seeking to building theory from a case study, the authors decided to adopt Eisenhardt's (1989) process when analysing their interview data. In order to fully familiarise themselves with the collected data, the authors transcribed all the interviews verbatim based upon the recordings. By doing so the authors were enabled to reference back to specific moments or comments within interviews, rather than relying on memory or notes. Following this transcription process, the data from all interviews was categorised according to the key concepts of the authors – trust, motivation, EDI, knowledge workers. This was especially pertinent for the second half of interviews in which interviewees were invited to freely discuss anything they felt was of relevance; as such categorisation enabled the authors to quickly and easily refer back to specific themes within the data.

Following this categorisation the authors were gradually able to draw initial conclusions from their interview data, becoming increasingly familiar and aware of the issues focused on in this thesis. These tentative conclusions, or the new theory sought to be devised from the case study, were continuously compared versus interview data and internal ASD newsletters. In doing so the authors were enabled to establish as to whether their emerging conclusions were consistent with the data collected. Conceding that the authors undertook a relatively small number of interviews – eighteen interviews with eleven interviewees– the authors consciously compared what was emerging with,

and against extant literature. This tallies with Eisenhardt's (1989) suggestions for increasing the validity and verification of theory built from case study research.

3.4 Reflections on Research Methods

With every form of research it is difficult to avoid some limitations and this study is no different. Due to the limited sources of data available to the authors, the single case study design of this research may invite some charges of the generalisability of findings made – indeed this is often cited as a weakness of case studies (Corbin & Strauss, 2008). The geographical and cultural environment in which the case study organisation was located, as well as the specific nature of work – software – may mean that some findings are restricted to ASD Lund. In spite of this, due to the growing importance of EDI and lack of previous writings upon the organisational processes many organisations use to facilitate it, this research provides empirical data from employees who have experience of engagement in EDI. Their interviews provide empirical data which contribute to the understanding of knowledge workers' trust in organisational processes, and how this trust influences their motivation to engage in EDI.

When reflecting upon the interview process the authors believe that fully transcribing their interviews was useful as it enabled them to be fully immersed in their data, as well as being able to refer back to specific moments in interviews and not rely on memory or notes. Having said this, the notes made during interviews proved useful when analysing specific themes through interviews. Furthermore, the carrying out of the interviews in pairs enabled one author to take comprehensive notes while the other questioned the interviewees. The authors were regrettably unable to undertake two interviews with all interviewees due to availability restrictions (on the part of the interviewees), and reflect that had this been done, further insights may have been gleaned. However they recognise that this is a common feeling amongst researchers and that "one can never have enough data" (Flick, 2006:115).

Relating to the interview process, the authors spending six months in the case study organisation, thus they were able to become familiar with the situation regarding EDI within ASD Lund, as well the opinion of employees as to the department's organisational processes. However such familiarity can have its own drawbacks, as Flick (2006) stresses the need for a researcher to stay impartial when undertaking case study research. Thus the authors believe that it might have been advantageous to collect their data earlier so that the analysis stage could have been done later and with a sense of 'detachment'. Finally as with any research, the authors believe that the value of this study could be improved on by further research – especially that of quantitative research. In doing so the findings of

this thesis could be both verified and expanded on (Bryman, 2008), while a quantitative study could provide a different perspective. In spite of believing the worth that such an approach could provide, the authors were regrettably constrained by the time scale of their study and so can merely suggest further research be carried out.

Chapter Four - Findings

The purpose of this chapter is to introduce both the case study organisation and the empirical data gathered within, with this data being analysed in respects of existing literature in the fifth chapter.

4.1 Background to Sony Mobile and ASD Lund

Apps, Services and Development (ASD) is a department of Sony Mobile AB. Established shortly after the purchase of Ericsson's fifty per cent stake of Sony Ericsson in 2012 and renaming of the company as Sony Mobile, ASD is located in four global offices, these being Beijing, Lund, San Francisco and Tokyo. The overriding purpose of ASD is to create applications (apps) and services to ensure customer satisfaction, with the provision of such apps and services identified by Sony Mobile as a means to differentiate itself from competitors as mobile phone hardware becomes increasingly homogenous. Its employees work in teams, with core responsibilities including to address bugs and issues that arise in Sony Mobile software, as well as to develop new ideas into reality. These new ideas are generally handed down from Research and Development (R&D) or the User Experience Platform (UXP) department, though ASD employees have developed ideas of their own.

Following the purchase of Ericsson's share, Sony Mobile has become an increasingly important component of the overall Sony Corporation, with products such as smartphones and tablets central to its integrated strategy of the corporation across all products, divisions, and other consumer electronic organisations. Though sales figures of 2013 represented positive growth upon the previous year, they represented only roughly three per cent of market share. This represents a stark contrast to the situation a decade previously when Sony Ericsson was regarded as a market leader. In an effort to regain some of this lost market share, Sony Mobile has identified innovation as a key means of differentiation from competitors, with increasing the contribution of staff as being a means of doing so.

The case study of this organisation was held in the Lund office of ASD. Employing approximately one hundred and fifty people, mainly software developers and engineers, ASD Lund shares the same responsibilities as the other three ASD offices, addressing issues that surface in Sony Mobile software and developing ideas that are passed down from R&D and UXP. As the importance of Sony Mobile to the overall Sony Corporation has grown since 2012, so too has the importance of individual departments within Sony Mobile. ASD Lund desires to become an important component of the

overall Corporation, gaining responsibility for other Sony devices such as PlayStation, MP3s and laptops. The department believes it can achieve this by increasing its role in innovation, developing its own ideas not merely those of other departments, and has identified the contribution of employees to innovation (EDI) as a means for doing so. Thus the findings produced from this thesis – how to gain employee trust in organisational processes and the impact such trust can have upon motivation to engage in EDI – could be of real assistance to ASD Lund and other organisations who are seeking to increase their level of EDI.

Does ASD Lund engage in Knowledge Work

The definition of knowledge work cited by the authors as most influential in the writing of this thesis was that of Drucker (1959), stating knowledge work to be work in which one works primarily with information or one who develops and uses knowledge in their workplace. With this admittedly broad definition in mind, it is apparent that employees within ASD Lund adhere to Drucker's thinking. ASD Lund employees work upon a variety of tasks that require the use of knowledge, both knowledge in terms of educational learning and learning from past experiences. Regarding the use of the word 'develop' in Drucker's definition, ASD Lund employees – particularly those who work as developers – to create and develop new products or service for customers, with such work necessitating the possession of knowledge (D 1&4).

Furthermore within Section 2.1, the authors presented a list of characteristics of knowledge workers established through literature. From a combination of initial observations and interviews within the department, the authors established that ASD Lund employees are frequently:

- required to solve problems in their regular work tasks (Tsoukas & Vladimirou, 2001)
- provided with autonomy regarding work decisions (Robertson & Swan, 2003)
- working in collaboration with one another (Kogan & Muller, 2006),
- required to process and interpret large quantities of information (Davenport et al., 1996).

Thus the authors are comfortable in saying that ASD Lund employees can indeed be termed as *knowledge workers*.

4.2 Importance placed on innovation by the department

Sony Corporation has targeted innovation as a mean to drive future growth, with this target shared by the individual divisions such as Walkman, PlayStation and Sony Mobile (Sony, 2009). ASD (Lund) are naturally influenced by Sony Mobile and hold innovation as a stated goal of their own, regarding it as a means by which the department can increase its responsibility and importance within Sony

Mobile. As ASD is a department not specifically tasked with innovation, the department has identified EDI as a means by which it can increase its innovation output (Managers 1, 3, 4) – thus it has established a variety of avenues by which employees can contribute to innovation. These processes will now be presented in order to familiarise the reader, with the authors dividing them into three categories: event, submittal and informal. Event refers to initiatives which occur periodically and provide employees with unstructured time in which they can pursue and develop innovative ideas, while submittal refers to a process in which employees who devise an innovative idea, yet feel that they lack the resources, motivation or capabilities to develop it successfully, can pass it on within the organisation. Finally informal processes refer to an employee seeking to bypass these means of development, often presenting an idea to their manager(s) and petitioning for time with which to develop it.

4.2.1 Innovation Processes of ASD Lund

Events

Creative Week: Innovation week is usually a bi-annual event where employees are allowed to work on their own ideas or a project unrelated to their work and therefore put their normal work aside. It is usually organised by each individual team and to the discretion of the product owner. Some teams choose to organise by having groups participate at different times so that the remainder of the team can continue working on their daily tasks such as their backlog. Other teams choose to participate all at the same time. The product owner can choose to follow a theme, topic, technology, or keep it open. Ideas that have come from such an event include adding animation in a sketch app and location based Google Play recommendations. Some instances of the event are so successful an idea may end up as a commercialised product or feature, or becomes part of the team's backlog to be worked on more.

Hack-a-thons: Hack-a-thons at Sony Mobile are ad hoc events in which employees are allowed to work on their own ideas for an intense period of time, usually overnight or over the course of an entire weekend. These are often themed and open to the entire department but not mandatory. Employees can work upon projects individually or in teams. One such hack-a-thon, "Ludum Dare", is a game development competition where participants develop games from scratch in a single weekend, either online or at a hosted location. This year participants can meet and collaborate with other developers by joining the on-site hack-a-thon at the Sony Mobile office in Lund, Sweden. This

year's (2014) hack-a-thon is even open to the public, and thus can be considered a form of open innovation (Morris et al., 2010).

Free Monday: Organised periodically throughout the year, Free Monday is a day in which employees are allocated free time to pursue projects of their own choice. It previously took place on a Friday however this was changed to a Monday as it was found that such events on Fridays conflicted with maintenance deadlines which hampered participation, additionally according to interviewees as it took place at the end of the week many employees did not fully participate but rather took the opportunity to leave work for the weekend.

Submittal Processes

SMIF: Sony Mobile Innovation Forum (SMIF) is a new initiative from the executive team in Tokyo, which invites employees to submit innovative ideas which can then be further explored by the Research and Development (R&D) department of the organisation. Each idea was reviewed by a committee, with the top fifty "ideas" per site being asked to elaborate more and present to the committee. The committee then chose the top twenty to be presented in Tokyo, where ten final winners were chosen. Each employee received a cash reward for submitting an idea, with this amount increasing with each subsequent stage of progression. Some of these ideas were successfully commercialised, with a ten per cent rise in Intellectual Property Rights (IPR) reported as a result of the event. Due to this success SMIF is intended to become an annual event.

Brainstorm: This is a workshop type of event in which the entire ASD department participated to come up with innovative ideas. The workshop in itself was not focused on developing anything 'material' but only the ideas in themselves in an inter-team environment. Being a new event that just occurred a couple weeks prior to the writing of this thesis, participants seem to not know what is to be made of their ideas but they are patiently awaiting feedback.

Intellectual Property Rights: Employees across the Sony Mobile organisation are able to file for Intellectual Property Rights or more plainly, patents. Motivations include monetary incentive but this is a very formal process with many requirements to fulfil. The ideas are then reviewed not only to see if the idea doesn't already exist outside but also already somewhere within the organisation. More often than not, that seems to be the case and the feedback is limited to continuing through the process in order complete the official filing or polite rejection.

Idea Inbox: This is a very straightforward platform in which employees are allowed to submit their ideas that cannot be executed solely by their team and do not qualify to be filed as an IPR. As the process is reasonably new to the department, there is little activity and use as of yet.

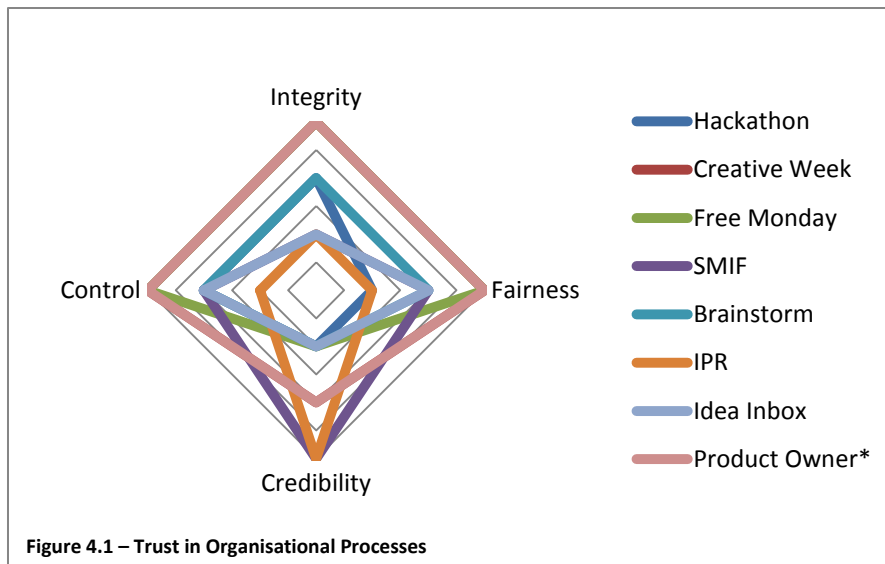
Informal processes

Product Owner: This process for pursuing innovation is limited mainly to the competences lying within the team. Depending on the 'disruptive' potential of the innovation, such as a change in the UI, the decision to pursue implementation lies within the UXP department and therefore the product owner will first need to communicate to their manager and their manager to the UXP department before a decision can be made. Innovations requiring competences outside of the team should probably be pursued via another process.

4.3 Employee Trust in Organisational Processes

As was stated in the introductory chapter of this thesis, the positive influence of trust to innovation is well-established within the literature (Nooteboom, 2013). The presence of trust is arguably even more important when seeking to develop an idea through an organisational process, as there is no ability to utilise personal relationships to smooth the path of development as if an employee were using their manager (Watson 2007). This discussion throughout literature upon trust and innovation was supported by the authors' interview process, with a number of interviewees (M3, 4 and 6, D1-4) stating they would not seek to develop an idea if they did not trust the means by which it would be developed. Thus among the purposes of this chapter is to ascertain the extent to which employees in ASD Lund trust the organisational processes designed by the department to facilitate EDI, so as to enable the authors to establish what determines trust in such processes. As was presented in Section 2.3.1, the authors divided trust into four categories to assist in this endeavour, these being: *integrity, fairness, credibility* and *control*.

During the interview process interviewees' responses were interpreted as to how much of each factor of trust they felt each organisational process of ASD Lund held, either 'high', 'low' or 'medium'.



* - Refers to informal development through a manager. Naturally this will differ according to each specific manager-employee relationship, having said that all interviewees reported as having strong, trustworthy relationships.

As can be observed in Figure 4.1, employees had largely favourable opinions towards the various innovation processes employed by ASD Lund. Those that scored the strongest across the four trust factors tended to be those processes which had some form of human interaction, such as Brainstorm or Creative Week, with interviewees stating that this was due to people easier to trust than “informal organisational practices as people enjoy working together” (D1). This preference can be further reflected in the fact that taking an idea directly to a manager was the best regarded choice of idea development across the interviewees, with the informal practice scoring highly in all four factors of trust. A number of interviewees explained this as being due to their managers being more *fair* and *transparent* in their decision making process, with employees largely understanding and accepting if they were not enabled to develop an idea.

Of the four factors of trust established by the authors, interviewees cited *fairness* and *integrity* as the two which would be most important in influencing their choice of a specific process. This was related by interviewees as them being able to understand how a process actually worked in practice, as well as whether they believed the process genuinely sought to assist them. Interviewees said they had far less issue with ideas failing in such process that displayed *fairness* and *integrity*, and would not be demotivated from using them again. In contrast processes which were viewed as lacking in these factors were not overly trusted by a number of interviewees, with Manager 4 expressly stating that he neither trusted nor used NIF as “you can’t understand what goes on there...ideas just seem to disappear”. Similarly Developer 3 expressed misgivings about NIF and Idea Inbox as he believed they ‘commandeered’ ideas – “you use them, your idea goes nowhere and they tell you it’s not a success –

but six or twelve months later you see your idea in a product or service and you feel that they used it and didn't tell you...I would never use it (Idea Inbox) again". A similar story was told to the authors by Developer 2 who stated that it "destroyed my confidence in developing something with it (in this instance NIF)". While these may be an honest coincidence, these instances clearly establish the importance of *fairness* in determining employee trust in organisational processes.

Credibility was acknowledged by all interviewees as an important factor, yet only three regarded it as of primary importance in influencing their choice of organisational process. These interviewees were noticed by the authors as being very concerned with how successful their idea would be in terms of the future benefits it would provide (financial and social), thus the importance of processes with a strong track record in providing success for other ideas can be easily understood. In contrast the other interviewees appeared to wish to develop an idea merely 'for the sake of it', using it as a means by which to test their capabilities. This is interesting as it might relate to the primary motivating factor of employees, with the issue of *credibility* more important to those who are primarily motivated by the potential success of an innovative idea and thus will select processes which they believe will provide them with the best chance of success. Regrettably this uncovering occurred rather late in the interview process and so the authors were not able to investigate it further, however it certainly warrants further investigation and may uncover interesting and useful findings.

The final factor to discuss is that of *control*. As with the previous factor of *credibility*, all interviewees acknowledged the importance of control in developing an innovative idea yet in this instance none cited it as the most important factor of influence. Some interviewees said that they would be willing to forego control over an idea were they to trust in the *integrity* and *fairness* of the process in which it was being developed, while others said if they believed that their idea would develop successfully they would be prepared to forego control. The latter interviewees were those same interviewees discussed above and appeared to place a greater importance upon the tangible benefits of innovation, such as financial reward or social recognition. Again the authors regret that such findings could not be pursued further during research, and clearly establish the worth of further research.

4.4 Motivation of employees in ASD Lund

Through the course of the authors' interview process, it became apparent that employees within ASD Lund were relatively motivated to contribute to innovation within the organisation. Interviewees stated that they genuinely desired to 'contribute', yet some said that they disinclined to engage in EDI due to not trusting in the organisational processes designed to facilitate such innovation. As

could be observed in the previous section discussing trust in processes, the first three factors of trust – *integrity, fairness and credibility* – were regarded as being more influential upon motivation to engage in EDI. Interviewees were motivated by *integrity* as they felt they could understand how their idea would be developed, while *fairness* in that they believed that they would receive proper recognition for their ideas and contribution. *Credibility* motivated all employees to utilise a process for engagement in EDI, yet had a noticeably stronger influence upon those who placed a higher importance upon the benefits accrued from successfully innovating, rather than ‘innovating for the sake of innovating’. While *control* was acknowledged by all interviewees as having some importance in determining trust in an organisational process, none cited it as their primary motivation. This was explained by Developer 1 who told the authors “if I really wanted to keep control of an idea I would just do it at home...for me support (from the organisation) is more important than keeping control”.

Thus having established the influence of trust in organisational processes upon motivation in general, the authors will now further examine this influence relating to the three stages of motivation as listed by Ettinger (2006), initial engagement, persistence and intensity.

Motivation of initial engagement

When questioned regarding the first stage of motivation, willingness to engage, the motivation of ASD employees to engage in EDI via a specific organisational process was reported as being largely ascribed to a combination of whether their idea would succeed and whether they would receive due recognition for this work, *credibility* and *fairness*. One interview cited the issue of recognition being important by describing it as “important that you get credit since you have to do it independently, therefore there is an issue of fairness”. Similarly upon this issue of work done by the employee, the issue of a project being likely to succeed was also important as employees felt otherwise their time and energy would be wasted, with one employee answering this question by saying “of course, why bother if it’s not going to go anywhere.” Trust in organisational processes was cited as an important reason as to why or why not somebody would invest energy into developing something, with the most important factors regarding motivation appearing to be consistency of enabling successful development and recognition, *credibility* and *fairness*. The issue of recognition was frequently cited with employees telling stories of ideas not remaining theirs, “a negative influence, people feel like they can’t develop ideas”. There was also a sense that presenting ideas to the organisation could mean the employee might sacrifice their idea, with some employees preferring to develop ideas individually so as to avoid losing a valuable idea. The authors were provided examples in which employees were told their ideas were not going to be developed further, yet only to see it being used

six months later (D1, M4). Unsurprisingly this was regarded as discouraging employees from making contribution to innovation.

Interviewees all acknowledged the importance of holding trust with regards to their motivation to innovate, insofar as such a lack of trust might discourage innovation, “it has a negative impact as if you don’t feel trust then you don’t feel appreciated and so a feeling of ‘what’s the point in developing ideas?’ ”. However none of the interviewees said this was an obstacle sufficient to discourage them from innovating at all, rather only from developing it within an organisational process. Interviewees (M 3&5, D 2&4) stated that if they felt their idea were ‘strong enough’ then they would still seek to develop it, but rather do so individually – with this holding true for trust in both the organisation and managers too. Thus interviewees stated their motivation to engage in motivation at all was largely influenced by the strength of their idea(s), but their motivation to do so using organisational processes was largely influenced by *fairness* and *credibility* they believed these processes to be. Interviewees who appeared to be more motivated by the benefits provided by successfully innovating were more likely to cite *credibility* as the primary influence upon their motivation of using a particular process (D1 & 2, M6).

Motivation of persistence

The second stage of motivation is that of persistence, which the authors surmised in Section 2.4.1 as continuing with a project even in the face of difficulties. This appeared to be not regarded as an overly important issue within ASD Lund, with employees who were interviewed saying that having invested initial time into a project they would be likely to continue with it. Rather it was the trust factors of *credibility* and *fairness* in the first stage of motivation that can determined an employee being willing to persist with a project. However a number of employees did cite an issue of visibility, reporting that they were not made aware of all of the options that might have assisted them – thus their project finished unnecessarily and therefore made them feel as though they were not supported. However while this issue of support, *integrity* and *fairness*, was cited as influencing their future trust in organisational processes, these interviewees said that such a lack of trust would negatively influence their motivation to engage within the organisation at all, rather than to continue with existing projects. In their opinion, they would still be motivated to continue working upon an idea as they felt that otherwise their previous work would be for nothing; however their motivation to engage in EDI with organisational processes in the future would be severely affected. Though not cited as a primary influence, *integrity* was acknowledged by interviewees as having some importance given transparency within a process would inform them of the various avenues in which they could

receive support, while finally *control* was not cited as an important influence – primary or otherwise – by interviewees. Abruptly losing control of an idea during development was acknowledged by one interviewee as possibly impacting upon one’s motivation to persist with an idea; however he related such changing circumstances as more related to *integrity* than *control*.

Motivation of intensity

The final stage of motivation is that of intensity, which was presented in Section 2.4.1 as regarding how much energy and initiative employees put into their innovative projects. This intensity is important due to the difficulty of developing many innovative projects, therefore the harder an employee works in development it can be surmised that this often has a positive effect upon the likelihood of their project coming to fruition. Interviewees said that their intensity levels were affected by the level of the trust they had in an organisational process with – as in the first stage of initial engagement – success rate and recognition (*credibility* and *fairness*) being the strongest indicators as these were linked to the desire of the employees to innovate in the first place. This was explained by Manager 4 as:

“the more trusted employees feel and the more trust they place in the organisation, the more likely they are to feel that their efforts will be appreciated and rewarded. It also gives them courage to try new things that might fail...if such trust is lacking then it can lead to a ‘scale of alienation’, with employees becoming passive as there is no incentive or drive for them to do more than the bare minimum.”

Thus as might be expected, it appeared that the more employees trusted a process, then the more likely they were to use it to develop their innovative idea(s). However the authors regarded it as interesting that for ideas employees did not feel so strongly about, some interviewees had no qualms about sending them to an organisational process they neither rated nor trusted. This was explained as a means for employees to demonstrate to the organisation that they are creating innovative ideas and, as they have little emotional attachment, they are not unduly bothered if the ideas develop successfully or not – or if they (the employees) receive the full level of recognition they otherwise ought to. Developer 2 elaborated upon this point, stating “the more creative it is the more likely it is to go to a close manager, similarly the more emotionally invested you are the more you want control and ensure it succeeds”. This can be understood as employees who are initially motivated to engage in EDI, are more likely to do so with intensity, in particular with ideas which they have a strong

emotional attachment to". In contrast for ideas they have no such attachment to; working in this manner is regarded as not quite so necessary, and so intensity is likely to not be so intense or consistent.

While Developer 2 regarded *control* of an idea as being important in influencing the intensity with which he developed an idea, this was not an opinion shared amongst the interviewees.¹ Rather others cited the likelihood of the organisational process enabling the idea to develop successfully, *credibility*, or provide the employee with support and recognition, *fairness*, as being a stronger influence. However all interviewees, including Developer 2, stated that while these trust factors may have a strong influence upon their motivation to engage in EDI via a specific organisational process, the intensity with which they worked would be more likely to be influenced by this initial motivation rather than any factors of trust in a process once they had begun work.

¹ Developer 2 was one of the three interviewees who consistently cited the benefits of innovation as an influence in trust and motivation, with interestingly the other two interviewees (D1 and M6) sharing this opinion regarding *control* and *intensity*.

Chapter Five – Analysis

The role of this chapter is to analyse the findings gathered and presented in Chapter Four, comparing them against existing literature in order to ascertain their validity.

5.1 Determination of Trust in Organisational Processes

As could be observed in Section 4.3, ASD Lund employees held relatively strong levels of trust in the organisational processes of the department. This was especially true for processes with high levels of human interaction, with this being seen in the process held in the highest regard being developing an idea informally with one's manager. This trust in human interaction was explained by interviewees (M 2-4 & 6, D 1&4) as being due to such processes holding *integrity* and *fairness* in the eyes of employees. *Integrity* in that an employee could understand the internal mechanisms of a process and believes the process is genuinely seeking to assist them and *fairness* in that their efforts would be both duly recognised and reciprocated. This explanation is supported by Mayer et al. (1995: 714) who argue "the consistency of the party's actions, such as whether they are congruent with his or her words or the belief that the trustee has a strong sense of justice, affect the degree to which the trustee's integrity is judged by the trustor (sic)". Their argument is further developed with regards to the importance of *transparency* by Solomon and Flores (2003) who attest that all employees should understand the purpose of the innovation events of their organisation, as well as know the actions being taken within the various stages of these processes. In doing so, they argue that the organisation will develop 'authentic trust', trust which is fully sentient, aware of its own conditions and limitations and is based upon choice and responsibility rather than "the mechanical operations of predictability, reliance and rigid rule following which is often the norm in organisations" (Solomon & Flores, 2003: 173). Such trust, it is argued throughout literature, is frequently more beneficial and influential upon facilitating innovation and creativity within an organisation (Solomon & Flores, 2003; Jones & George 1998). Additionally the importance of integrity in determining employee trust is also well established within literature, with Judge (2011) arguing that if employees regard their organisation or management as being insincere, then the initiatives of the overall organisation are perceived as mere 'window dressing' and thus not worthy of employee support or uptake. In contrast if employees regard their executives as sincere and possessing *integrity*, such initiatives will benefit from increased trust and use as they are perceived as 'positive and of further support'.

Similarly the positive opinion of interviewees upon *fairness* in influencing their propensity to trust in an organisational process is also well supported throughout literature, in particular the reciprocity and recognition of employees' efforts in EDI. Starnes et al. (2012) support the testimony of the authors' interviewees, arguing that this reciprocity of effort – or lack thereof – can have a significant influence upon both the level of trust between employee and employer and the success rate of innovation within an organisation:

“Building such a trustworthy relationship in the workplace is a reciprocal process, with both the employee and the employer voluntarily assuming responsibility for its initiation, development and maintenance through high levels of affection and respect”
(Starnes et al., 2012: 5).

Thus by endeavouring to ensure that processes support and even match the efforts of employees who are engaged in EDI, an organisation can benefit higher levels of trust in these processes (Starnes et al., 2012).

When discussing the importance of both *integrity* and *fairness*, interviewees told the authors that they would not lose trust or faith in an organisational process failed to ensure successful development of an idea, as long as they felt their idea had been *fairly* considered. This is important as it suggests that ASD Lund employees did not expect or assume that all of their ideas ought to succeed, but rather simply desired a *fair* opportunity in which their ideas could develop. Such a desire is supported by research by Clegg et al. (2002) upon the role of trust in the innovation process, writing:

“employees are more likely to engage themselves in the innovative process to the extent that they believe their ideas will be listened to, and to the extent to which they believe they will share in any subsequent benefits that follow. As innovation involves effort and risk, they are unlikely to do this if they do not have trust that they will be listened to, or share in the benefits” (Clegg et al., 2002: 4).

These findings, supported by the literature, suggest to the author the need for an organisation to instil their processes for EDI with as much *fairness* as possible – *fairness* in terms of reciprocity, feedback and support – with this instilling likely to have a positive influence upon employee trust in both the organisational processes, and the organisation itself. Similarly a number of interviewees cited the importance in determining trust – both in a process and the organisation in general – of receiving *fair* recognition were they to have an idea successfully developed, as well as sharing in any potential financial benefits. This was explained as not being led by a desire for receiving excessive

monetary compensation, but rather as being an acknowledgment of the immense level of effort and work that goes into successfully developing an innovative idea. This desire for acknowledgment is supported by Eisenberger et al. (1990) who argue that in the absence of such recognition, employees may lose motivation and interest in their work, with this having an acute impact upon their capabilities to engage in innovation.

As was presented in Section 4.3, *credibility* was acknowledged as an important factor in determining trust in organisational processes by all employees, though only three employees cited it as being of primary importance. The authors remarked that these three interviewees cited potential benefits as their main motivation to engage in EDI, whereas other interviewees appeared more interested in less tangible benefits, such as learning and exploring their own capabilities as well as those of technology. The authors considered that the initial motivation of such employees may have a role in determining which organisational processes attract them. Segal et al. (2005), Miner et al. (1989) and Smith and Miner (1983) all support this theory, with Smith and Miner (1983) stating how the value an entrepreneur ascribes to extrinsic and intrinsic motivating factors can hold a significant influence upon how and in what avenues they develop ideas. Regrettably exploring this issue is beyond the remit of this study, however it certainly warrants further investigation.

Finally the fourth factor of trust in organisational processes identified by the authors, *control*, was not cited by any interviewees as their overwhelming influence when placing trust in an organisational process. This somewhat surprised the authors given a common conception of entrepreneurialism is that such people are 'control freaks' and place high importance upon retaining control of innovative ideas (New York Times, 2013; Shishido 2009). All of the authors' interviewees acknowledged that control of an idea had some relevance, however some (M 4-7, D 2) said they would be prepared to forego some control of their idea were the organisational process with which they were developing it to exhibit strong levels of *integrity* and *fairness*. This supports research by Wasserman (2008) and Cardon et al. (2009) who state that many entrepreneurs are prepared to relinquish some control of their innovative idea(s), provided that such relinquishing can afford the idea(s) a better opportunity of successfully developing. Developers 1 and 2 and Manager 6 also said that they would be prepared to relinquish control – though dependent upon the level of compensation they received by way of exchange. In spite of the differences in influencing the relinquishing of control between individual employees, these findings establish that maintaining *control* of an idea is not of primary significance when determining an ASD Lund employee placing trust in an organisational process.

5.2 Influence of Trust on Motivation to engage in Employee Driven Innovation

Motivation of initial engagement

The findings relating to the first stage of motivation, initial engagement, in Chapter Four highlighted a number of interesting opinions on the behalf of ASD Lund staff. The interviews undertaken by the authors established that ASD employees regarded trust in organisational processes as an important influence upon their motivation to engage in innovation, with interviewees (M 6, D 1&2) citing success and recognition as the two factors most likely to have an effect upon them (*credibility* and *fairness*). Similarly a lack of trust in organisational process was viewed as likely to discourage employees from engaging in EDI, with the most common reason being that employees felt their ideas would not be able to develop thus producing a sense of disinclination (*credibility*).

These findings support the belief of Carter et al. (2003) who argue that employees who engage in innovation with their employing organisations are often motivated by a desire to contribute something innovative rather than a monetary reward. Their findings are supported by Jayawarna et al. (2013), whose research puts forth that employees engaging in innovation are driven by a desire to contribute something in their organisation, as well as a sense of personal achievement in creating something of worth – not merely tangible benefits such as financial or social gain.

Perhaps interestingly, ASD employees preferred means of developing an innovative idea appeared not to utilise an existing process, but rather to take an idea directly to their manager. The reason primarily given for this was they employees had greater trust in their managers, seeing processes as somewhat impersonal and lacking transparency, this making it hard to adjudge whether it could enable their idea to develop successfully (*integrity* and *credibility*). Such findings support the averment of Newell et al. (2009) who argue that the relationship between managers is important as they represent the organisation to employees, thus a trustworthy relationship is vital to the facilitation of innovation. However this can be regarded as somewhat worrying given such processes have been created specifically so as to function with employee participation. Thus two of the authors' interviewees (D1,3) said that in the absence of a manager they would be less likely to submit ideas at all, demonstrates clearly the negative impact a lack of trust in processes can have upon innovation.

Motivation of persistence

As was iterated in the findings chapter, trust – or lack thereof – in organisational processes was not regarded by ASD Lund employees as having a strong impact upon their persistence in developing an

idea, rather their initial desire and motivation to contribute to something innovative was enough to drive them forward. Employees reported that even if they decided to curtail work upon a project, it would be more likely to be due to other factors than trust, such as their faith in the project. In spite of this, employees did acknowledge that a bad experience of an organisational process in terms of experiencing difficulty with a project would influence their future motivation to contribute to an innovative project.

The primary factors cited by ASD employees as relevant to this issue of persistency were recognition and support, with examples provided of ideas being rejected yet later taken up by the organisation as well as not being supported adequately when experiencing difficulty with a project (*fairness*). Both of these constitute factors of *fairness* were referenced by employees as reasons as to why they would be disinclined to contribute to innovation in the future. This disinclination is important as Bosma et al. (2010) assert that the majority of employees who develop innovative ideas in an organisation have done so a number of times, with many employees dropping off as their first attempt. Such a lack of trust discouraging future innovation attempts is therefore important as it can prevent or dissuade a number of people who are individually motivated to develop ideas within the organisation from doing so, with this creating a pool of untapped potential.

Motivation of intensity

The third and final stage of motivation in terms of EDI is that of intensity. The findings presented in the preceding fourth chapter demonstrated that ASD employees were, as with the first stage of initial engagement, largely motivated by the possibilities of their ideas coming to fruition and receiving recognition, with interviewees stating strong trust in processes which performed well in both of these factors (*credibility* and *fairness*). However as with the second stage of persistence, this motivation to develop with increased intensity was regarded by employees to be largely dependent upon their initial motivation. Therefore if an employee was motivated enough to invest time and energy into an idea, then it could be taken as a given that they were motivated enough to do so with a great deal of intensity – this could be assumed due to the demands of developing an innovative idea in the first place. Regarding decisions upon which processes to use, it should thus be little surprise for an employee who has an emotional attachment to an idea to seek a process in which they trust to develop it in. However as was recounted in Section 4.4, it is somewhat unexpected that while ASD employees stated they are attracted by trustworthy processes, the interviewees asserted that they had no qualms about putting ideas that they have little emotional attachment to into process that they do not trust fully. This was explained that sometimes they submit ideas just to demonstrate to their employers that they are creating innovative ideas, whereas for a project they

are invested in they are determined to ensure that it succeeds. This apparent contradiction is supported by Watson (2007) who writes that people are more motivated by things they have a connection or tangible investment in. Thus these findings suggest that ideas which are important to employees are more likely to influence their intensity of effort rather than necessarily trust in organisational processes – though this trust appears to have a major influence upon as to whether or not they actually do undertake an innovative project in the first place. This contrast according to the level of attachment held by the employee to an idea was observed by the authors as being present across all three stages of motivations, with essentially the quality of the idea – in the eyes of the employee – having some measure of influence upon their level of motivation. Even negative feedback may not adversely affect their motivation, instead regarding it as a valuable means of identifying key issues with their idea. In contrast, either a lack of or underdeveloped feedback may negatively affect motivation, particularly so in motivation to engage in developing an idea a second time due to a loss of trust produced from a feeling of being unsupported (*fairness*).

CHAPTER SIX - Conclusions

This final chapter briefly summarises the work undertaken by the authors and the conclusions garnered from it. Following this it also acknowledges some limitations and suggests areas for further research.

6.1 Conclusions

As was introduced in Section 1.3 this thesis had a two-part research question, firstly to establish what determines employee trust in organisational processes and secondly to investigate the influence this trust can have upon an employee's motivation to engage in employee driven innovation (EDI). As presented in Section 2.3.1, when investigating trust the authors divided it into four constituent factors of *integrity*, *fairness*, *credibility* and *control*. Similarly, motivation was divided into three distinct stages as argued by Ettinger (2007), these stages being:

- the initial motivation to engage in a particular action
- motivation to persist in the face of adversity
- motivation which determines the level of intensity with which one works.

This categorisation of both trust and motivation was done so as to assist the authors in their research, with it being easier to investigate three or four smaller concepts rather than one large concept. Furthermore through such categorisation, it was possible for the authors to ascertain more specifically what determined employee trust in organisational processes, as well as the impact such trust has upon their motivation to engage in EDI.

Determination of Trust in Organisational Processes

Regarding the first half of this research question, the authors discovered that ASD Lund employees valued *integrity* and *fairness* as the factor of primary importance in determining their trust in organisational processes. Interviewees cited these factors as being of particular importance in a process that holds a great deal of human interaction as they gained the trust of employees through providing them with a sense of security. Such security assures employees that the process genuinely seeks to help them and that their efforts in development would be *fairly* recognised. In addition, interviewees said that such *integrity* and *fairness* made the process seem more personable, thus

making it easier to hold trust in as “you feel like there is a real human element to it”. This importance placed upon human interaction supports Watson (2007), who states that people are more trusting in organisations and systems in which they can develop a genuine connection with.

As was presented in Section 4.3, *credibility* was acknowledged as having some importance by all employees however only three employees cited it as being of the utmost importance in determining the level of their trust of an organisational process. These employees appeared more focused upon the possible benefits arising from a successful innovation, and were interested in *integrity* and *fairness* in so far as they would affect the gaining of such benefits. *Integrity* in that a process would be transparent so an employee could observe how it functioned and thus speculate upon its likelihood of providing success, while *fairness* in that an employee would be *fairly* recognised – and rewarded – for their efforts in developing an idea successfully. The opinions of these three employees differed from the other eight throughout the interview process of this thesis and placed increased emphasis upon the tangible benefits of successfully developing an idea, such as monetary reward or social recognition. In contrast the other eight interviewees, though naturally interested in such tangible benefits, were interested in innovating ‘for the sake of innovating’. Such difference between the two groups supports Ryan and Deci’s (2000) argument that what drives employees to engage in innovation can often have an influence upon how they seek to develop their ideas, as well as what they desire to ‘get out of’ a successful development.

The fourth factor of trust, *control*, was not regarded as being of primary importance to any of the eleven interviewees in determining their level of trust in an organisational process. All of the interviewees did acknowledge that it could have some influence in determining trust, however all stated that they would be prepared to forego some measure of *control* of their idea were the organisational process to display strong levels of the other factors. The three interviewees who cited *credibility* as their most influential factor in the above paragraph all said they would be prepared to relinquish some control, provided they felt their idea would have an improved chance of developing successfully and that they would still receive *fair* benefits and recognition. The other eight interviewees all stated they would be willing to forego some control were they to trust in the *integrity* and *fairness* of the process. Recognition of their work was also cited as necessary were they to relinquish some *control*, however this was explained as wanting their efforts to be acknowledged than a focus upon any material rewards or benefits.

Thus in answer to the first portion of this thesis’s research question, the authors can surmise that employee trust in organisational processes is determined by such processes possessing strong levels

of *integrity, fairness* and *credibility*, with the latter factor being of acute importance to employees who seek to innovate due to the potential benefits which may accrue from a successful innovation.

Influence of Trust on Motivation to engage in Employee Driven Innovation

The second component of the research question of this thesis concerned establishing the influence of such trust upon the motivation of employees to engage in EDI. Through the authors' interview process within the case study organisation, it was apparent that the trust ASD Lund employees held in organisational processes had a positive influence upon their motivation to engage in EDI, thus confirming literature (Jayawarna et al. 2013; Carter et al., 2003). However this influence appeared to extend only to the first stage of motivation, the initial motivation to engage in a particular action or behaviour. Interviewees cited *integrity, fairness* and *credibility* as the most important factors of trust in influencing this motivation. Interviewees said their motivation was positively influenced by a process appearing likely to enable an idea to develop successfully, provide *fair* recognition to the employee(s) who developed it and how personable and transparent it (the process) was. These factors can be seen as influencing the preference of ASD Lund employees to develop an idea with their manager, rather than go through an official organisational process. Interviewees cited this as due to the strong relationships that many employees enjoy with their managers and belief that managers are able to remove obstacles and push an idea through development, with these opinions demonstrating the important role regarding innovation that positive employee-manager relationships have in an organisation (Newell et al., 2009).

Regarding the second and third stages of motivation, interviewees cited their initial motivation as being more important than the trust they held in organisational processes. Interviewees were predominantly of a belief that such initial motivation would carry through the process of development, even in the face of challenges, as well as determining the level of intensity they worked with. Were employees to receive a lack of support or poor feedback from processes while trying to develop an idea in the face of challenges, interviewees said that this could have a negative influence upon their motivation to engage in EDI – however this would likely apply only to future ideas with their initial motivations ensuring they continued with their project.

Regarding the latter stage of intensity, employees trust in organisational processes had little or no real influence. Trust in an organisational process might determine the choice of process they developed their idea in, however the level of intensity with which they worked was largely due to a combination of their initial motivation and their emotional attachment to their idea, with their intensity of work rising if they had a strong connection to the idea. These findings support Paalanen

and Hyypiä's (2008) study of the impact of employee motivation upon organisational innovation, asserting that provided an employee is sufficiently motivated in the initial stage of engagement, they are then likely to vigorously pursue a project until completion.

Thus in answer to the second portion of this thesis's research question, the authors can surmise that employee motivation to engage in EDI is positively influenced by their trust in organisational processes, with *integrity*, *fairness* and *credibility* being of particular importance. However this influence of trust only extends to an employee's initial motivation to begin engaging in EDI and not their motivation to persist in the face of adversity or the intensity with which they work, both of these being influenced by the initial motivation of the employee.

6.2 Implications

In addition to addressing a gap within literature, the authors desired this thesis to provide practical implications for organisations seeking to increase the involvement of their employees in EDI. As was iterated in Section 1.1, an increasing number of companies are recognising the role that all employees – not merely those who work in R&D – can play in contributing to the innovation output of their organisation. Thus a better understanding of employee motivation to engage in EDI can be of benefit to such organisations, as can establishing what determines employees to place trust in organisational process – given that these processes are specifically designed so as to facilitate employees engaging in EDI.

As discussed in the previous sections, the authors established that employees are more trusting of processes which hold a high level of human interaction, with such processes being “more personable”. Indeed a number of interviewees cited this issue of human interaction as being why many employees prefer to develop an idea via direct presentation to their manager, as they believe their managers are more likely to recognise their efforts, push their idea through the various obstacles it might encounter during development and be more transparent during their decision making. This preference is explained by Watson (2007) as employees being more trusting of and motivated by individuals, rather than ‘distant structures’.

Thus the authors advise that organisations should seek to make their processes for EDI more personable by acknowledging that trustworthy relationships develop through reciprocity (Colquitt et al., 2007). This could be achieved through the provision of regular feedback upon an idea so employees can understand the decisions taken upon their ideas and how to improve them, or allocating certain processes as the remit of particular managers so that employees can associate a

process with a human face. Additionally an organisation could endeavour to make its process more transparent through ensuring that employees can easily observe the various stages an idea goes through when being developed through an organisational process. Both of these measures would have a positive influence upon the *integrity* with which employees associate an organisation's processes and thus could increase employee trust in such processes, with this having a positive influence upon their motivation to utilise such processes for EDI.

6.3 Limitations

As with any form of research, there are always ways in which a study can be improved and this thesis is no different. As was discussed in Section 3.1, the issues explored by the authors were investigated within a single case study organisation with such an approach always being vulnerable to accusations regarding the validity of findings. While the authors addressed such concerns in Section 3.2, they are still of the belief that further research within more organisations could be of real worth in investigating the issues of trust in organisational processes and motivation to engage in EDI. Were a similar study to be held in ASD again, then researchers could investigate across the other three offices of the department – not merely that of Lund – to ascertain the validity of the authors' findings, and if the cultural environment in which an office operates holds an undue influence upon the trust and motivation of knowledge workers. The importance of the cultural environment of an organisation has been established as holding influence upon the relations between employees and employers (Smith, 2009; Watson, 2007), therefore expanding the focus of this study to include culture could provide significant new insights. Such a focus appealed greatly to the authors, however unfortunately due to the restrictive length of this thesis, it was regrettably concluded that it would simply not be possible to successfully undertake this study in its present form were culture to be included. Thus if this issue is to be re-examined in the future, it is the authors' strong recommendation that organisational culture be somehow incorporated.

Relating to the interview process, the authors spent six months in the case study organisation, thus they were able to become familiar with the situation regarding EDI within ASD Lund, as well as the opinion of employees as to the department's organisational processes. However such familiarity can have its own drawbacks, as Flick (2006) stresses the need for a researcher to stay impartial when undertaking case study research. Thus the authors believe that it might have been advantageous to collect their data earlier so that the analysis stage could have been done later and with a sense of 'detachment'. Finally as with any research, the authors believe that the value of this study could be improved on by further research – especially that of quantitative research. In doing so the findings of

this thesis could be both verified and expanded on (Bryman, 2008), while a quantitative study could provide a different perspective. In spite of believing the worth that such an approach could provide, the authors were regrettably constrained by the time scale of their study and so can merely suggest further research be carried out.

6.4 Future Research

Throughout the course of the fourth and fifth chapters when referring to employee interviewees, the authors frequently cited three interviewees (Developers 1 and 2, and Manager 6) as placing more importance upon the possible benefits of innovation than ‘innovating for the sake of innovating’. These interviewees also placed trust in organisational processes that appeared to offer the greatest opportunity of successfully developing an idea, *credibility*, in contrast to the other eight who cited *integrity* and *fairness* as their primary influence, the authors believe that future research upon the different reasons knowledge workers innovate, and how these reasons influence the placing of trust in organisational processes. Through consultation of existing literature, the authors frequently found that the influence of trust upon motivation has been well established. However from the testimonies of the three interviewees, the possibility of motivation influencing trust has been considered. Thus further research upon the role of motivation in influencing trust could produce insightful and valuable findings.

In conclusion, this study has provided an initial step for investigating the trust in organisational processes and motivation to engage in EDI of knowledge workers, and further research could build upon its findings.

APPENDICES

Interview Process

As was recounted in Section 3.2, the authors held interviews with eleven employees within ASD Lund. Seven of these were managers and four were developers. Eight employees were interviewed twice, with the other three being interviewed merely once. The first interview was a more general discussion regarding innovation within Sony Mobile and ASD Lund, as well as touching upon the employees' opinions upon the importance of trust and motivation within an organisation. In contrast the second interviews were much more focused, with employees asked to discuss their feelings regarding each of the trust factors and motivation categories which were presented in Chapter Four. As was described in Section 3.2, the interviewees were semi structured with employees encouraged to discuss freely any issues they believed to be of relevance and importance, and that the interview guide did not address sufficiently.

For further information, the guides for both interviews can be found below.

Interview Guide (One)

- Question One – ‘How able do you feel ASD employees are to contribute to the overall innovation process within the organisation?’
- Question Two – ‘How would you characterise the overall relationship between employees and the organisation with regards to trust?’
- Question Three – ‘How do you believe employees not feeling trusted impacts upon their ability/motivation to contribute to the innovation process?’
- Question Four – ‘How motivated do you feel employees are within ASD? Both within their own work and desire to contribute to the innovation process of the organisation?’
- Question Five – ‘What do you feel Sony means when it discusses ‘innovation’? What does Sony believe facilitating innovation actually entails?’
- Question Six – ‘Do you feel increasing trust levels in the employee-organisation relationship might have a positive influence upon employee motivation?’
- Question Seven – ‘What do you think is the overall innovation culture of ASD? Do you feel that there are any unnecessary barriers that prevent the development of innovative ideas?’

Interview Guide (Two)

- ‘What influences your decisions when pursuing innovation & choosing the ‘right’ process?’
- ‘Do you have higher levels of trust in events, managers, or formal processes?’

- 'Which particular process do you have the most trust in when deciding to pursue an idea?'
 - (a) Hack-a-thons
 - (b) Creative Week
 - (c) Free Monday
 - (d) Brainstorm
 - (e) Idea Inbox
 - (f) Sony Mobile Innovation Forum (SMIF)
 - (g) New Idea Forum (NIF)
 - (h) Informally via a manager
- 'How much _____ does each process hold in your opinion?'
 - (a) Integrity – transparency, genuine desire to assist
 - (b) Fairness – reciprocity, organisational support, credit
 - (c) Credibility – popularity, reputation, history of providing success
 - (d) Control – ownership of idea, flexibility in development
- 'How much influence does each factor have upon you when deciding how to develop an innovative idea?'
- 'Does this influence vary according to the nature of your idea?'
- 'Does your choice of process vary according to the nature of your idea?'

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