



**A STUDY ON THE INFLUENCE OF ORGANIZATIONAL CULTURE ON
INNOVATION MANAGEMENT: A CASE OF APPLE INC.**

JHOMPHONG TOMONGKHON

6317195029

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2022



**A STUDY ON THE INFLUENCE OF ORGANIZATIONAL CULTURE ON
INNOVATION MANAGEMENT: A CASE OF APPLE INC.**

Thematic Certificate

To

JHOMPHONG TOMONGKHON

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of
International Master of Business Administration in International
Business Management

Advisor:.....

(Associate Professor Dr. Qiu Chao)

Date: 20 / 4 / 22

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date..... 05 / 05 / 2022 ✓

Siam University, Bangkok, Thailand

Abstract

Title: A Study on the Influence of Organizational Culture on Innovation Management: A Case Study of Apple Inc.
By: JHOMPHONG TOMONGKHON
Degree: Master of Business Administration
Major: International Business Management

Advisor:

Chao Jiu

.....
(Associate Professor Dr. Qiu Chao)

.....2021.....4.....1.....22.....

In many respects, organizational culture is considered a critical basis for innovation in companies. Innovation can be encouraged or held back by the culture of an organization. This study examined the influence of organizational culture on innovation management, a case study of Apple Inc. The study's objective was to ascertain the existing organizational culture of Apple and evaluate its influence on the company's innovation. A qualitative research approach was adopted in conducting the research, and pertinent information depicting the influence of Apple's organizational culture on the company's innovative management was collected from secondary sources of information. It was found that Apple is organized for innovation. The innovative personal cultures of the company's founder have been successfully imposed on Apple's organizational culture. It relies on the organizational culture that is primarily centered on functional expertise. This culture has indeed worked best for Apple in enhancing the company's innovativeness across all its products. It has successfully made a business brand crazy across the world over its various product offerings in the market. In conclusion, it can be asserted that Apple's organizational culture influences the company's innovativeness.

Keywords: Organizational Culture, Innovation Management, Apple Inc.



摘要

题目： 组织文化对创新管理的影响研究——以苹果公司为例

作者： JHOMPHONG TOMONGKHON

学位： 工商管理硕士

专业： 国际商务管理

导师： (副教授. 博士. 邱超)

在许多方面，组织文化往往被认为是公司创新的关键基础。组织的文化可以鼓励或阻碍创新。本文考察了组织文化对创新管理的影响，以苹果公司为例。研究的目的是确定苹果公司现有的组织文化，并评估其对公司创新的影响。在进行研究时采用了定性研究方法。描述 AppleInc. 的组织文化对公司创新管理影响的相关信息是从二手信息来源收集的。人们发现苹果公司是为创新而组织起来的，公司创始人的创新个人文化已成功地应用于 Apple 的组织文化，它依赖于主要以职能专长为中心的组织文化。这种文化确实对 AppleInc. 起到了最好的作用，可以增强公司在其所有产品上的创新能力，并且能够成功地通过其在市场上提供的各种产品让一家企业在全世界范围内为之疯狂。总之，可以断言苹果的组织文化影响了公司的创新能力。

关键词： 组织文化 创新管理 AppleInc.

ACKNOWLEDGEMENTS

In this section, I would like to express my gratitude to Associate Professor Dr. Qiu Chao, advisor and Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, Siam University, Bangkok, Thailand for their thoughtful and caring supervision by means of his educational excellence. I am most grateful to them especially for their deep understanding of the Independent Study and his good communication skills.

JHOMPHONG TOMONGKHON

2022



Content

Chapter 1 Introduction	6
1.1 Research background	6
1.2 Research status	6
1.3 Research problems	8
1.4 Objective of the study	9
1.5 Scope of the study	9
1.6 Research significance.....	9
1.7 Theoretical framework.....	10
Chapter 2 Literature Review	12
2.1 Organizational culture.....	12
2.2 Innovative organizational culture	13
2.3 Measurement of innovative organizational culture.....	14
2.4 The role of people in organizational culture	15
2.5 Support Mechanism to Create a Culture of Innovation	16
2.6 The role of communication in innovation culture.....	17
2.7 Innovation management.....	17
Chapter 3 Research Method.....	19
3.1 Literature research.	19
3.2 Case study method.	19
Chapter 4 Research Analysis	21
4.1 Apple Inc SWOT Analysis.....	21
4.2 Apple's current innovation management.....	23
4.3 Apple's organizational culture and value delivery	23
4.4 The innovation impact of apple's organizational culture	25
4.5 Finding	26
Chapter 5 Conclusion and Recommendation.....	28
Reference	31
ACKNOWLEDGEMENTS.....	35

Chapter 1 Introduction

1.1 Research background

In the past few decades, the controversial view of management innovation has emerged in marketing strategy and organizational operation strategy. An organization will use some management innovation to win or strengthen its position of competitive advantage in the growth of globalized market (Wang & Li, 2021). Today's innovation management is a major driver of the development of an organization's competitive advantage. However, whether it is product, technology, or organizational management, innovation in these areas requires organizational culture to support or execute. Therefore, culture has an important influence on innovation. Effective innovation management requires the support of a suitable organizational culture, and the development of an organization is inseparable from the two driving forces of innovative thinking and organizational culture (Liu, Gao & Yu, 2022).

Inside every association, there exists organizational culture which by and large makes up the DNA of an organization (Narayan&Ramu, 2018). Apparently, organizational culture is regarded to a crucial matter which has a considerable influence on the corporation's innovativeness whereas effective management of innovation is deemed to be an essential source for the development and growth of every firm (Nham et al. ,2014). Indeed, in many aspects, the issue of organizational culture as asserted by Kaasa and Vadi is more often than not mulled over as a vital basis for innovation.As suggested by Wycoff , a number of problems which hamper innovation can by and large be elucidated through the evaluation of the notions of organizational culture(Wycoff, 2003).Even in the presentation of the biggest killers of innovation in the corporation, the aspect of organizational culture is often pointed out as one of the leading predicament. As asserted by Lukic, the issue of organizational culture has a great influence on the business's ability to react and this has considerable impact on the encouragement of creativity and hence innovations in a company(Lukic, 2014). This study examines the influence of organizational culture on innovation management, the case of Apple Inc.

1.2 Research status

The development of today's enterprises requires the improvement of various abilities, and innovation ability has become its core competitiveness. The research of predecessors has found that organizational culture has become a key factor in the improvement of organizational innovation ability. Therefore, the study of organizational culture has become a breakthrough point in the study of organizational innovation capabilities. Scholars at home and abroad have

studied organizational culture from different perspectives. This paper studies the influence of organizational culture on the innovation ability of enterprises, so it positions organizational culture as innovative organizational culture (Feng, 2021). Scholars at home and abroad have done researches on the concept of innovative organizational culture. It is pointed out that the innovative organizational culture is a behavioral model of the enterprise, and it is currently the innovative idea of maximizing the enterprise. An innovative culture can inspire a variety of values and attitudes within an organization (including a strong sense of responsibility in the company, the participation of all employees in innovation activities, the company's system for guiding innovation, and the risk awareness of company leaders), and then make members of the organization identify with these values. Perspectives and changes, even though these may be radically different from traditional behavioral patterns, can change the way employees think and behave, including perspectives related to company performance and functional advancement (Liu, 2021). Zhang Gang and Xu Qingrui define it as a culture of strong risk awareness, long-term, diverse and creative. At the same time, it also believes that the innovative organizational culture is the sum of the unique innovative spirit and innovative material form of an organization. It is formed by the organization in the practice of innovation and operation management (Zuo, 2021). Organizational culture is one that responds quickly to external and internal changes, encourages employees to take risks, and rewards innovative and motivated employees. Wu Qingrui, Jia Fuhui and Xie Zhangde believe that innovative organizational culture takes innovation as the starting point and end point of all work, and is an important part of the enterprise innovation system. It guides and condenses innovative values, enterprise systems and employees' innovative behaviors. The unity of innovative values, innovative organizational structure and system and innovative behavior. And innovative organizational culture is the unity of the internal spirit and external form of the organization. It helps to stimulate the generation of innovative ideas, innovative behaviors and innovative activities within the organization, and can adapt to the rapidly changing external environment.

At the same time, this paper also reviews the research on organizational innovation capabilities. Apsalone pointed out that organizational innovation capabilities are organizational culture and organizational structure, organizational awareness of competitors, organizational resources, and familiarity with the environment. Organizational innovation capability is the ability of an organization to continuously transform new ideas and knowledge into new products and new systems of the organization in order to improve benefits. Technical level, innovation management ability, organizational climate and organizational culture, and execution ability are composed of dimensions (Apsalone, 2018).

Innovative organizational culture will lead to the improvement of technological innovation ability and innovation performance; team innovation culture has a significant positive impact on organizational innovation performance, and team innovation culture is composed of continuous progress and decision-making, team trust and help, knowledge sharing

and other elements . Zhang De and Wang Yuxu concluded in their research on the effect of different organizational culture types on organizational performance that innovative organizational culture has a significant impact on organizational process innovation. Compared with taking small and medium-sized high-tech enterprises as the research object, it is concluded that the influence of parallel and market-oriented innovation culture on different innovation performances is significantly different. Some scholars' research shows that organizational culture indirectly affects organizational innovation ability through some intermediary variables. He also pointed out that innovative organizational culture enhances innovation ability by storing, extracting and sharing organizational knowledge, which is the carrier of organizational knowledge (Buble, 2012). Organizational culture affects organizational core competencies through organizational learning, an intermediary variable, which in turn affects organizational innovation performance. Therefore, innovative organizational culture affects organizational product innovation through organizational transformation capabilities, and organizational culture promotes organizational core capabilities through knowledge sharing, further promoting organizational performance.

1.3 Research problems

In many respects, organizational culture is more often than not considered a critical basis for innovation in companies. Innovation can be encouraged or held back by the culture of an organization, which further influences the chances of the triumph for the organization (Bendak et al., 2020). In every company, the influence of organizational culture often appears in every internal aspect and as such, it impacts not only in the performance of work but also determines the environment for carrying out the innovation and related activities (Nham et al., 2014). Indeed, in today's business, the effects of organizational culture as pointed out by Büschgens encompass matching itself with novel development styles and human values that have new era in businesses(Büschgens, 2013) . In the process of innovation, a very significant role is played by the human value and factor, ranging from the employer-employee interaction components to the employees' attitudes and managers' personality, willingness and motivation in managing workforce teams. Organizational culture is indeed significant as it influences the business results of the company. Nevertheless, the business of an organization can be affected the organizational culture in ways that can be both positive and negative. A unique and strong organizational culture can be a great employee motivator and is vital in prompting and making easier the coordination of an organization's workforce. According to Hutchison, due to its potential role in enhancing the future prospects of organizations, the issue of organizational culture has been attracting more and more attention(Hutchison,2019). Scholars have explored the issue of organizational structure from diverse perspectives. For instance, using multinational firms and blue-chip enterprises, Navajo-Valencia

researched on the effect of innovation and organizational culture on the business performance (Valencia, 2011). It was ascertained that crucial to the performance of business, strategy formulation as well as implementation is impacted greatly by organizational culture that is powerful. Focusing on the context of health care industry, another research by Acar and Acar investigated the effects of innovativeness and organizational culture on performance of business. It was discovered that organizational cultures have positive effects on the performance of business (Acar & Acar, 2012). Although there is extensive research on the organizational culture's effect on diverse outcomes, it is however of note that there is relatively limited studies focusing on the influence of organizational culture on innovation management. This therefore creates a knowledge gap that this study sought to bridge by examining the influence of organizational culture on innovation management, the case of Apple Inc.

1.4 Objective of the study

The objective of the study is to ascertain the existing organizational culture of Apple Inc. and evaluate its influence on the company's innovation.

1.5 Scope of the study

The study is focuses on the organizational culture of Apple Inc. and its influence on the company's innovation. As such therefore, the study is based on the case of Apple Inc. and this forms the scope of the current study.

1.6 Research significance

With the change of economic environment, organizational innovation ability has gradually become the core ability of organizational competition, and is increasingly valued by organizational managers. It is a powerful guarantee for organizational development and an inexhaustible driving force for organizational progress. Therefore, scholars pay more and more attention to the factors that affect organizational innovation ability. In recent years, most scholars have focused on organizational culture as the influencing factor (Liu, 2019). However, there are many connotations of organizational culture. In the past, researchers classified organizational culture, and based on the research content, they focused on a certain type of organizational culture. This paper provides some suggestions to the corresponding managers according to the problems existing in the innovation management of organizational culture, so as to provide help for organizational managers to effectively stimulate the innovation potential of employees, establish innovative teams, and improve innovation capabilities.

Apple Inc. is generally considered as one of the best high-tech innovation brands in the globe. By focusing on the company's organizational culture, a key pillar of innovation, the research will provide more knowledge explaining the influence of organizational culture, as a contributor or inhibitor on innovation. This will provide more materials in literature that can help managers, business leaders and organizations and entrepreneurs in understanding the need to develop appropriate organizational culture that supports innovation and creativity as a basic norm, which is a key enabler for business success. The research will also be significant in the sense that it can help organizations understand how culture values and management tactics lead to differential effects on the capabilities of innovation. This will go a long way in helping businesses to build innovation enabling organizational cultures. Lastly, study is a significant addition in terms of knowledge to existing research on the influence of organizational culture on innovation management. Future researchers will get relevant knowledge of reference on the topic that will be part of much need literature.

1.7 Theoretical framework

Hand's framework provides one of the well-known theories of organizational culture. The framework categorizes organizational culture based on the levels or extent of formalization and centralization. Formalization considers the degree to which organizational activities are directed by procedures, policies and rules whereas centralization considers the level of concentration of organizational authority and power at the very top of the chain of command in the company. Four types of organizational culture are contended by Hand's framework namely: club or power culture, role culture, task culture and the person culture. Entities which utilize club or power culture are typified by divisions based on products or divisions with the concentration of influence and power at the centre. According to Hand, although this culture is excellent in making decision quickly, an organization can be destroyed rapidly by a centre that is disinterested, aging or incompetent. In the role culture, the division of the organization is based on the structure of responsibilities and roles that are held together by procedures, policies and rules. Personalities are superseded by functions as well as roles and as such, the role culture is deemed to be the ideal organization. In the task culture, management of the organization is through triumphant and continues problem solutions. Units have defined responsibility in the execution of the overall business strategy. The organization is in units, each with a specific responsibility on the overall strategy. The culture delineates a dilemma, builds up a solution, allocates the needed resources to the developed solution and then waits for the solution. Lastly is the person culture which puts emphasis on persons and the organization is subordinate where members exist to offer support to the focused person(s)(Hand,1993).

Dimensional culture theory by Hofstede is another framework which uses six dimensions and explains how the culture of a society influences the behavior and value of its members

(Hofstede, 2013). The competing values framework developed by Cameron and Quinn is another model utilized in the exploration of organizational culture(Cameron&Quinn,2011).The Competing values framework divides culture into hierarchy, market, adhocracy and clan. As indicated by Lau and Ngo, the competing values framework has been utilized extensively across various sectors to research organizational culture with high reliability(Lau&Ngo ,2004). Accordingly, the research is grounded on the competing values framework.



Chapter 2 Literature Review

2.1 Organizational culture

Regarding culture, it was Taylor who first gave it a clear definition (in Primitive Culture, he pointed out that culture can also be called civilization, including the habits and abilities acquired by individuals in the long-term development process, and also include Group customs, religion, art, information, law and morality, etc., are a complex complex (Lu, 2020). While organizational culture focuses on the culture within an organization, foreign scholars' understanding of organizational culture generally focuses on organizational concepts, to understand organizational culture as an organization's beliefs and organizational values, and its essence is to regard organizational culture as a spiritual resource. The early classical definitions of organizational culture all have this feature. American scholars point out that organizational culture is a kind of use As a way to guide new members to observe and think about relevant problems, it is a specific and fairly effective basic hypothesis specification, which is generated in the process of solving certain problems in an enterprise. Organizational culture is a kind of can guide and motivate all members of the organization to achieve Higher standards, powerful normative forces that attract people's attention and influence their attitudes and behaviors (Zhao & Li, 2021). Organizational culture is a mode of thinking, and each group has its own distinctive characteristics, is A pattern of values and behaviors that are shared by the top managers of a group, or even by all members. And organizational culture is the knowledge and information shared by members in a particular organization and which will be passed on to new members (Spasojević, Tomić, Brkić, Dondur & Josipović, 2019). However, there has been no consensus on the definition of organizational culture. Scholars at home and abroad have studied organizational culture from different perspectives based on their own research.

Organizational culture as explained by Cameron and Quinn delineates the approaches, core values, interpretations and assumptions which typify an organization. As observed by Schein organizational culture provides a pattern of developed, discovered or invented assumptions deemed to be basic by a particular group as it learns to deal with integration internally and cope with external adaptation predicaments. Acar and Acar indicates that the key elements of organizational culture includes: having levels that are visible and others less visible, it is a phenomenon that is shared, it is learned by every member that is new in the organization and it gradually tends to change over time. It has been found that an organizational culture that is success oriented as claimed by Acar and Acar generally plays a key role in the enhancement of organizational effectiveness (Acar & Acar, 2012). Indeed, it has been ascertained that through external focus and integration internally, culture has influence on the performance of an organization.

The significance of organizational culture notwithstanding, there appears to be somewhat diminutive concurrence in the conceptual explorations on the kind of organizational culture that props up innovation and creativity. Nonetheless, it has been proved by a number of scholars that there exists a relationship that is positive between the culture of an organization and the organisation's innovativeness ((Nham, 2014). Successful organizations as asserted by Tushman and O'Reilly have the capability to absorb into their processes of management and organizational culture innovation and creativity and at the centre of organizational innovation lies the organisational culture (Tushman&O'Reilly,1997) . As explained by Kenny and Reedy , the extent or degree to which solutions deemed to be creative and innovative are implemented, supported and encouraged is by and large influenced by the organizational culture.It is further emphasized by Martin&Terblanche innovative ways of problem presentation and finding solutions are by and large encouraged and enabled by organizational culture that supports creativity. From the aforesaid studies, it can be asserted that there is a relationship between organizational culture and innovation(Martin&Terblanche ,2013). In fact, organizational culture is not only a factor but can also be regarded as an antecedent for innovation.

2.2 Innovative organizational culture

The concept of innovative organizational culture

With the increasing status of innovation in organizations, innovative organizational culture has increasingly become a research hotspot. In this paper, organizational culture is positioned as innovative organizational culture, and the more mainstream views are summarized as follows. Fons-Boronat pointed out that innovative organizational culture Culture is a behavioral pattern of an enterprise whose purpose is to maximize the innovative ideas of an enterprise. AECA's believes that a culture of innovation can inspire a wide range of values and attitudes within a company, which can change the way employees think and behave, including perspectives related to corporate performance and functional development and progress, and make these perspectives and changes recognized, even if These views and changes may deviate from traditional behavior. Taking responsibility, taking risks, stimulating creativity, and full participation are the four values that it needs to meet ((Li, 2021). Chen defined it as a risk-oriented, long-term, diverse, creative, and It is proposed that innovative organizational culture can stimulate employees' potential energy, initiative and sense of responsibility to achieve the organization's high innovation goals. It is a culture that encourages innovation, and innovative organizational culture is an organization's unique innovative spirit and innovative material form The sum of it is that organizations are formed in the practice of innovation and operation management (Chen, 2021).

Rowe sees a culture that is responsive to external and internal changes, encourages

employees to take risks, and rewards innovative and motivated employees. Innovative organizational culture is an important part of the enterprise innovation system. It guides and condenses innovative values, enterprise systems and employee innovative behaviors, and is a unity of innovative values, innovative organizational structures and systems, and innovative behaviors (Luo, 2021). . Innovative organizational culture is a cultural form that is conducive to innovation, that is, taking innovation as the goal of the enterprise, and integrating the innovation-led organizational culture into the actual strategic activities of the enterprise. Gao believes that innovative organizational culture is the unity of internal values and external manifestations of the organization. It can adapt to rapid changes and help stimulate the generation of innovative ideas, innovative behaviors and innovative activities within the organization (Gao & Gao, 2021).

2.3 Measurement of innovative organizational culture

Regarding the measurement of innovative organizational culture, although it started relatively late, there are many opinions on the division of dimensions. This article will introduce several methods that have been recognized by domestic and foreign scholars before. Karen & Sheldon pointed out seven dimensions of innovative organizational culture that apply to all companies: each functional link can experiment before the implementation of innovation activities; close to the market; technical personnel should communicate with market personnel at all times; value everyone's value; be honest with each other; To set an example of innovation; full participation in innovation. The starting point of their research is to maintain the innovative spirit of the organization (Cai, 2021).

Tu conducted a survey on companies in different industries around the world, and the results show that the common elements in the innovation culture of these companies are: advocating risk-taking, tolerance of failure, information disclosure, questioning spirit and resource sharing. Next, a study was conducted on a sample of leaders of 29 different high-tech companies in the United States, combining these elements into two dimensions: enhancing creativity (tolerating failure, promoting risk taking, and questioning spirit) and enhancing There are two types of innovative ideas (information disclosure and resource sharing). Compared with the innovation climate evaluation tool (KEYS), the differences between low innovation climate and high innovation climate are compared, and 8 dimensions of innovative organizational culture are pointed out: team awareness, resource sharing, self-management, spiritual motivation, courage to challenge and organization. Rewarding 6 factors is more conducive to innovation (Tu, 2021).

Innovative organizational culture is mainly included in the following elements: (1) organizational structure: organizational structure tends to be flat, allowing the existence of informal organizations, thinking systematically, adapting to innovation-oriented organizational

culture changes, organizational (2) Human resources: Emphasis on team work, continuous learning, employees can engage in innovative activities that they are interested in, and organizational members have a certain degree of autonomy; (3) Market-oriented: not focused on short-term Interests, better meeting customer needs are the starting point of innovation, the ethics of innovative behavior, the development of new products and new markets through the diversification of products and markets: (4) Values: creative stimulation, encouragement of experimentation, support for Support and rewards for innovators, focus on the quality of ideas; (5) decision-making procedures; risk-taking, shared responsibility, speed and flexibility in decision-making, all decisions are made gradually in order to avoid high risk (Li, 2021). Active communication, encouragement of risk-taking and openness contribute to the formation of an innovative organizational culture. An open and inclusive atmosphere, interdepartmental communication, a highly flexible innovation system, market orientation, and tolerance for failure are necessary conditions for an innovative organizational culture.

To sum up, for the measurement dimension of innovative organizational culture, the research of domestic and foreign scholars mainly includes 6 points: the speed of response to market information, the efficient and standard behavior paradigm, the ability to encourage risk taking and risk-taking, the concept of sustainable development, the innovation incentive system, Employees are highly self-managed. The speed of response is mainly the degree to which the organization reflects the changes in the market and the outside world, which is reflected in the degree of information exchange within the enterprise, the degree of freedom in carrying out innovation activities, the speed of decision-making and implementation, and whether various departments within the organization can maintain close contact with the market. : Risk attitude is the degree to which an organization dares to take risks, whether it advocates employees to develop and try new work ideas and methods, and whether it can tolerate when an innovative activity is unsuccessful (Scheffknecht, 2011). The concept of sustainable development is that the organization formulates long-term goals and instills the concept of long-term development into every employee who keeps their promises, constantly pursues progress, and pursues long-term interests. The degree of autonomy is the degree of self-management and control of employees, who can quickly adjust themselves to adapt to job changes. The incentive system means that the organization assigns innovation indicators to each employee, rewards employees who perform well in innovation, and punishes employees who fail to meet the indicators. Behavioral mode means that the organization encourages employees to actively participate in innovation and improvement activities, and guides employees to boldly put forward different suggestions, discuss with each other, and stimulate innovative ideas.

2.4 The role of people in organizational culture

As a subculture, organizational culture is inevitably influenced by other cultures in the

process of forming. The organizational culture is closely related to the organizational leader's personal culture, that is to say, organizational culture is the extension of the organizational leader's personal culture. People play a connecting role in organizational culture and innovative thinking. Organizational culture and innovative thinking complement each other in organizational activities, and people play a role as a link between the two (Cui, 2021). As the most important resource of an enterprise, people are directly related to the activities of the organization's management. Organizational culture is by no means a one-sided exploration of employees' labor force, but more importantly, to explore employees' intellectual resources, and pay more attention to human factors. Corporate culture is based on certain values. Therefore, corporate culture is people-centered, and values are the core of organizational culture. Through its values, people play the main role in management and establish "people-oriented" thinking. The organizational values recognized by most employees of the organization are conducive to the organization's employees' recognition of the organization's business objectives, the organization's employees' recognition of the organization's management methods, and the organization's employees' unity and goals to work hard to achieve organizational goals. Advocacy for an innovation culture refers to people supporting or influencing the execution of innovation in an organization. That is to say, the premise of the organization's innovation culture being accepted by all employees is their identification with the organization's managers. The success of innovation is restricted by the attitude of managers. Objective standards must be established and employee interaction and exchange of ideas are encouraged. Whether the company's innovation is carried out or not, creative talents play an important role in different stages of innovation (Zhao & Li, 2020). A successful organization requires its employees to be able to acquire a variety of skills in order to succeed in the innovation process. For example, as a team leader, you should encourage, initiate and guide members to pursue innovation; as a project manager, you have a technical function and need to keep an innovation project on track; as an ideator, you should be better at creating new insights . An organizational culture encourages creativity and innovation if it gives employees the opportunity and time to think creatively. Organizational culture encourages and supports people to create new ideas, and the focus is to propose new ideas as support to replace the infeasible, thereby encouraging innovation.

2.5 Support Mechanism to Create a Culture of Innovation

How culture promotes the innovation process is how culture influences organizational innovation. Support mechanisms should be based on an organization's culture to create an environment to promote innovation. That is to say, the support mechanism is the way to promote the innovation of organizational culture (Zhang, 2020). Ahmed supports the idea that it is imperative to create incentives and stimulate creative people, and the organization supports

creativity more strongly by incentivizing successful ideas. Through the perceptible and perceptible mechanism, the organizational leaders clearly motivate and support innovation, and oppose the old-fashioned and unthinking, to create a strong backing for the organizational innovation culture. The number of times the mechanism is developed to facilitate communication is also a key factor in the success of innovation (Donna, 2020). In addition, information technology provides endless space and various means for the dissemination network of organizational culture, which can be used as a support mechanism and play an important role in creating benefits and successful innovation.

2.6 The role of communication in innovation culture

A culture of innovation can ease communication, but a lack of communication also means that misinformation spreads, leading to misunderstandings, resistance, resentment, and often failure. Within each organization, there is a complex interpersonal relationship group composed of all kinds of people. If there is no normal exchange of ideas and information between superiors and subordinates, and between colleagues, the information chain of the organization will be interrupted, and the communication between personnel will be interrupted. If the relationship is alienated, it is impossible to have team spirit within the organization (Daniel, Diego-Alejandro & Daniel, 2019). When people in an organization can learn from others by communicating with them, existing incentives and innovative ideas can be a suitable receptive aspect. An organizational culture that encourages innovation fosters new ideas through open and complete communication with individuals, groups, and departments. If an organization's culture is open, fair, sharing knowledge and effective communication, the role of organizational culture is to encourage a culture of innovation. An organizational culture based on mutual trust between the organization and its employees, supported by open and complete communication, will have a positive impact on encouraging innovation (Meng, 2019). If people can feel that the organization can safeguard their creativity and innovation, they can entrust others to invest in the company. Therefore, a culture of innovation is one of inspiring, open and clear communication. It can be communicated internally and with employees in the organization, so that people are willing to participate in activities and strategy implementation; and it can also promote the effective innovation of operations.

2.7 Innovation management

Early scholars made initial exploratory research on the significance of management innovation to organizations, the definition of management innovation, and how organizations carry out management innovation, providing initial research results for the new research field of management innovation. Han et al. defined management innovation as: refers to the

activities that are new inventions and implementations of the most advanced management practices, business processes, organizational structures or management techniques, aiming to achieve the future goals of the organization (Han & Xie, 2019) . Therefore, innovative management practices that can create value and improve performance for the organization can be called management innovation. Management innovation can bring potential advantages to an organization and maintain leadership in the industry, while technological and product innovation can only bring limited advantages to an organization. Compared with technological innovation, management innovation is the source for organizations to obtain long-term and sustainable competitive advantage.

The research on innovative concepts has a long history and a lot of input, usually for competitive causes. Innovation can be seen as a competitive advantage, and the key is to keep innovating, not just from the structure of the organization's operation. Explained from an economic point of view, innovation is seen as a key factor to help companies gain a competitive advantage and facilitate access to more market shares (Min & Young, 2019). Innovation can be seen as a new procedure, technology or even the latest action of an organization. Min and Young proposed that effective management knowledge has been shown in some literature to be another way of promoting innovation and business performance.

From the perspective of management, culture is the collective characteristic of the spiritual temperament of a member of an organization or a group of people under a certain division. For the definition of organizational culture, John and Jamest pointed out that each department in an organization, at least the organizational values and business practices owned by the top managers of the organization, and the tradition and atmosphere constitute a company's culture (Rawani & Modi, 2021). At the same time, culture means a company's values, such as aggressiveness, success or flexibility, which become the norm for employees' activities, opinions and behaviors. Managers lead by example, instill these norms into employees, and pass them on from generation to generation.” The role of organizational culture is expressed through human behavior, but it is based on the entire organization, and it is expressed as the cultural characteristics of the entire organization. (Li, Zou & Wang, 2021).. Organizational culture has an important influence on innovation. A certain organizational culture breeds a certain organizational way of thinking. Innovation shows changes, but changes are not always accepted by the culture of some companies. An organization The cultural values of the company are accompanied by different strategic management, which can be said to have an important influence on the process of innovation management. Therefore, the process of organizational innovation is also the process of cultural innovation. Here, Martin's organizational culture model shows that organizational culture is to some extent It has a certain influence on innovation. Martin's organizational culture model explores the more significant influence of organizational culture on innovation. This influence can be divided into five factors of organizational culture. People actively help shape organizational innovation culture

through innovative work.

Chapter 3 Research Method

A qualitative research approach is adopted in conducting the research. As explained by Creswell, the approach of qualitative research entails the acquisition and analysis of information that in narrative form such as texts. The use of qualitative approach in the research is deemed vital in enabling the researcher to comprehend opinions and concepts on the study subject and, as indicated by Pertti draw together in-depth insights. The use of qualitative research approach was considered important as it enabled to gather in-depth insights on the organizational culture and its influence on the innovativeness of Apple Inc. This helped in the generation of new research suggestion and ideas. Pertinent information depicting the influence of Apple Inc.'s organizational culture on the innovative management of the company was collected from secondary sources of information. Specifically, data was gathered from the company's website, published articles and journals. Content analysis, which as explained by Bryman is utilized in analysing qualitative information that is documented in the form of texts, media and so on, was used in the analysis of the data.

3.1 Literature research.

According to the research topic, read the literature and books in a targeted manner, and extract the content related to the research purpose. Through the analysis and research of the basic data, the relevant knowledge points are summarized and sorted out, and the preliminary theoretical work is done for the in-depth research topic. The literature of this research mainly includes the basic concepts of organizational culture, innovation management, overview of Apple's innovation management, SWOT analysis and other related theories. And carefully read domestic and foreign literature, analyze and summarize past research results, and explore the relationship between organizational culture and innovation management.

3.2 Case study method.

The case study method is to analyze, construct and verify relevant theories by taking representative companies as typical cases. This research takes Apple as the specific research object, and provides a strong proof for the transition from product design to service design through the analysis, derivation and demonstration of successful experience cases, and summarizes theories and theories that can be referenced by other companies. method.

Apple Inc. is a high-tech company in the United States. It was renamed from Apple

Computer, Inc. in 2007. Its core business is electronic technology products. It is headquartered in Cupertino, California. Apple was founded by Steve Jobs, Steve Wozniak and Ron Wayne on April 1, 1976. It is known for its innovation in high-tech enterprises. Its well-known products include Apple II, Macintosh computers, and Macbook notebooks. Computers, iPod music players, the iTunes store, iMac all-in-ones, iPhones, and iPad tablets, etc., it is known for innovation in high-tech businesses. In 2010, Steve Jobs (Steve Jobs) released the iPhone 4, known as "changing the world". As a revolutionary smartphone, the success of the iPhone 4 made Apple a technology company with global influence. Afterwards, Apple released a series of innovative products such as iPad, AirPods, and Apple Watch, which aroused people's craze for digital consumer products, and Apple became the company with the highest market value in the world (Podolny and Hansen, 2020).

Apple is a very successful company. Every time we introduce new products, we are innovating products and business models. Steve Jobs filled all aspects of Apple's reengineering with innovation: from opening up and entering new business models, to strong alliances, to product marketing, and to making full use of social resources. Apple has never launched just a hardware product, but integrated software services and a new business model as a whole, and implemented the business model innovation of "product + content", which in turn has an impact on the concept and pattern of the original industry. Judging from Wall Street's response to Apple, on the Financial Times "Global IT Enterprise Market Value List on July 31, 2008", Apple's market value reached US\$140.808 billion, second only to Google's US\$148.663 billion and Microsoft's US\$235.365 billion; By July 22, 2009, Apple's market value was \$145.87 billion, higher than Google's \$143.4 billion market value, and second only to Microsoft's \$206.1 billion market value. These all illustrate the success and influence of Apple in the IT industry.

Chapter 4 Research Analysis

4.1 Apple Inc SWOT Analysis

(1) Strengths of Apple Inc

1. Product advantages. First of all, Apple's mobile phone has a process design that surpasses the general mobile phone brand, providing people with products with excellent touch, beautiful appearance and easy-to-use, making the product look tall and high, reaching a state that ordinary products cannot achieve. Phones make a stark difference. Secondly, Apple's mobile phone has its own unique IOS system, which cannot appear on other products that do not belong to Apple, which ensures a high degree of ease of use and convenience, and the development, upgrade and repair of the system are much simpler after that. Finally, Apple is also constantly innovating, especially in recent years around customer needs, and has effectively developed new products for customers, which has won the favor of more users.

2. Brand awareness. According to the global brand value list published by Forbes in the United States over the years, the technology giant Apple has won the championship for nine consecutive years. Especially in 2019, Apple's brand value reached 205.5 billion US dollars, an increase of 12% over the previous year. It was also the first time that a brand value exceeded US\$200 billion. The value of a brand is closely related to the development of an enterprise. The development models of major enterprises cannot be the same, and each enterprise has its own unique development method, which makes it difficult for Apple's brand to be imitated and replaced in the long run.

3. Pay attention to research and development. Apple is the only technology company that produces its own hardware and software. It attaches great importance to the research and development of advanced technologies, and has a strong research and development organization like other IT companies. From the first generation to the tenth generation, Apple has developed a series of advanced and unique technologies such as full touch screen, multi-touch screen, retina screen, front camera, video call, back glass, wireless charging, and facial recognition. . The design of Apple's products has always been top-notch, and tends to revolutionize the market in some way. After Apple's new products are introduced into Apple's strategically chosen markets, they are often imitated by competitors.

4. Innovation ability. Apple put forward the "ThinkDifferent" slogan in 2000, which is to tell people that Apple should continue to pursue excellence, constantly surpass itself, and continue to innovate to the end. Apple's innovations include technological innovation, product innovation and business model innovation. The foundation of Apple's success is innovation in technology and products, and the ultimate achievement of Apple's glory is innovation in business models. From 1997 to 2003, Apple mainly focused on product innovation and won

many customers. recognition, but the company value is not very ideal. After 2003, Apple began to have its own business model, creating a miracle in business history. In the context of rapid technological upgrading and rapid product upgrading, innovation is the source of power for Apple to maintain its competitive advantage and an important manifestation of Apple's core competitiveness.

(2) Apple's Weaknesses

1. The price is high. Apple's mobile phone is positioned as a high-end product, the price is getting higher and higher, and the options are limited. Consumers who cannot meet different needs. Choose another brand phone. Moreover, the iPhone screen is fragile and the maintenance cost is high.

2. The supply chain is not perfect. Some very critical parts will be in short supply, and will be weak and explosive when responding to sudden changes in market demand, and will lose competitiveness. Also, Apple has very few display suppliers, and the products provided by the suppliers may have quality problems, and Apple requires high technical specifications, so it will be difficult to find replacements, which may lead to backorders. .

3. Poor after-sales service. Although Apple's mobile phone is very popular in China, its after-sales service is really not perfect. According to 2012

According to statistics from the China Consumers Association in 2010, after-sales service accounted for 25.6% of complaints against Apple mobile phones. China has exposed the "double standard" of Apple's mobile phone repair policy. The integrated Apple mobile phone does not provide maintenance except for a few parts in the United Kingdom, the United States, and South Korea, and only provides the whole machine for exchange, but in China, it adopts the form of replacing the phone without replacing the cover, which has caused dissatisfaction among Chinese consumers. .

(3) Opportunities for Apple

1. Good brand image. With the growth of the country's GDP, the improvement of people's living standards, the change of values, and the improvement of residents' income, customers are more concerned about the brand and function of products, and will pursue higher-quality things and status symbols. The current brand status and reputation are beyond doubt. The products are not only of good quality and stylish appearance, but also a symbol of high-end products. In the eyes of Apple's loyal fans, Apple is perfect, and this brand effect will attract more potential customers in the future. Therefore, Apple must maintain a good brand image.

2. Suppliers. Apple itself has many suppliers, and many parts of similar products can be used in common, so both its procurement and production links make full use of economies of scale, and large-scale procurement and production Negotiate with suppliers. In addition, there are a large number of parts manufacturers nowadays, so Apple has more choices. Apple is a big company. You don' t have to think about it. In this case, Apple will definitely choose a more favorable one, so the supplier will lower the price in order to seize the opportunity, which

means that Apple will make a larger profit with a lower cost.

3. The buyer. Apple's branding is very successful, and Apple's customer maintenance is in place, so customers are very loyal to it. In China, it is not difficult to find that Apple has fewer people lining up to buy after each launch under the "hunger marketing" model. The loyalty of customers is amazing, and they are habitually buying this brand and will not change easily. Therefore, as long as Apple firmly grasps these fans, future sales will not be a problem.

(4) Apple's Threat

Competitors: Apple's strategy has little impact on the market, but now the competition in the mobile phone market is fierce, the mobile phone market is gradually saturated, and Apple's market share is getting smaller and smaller. On the contrary, Huawei and Xiaomi have quickly seized a lot of share. , Apple did not expect that China's mobile phone industry is developing so rapidly, and the strength of competitors is getting stronger and stronger, the number is increasing, product replacement is fast, and the performance of brand mobile phones is almost the same, Apple gradually lost its technological leadership. This is a very serious problem that requires Apple to develop and update new products in a timely manner, which cannot be ignored.

4.2 Apple's current innovation management

The multinational technology company incorporated in the United States began as one man's thought and commenced its operations in 1976. Overtime, Apple Inc. has been able to grow and develop. It is now one of the technological brands recognised globally. Utilising a mix of plan , style and creative innovation, Apple Inc. has been able to successfully make a business crazy across the world over its various product offerings in the market including iPhone and iPad among others. Indeed, Apple Inc. is now regarded as generally an innovative company which enhances new products and administrations at the top of its main concern list (Narayan & Ramu, 2018). Observably, Apple Inc. is organised for innovation. It is renowned for its innovations in software, hardware and services (Apple Inc., 2020). The innovative personal cultures of the company's founder have been successfully imposed on Apple's organizational culture.

4.3 Apple's organizational culture and value delivery

Today, Apple's products are still popular among people not only because of the design of its hardware products in terms of appearance and function, but also through its excellent interactive experience, software ecology and after-sales service to provide users with a convenient and worry-free experience. . In addition, it cannot be ignored that Apple has added many intangible assets to its products with its excellent organizational culture and innovative

value. Apple has established a special emotional bond with consumers through the transmission of values, so that the company has a very high customer favorability and loyalty.

(1) ThinkDifferent

ThinkDifferent is an advertising slogan created by the advertising agency TBWA\Chiat\Day New York branch office for Apple since 1997. This is considered to be one of the greatest advertisements in the world, and the reason why this advertisement can be deeply rooted is that it does not praise the product itself, but the creativity and the people who dare to break the rules and take risks. A rebellious spirit of rebellion. The ad resonated with people, and the little girl at the end opened her eyes to herald the infinite possibilities for everyone. Extraordinary wants to convey a value of innovation to the public, and its target audience is not only Apple's potential customers, but also inspires Apple's own employees. On the road of innovation, Apple constantly improves product design, materials, and craftsmanship, and promotes the development of supply chain manufacturers and even the entire industry, and the final product has formed an excellent quality. The pursuit of innovation and excellence has become Apple's most important values.

(2) Humanistic care

"Accessibility" is one of the values listed on Apple's official website. As the name suggests, this feature is to assist those with physical disabilities and inconveniences. "Technology that benefits everyone is truly powerful technology." It is the embodiment of Apple's humanistic care. It has designed extremely effective solutions for visual impairment, hearing impairment, physical disability, and reducing mobile phone use time. valuable function. For features designed for people with limited physical mobility, Apple has built-in voice control tools and customizable multi-touch gestures into all of its products. The voice control tool opens up a simple and intuitive new way to operate iPhone, iPad and Mac systems only by voice The instructions can help them launch various apps quickly and interact with them easily. For users who have difficulty using standard gestures such as two-finger opening and closing, Apple's system can customize gestures to achieve the same operation. More specifically, Apple's Apple Watch is specially designed for wheelchair users to calculate health data, in order to distinguish it from the sedentary calculation of ordinary people. Apple's humanistic care is not only reflected in the equal treatment of all types of users. At a time when many device and application manufacturers are proud of the increasing daily use time of mobile phones, Apple has gone the opposite way and introduced a limit on the use time of mobile phones. The function of APP helps users to understand and manage the usage of the device more clearly. Whether it is for themselves or their family members, they can check the time spent on various apps and set specific restrictions. Apple wants to let you know that a mobile phone is actually no different from a refrigerator. You should not indulge in it, but put your phone down properly and enjoy life.

(3) Responsibility to protect the environment

On April 10, 2018, Apple announced that it had fulfilled a promise made a decade ago to run its global operations on 100% renewable energy. This means that Apple's retail stores, offices, data centers and other facilities in 43 countries or regions including the United States, China, and Europe have all adopted 100% renewable energy. Apple is currently helping manufacturers in the supply chain realize the energy transition. At the same time, Apple has also started the next phase of its work, establishing cutting-edge laboratories to support research and innovation in the field of material recycling, and continue to lead the industry in the use and reuse of materials. Apple wants to add

After the end of the life cycle of the device, the materials in it will be recycled more thoroughly. The latest devices such as the Macbook Air and Mac Mini have been made of 100% recycled aluminum alloy, and this is just the beginning. Apple says it will apply the same innovative capabilities that they use to imagine, design, drive and manufacture each product to improve the environment for people and the planet. Moreover, it opens the door of convenience for users and partners who are full of the same enthusiasm.

4.4 The innovation impact of apple's organizational culture

1) The impact of organizational culture on organizational management

Organizational culture is not an isolated spiritual form, its influence in an organization is manifested through organizational processes. Specifically, organizational culture is manifested through management processes such as the substance of policies and regulations, planning and control, information processing and communication, and decision-making. For example, in terms of company strategy, Apple founder Steve Jobs clearly proposed to focus on a few products, so as to devote more energy to the control of products and work details. Over time, similar strategies and policies can become ingrained in employees' minds and manifest in their daily work.

(2) Organizational culture condenses employees' sense of belonging

The role of corporate culture is to allow a group of people from different places to jointly achieve a major strategy through the extraction and dissemination of corporate values. The sense of belonging formed by the culture is conducive to employees' sense of identity with the company, thus making a great contribution to the cohesion of employees' centripetal force. At Apple, all employees are part of Apple, regardless of your nationality and cultural background. In the company, almost all members agree with this Apple culture of pursuing details and being brave in innovation, which invisibly strengthens employees' sense of belonging to the company.

(3) The motivational role of organizational culture

When an organizational culture penetrates into all aspects of the organization and gains the recognition of the employees of the organization, the common values will make each employee feel the value of his existence and behavior, and play a role in motivating employees,

thereby improving the work of employees. performance. As Steve Jobs said, Apple is creating works of art while creating products. It's this kind of thinking that makes Apple employees work with passion.

It was found out that the reliance of Apple Inc. in the creation of its innovations is on the organizational culture that is largely centred on functional expertise (Podolny&Hansen, 2020). This organizational culture which has been adopted by the Apple is more result driven and is deemed as not being too hierarchical or formal. The culture has indeed worked best for Apple Inc. in enhancing the company ' s innovativeness across all its products. Notably, the fundamental belief in relying on functional expertise is that it enables the company to ensure that those individuals with the experience and fitting expertise in the product domain where they work have the rights to make timely decisions for their respective domains. This has enabled the company to create a deep bench of experts in each of its products, where they are able to learn from each other. This enhances Apple ' s overall innovation in administrations and production of new items.

In conclusion, it can be asserted that Apple ' s organizational culture influence the innovativeness of the company. Utilising a mix of plan, style and creative innovation, Apple Inc. has been able to successfully make a business crazy across the world over its various product offerings in the market including iPhone and iPad among others. In fact, the process of new idea implementation in corporations can either be enabled or hindered by the kind of organizational culture existing in the corporation. This therefore makes the issue of organizational culture an important consideration that has to be taken into account by firms, especially when it comes to the innovation management. As argued by Bendak et al, the way in the prevailing organizational culture promotes or hinders creativity of the workforce plays a key role in influencing the innovativeness and its sustainability in a firm. This in turn influences chances of success of the corporation more so in the current dynamic and turbulent environment of business where innovation can be a key source of the firm ' s competitive advantage.

4.5 Finding

Organizational culture is at the center of innovation consciousness. Therefore, culture must be analyzed and understood to drive innovation as a goal and to be successfully executed by the organization. The purpose and objectives of an organization reflect the prioritization of its values, and organizational culture can facilitate or hinder innovation. Organizational culture can provide a company with a competitive advantage, but it can also create barriers to innovation or make it difficult to reform successfully and effectively. The organizational culture it indicates may help the company gain a competitive advantage in a competitive market

environment, but it may also be an obstacle to innovation or a failure to reform. It is also important that employees understand the vision and mission of the organization (for supporting creativity and innovation and the gap between the vision and mission that exists in the status quo, so that creativity and innovation can be achieved.



Chapter 5 Conclusion and Recommendation

Taking it consideration the observation that organizational culture can promote or hinder creativity of the workforce and hence influence the innovativeness of a company, it is recommended that business leaders, entrepreneurs and organizational managers should develop and build an organizational culture which promotes excellent atmosphere where there is sharing of ideas and creativity and where there is appropriate utilisation of individual as well as collective knowledge. This can help establish a culture within an organization that is deemed to be innovative which guarantees an atmosphere that positively influence creativity and hence organizational innovation. Therefore, the article makes the following recommendations:

1. Shaping corporate values and norms that stimulate creativity and promote technological innovation

Values and norms are group-formed expectations of acceptable attitudes and behaviors in an organization. The goal of managing organizational culture in technological innovation is to stimulate creativity and promote technological innovation, which requires the formation of values and norms that can promote innovation and change in the enterprise to guide people's behavior, including: supporting risk-taking and change, allow failure, emphasize communication and cooperation, play a team role, people-oriented, information sharing, etc. Although these values and norms have commonalities from the perspective of technological innovation, for a specific enterprise, it is necessary to show the strong personality of the enterprise itself in the design to make it different.

2. Change and reshape organizational culture in a timely manner to adapt it to the needs of triggering innovation flows and promoting a continuous process of management innovation

Each wave of innovation has its phases of flow, transformation, and characteristics. They all experience the peak of product innovation rate, the emergence of dominant designs, and then a gradual decline, followed by the ups and downs of process innovation. In the characteristic phase, both product innovation and process innovation rates are Very low, after that, the next wave of innovation emerges, repeating the above process. In the long run, waves of technological innovation have formed a continuous stream of innovation. Research that not every business develops through these stages finds that the number of businesses peaks around the time of the first dominant design, and then decreases rapidly, with even fewer businesses making it to the second wave. For enterprises, there may be many reasons for not being able to enter the next stage of innovation and the next wave of technological innovation, but from the perspective of organizational culture, there are some commonalities, that is, enterprises lack the ability to follow changes and trends in their development. The direction of progress shifts the mental preparation of corporate strategy and competitive situation. In fact, each stage of the innovation wave and each product update requires corresponding or even completely

different strategies, structures, cultures and leadership skills. Companies need to pay close attention to changes in technology and market Change the organizational culture before the arrival of changes, eliminate the cultural inertia brought about by past success, remove the obstacles in the organization and the way of thinking and action, shape the organizational culture with the ability to learn and adapt to changes in the environment, and prepare for the technological leap .

3. Create a learning organization

The formation of organizational culture is a long-term and gradual process. To play the role of organizational culture in technological innovation, the most fundamental thing is to establish a learning organization. Through continuous and pioneering organizational learning, an innovative continuous learning mechanism is formed to change people's cognitive structure and improve organizational creativity.

5. Factors affecting the role of organizational culture and its reference significance

Throughout the world's famous enterprises, we can find a rule, that is, any well-developed company must have a strong and positive corporate culture, and the construction of corporate culture must play an extremely important role in organizational construction. strategic position.

(1) Founder culture determines the future of an enterprise

From Apple, IBM, Hewlett-Packard and other companies, it can be seen that the founders' beliefs and values play an important role in the development of the company. Their strong personalities can make the company team full of vitality and promote the company toward the target. Goal forward; even after they leave the organization, this spirit of theirs can still be internalized into the character of the business. Apple's innovative and meticulous corporate culture largely stemmed from Jobs' rebellious and perfectionistic character. He used his powerful charisma to turn that character into shared values within the company and to lead the way Apple is going.

(2) The corporate culture should develop continuously based on the background of the times

In today's rapidly changing market, an enterprise's corporate culture must not remain unchanged, otherwise it will be eliminated by the times. Apple's corporate culture caters to the trends of the IT era, and has thus achieved great success. And Kodak, as a counter-example, can also illustrate this problem. At its peak, Kodak held two-thirds of the global film market. However, with the rise of digital cameras, the old-fashioned corporate culture and huge size put Kodak in a dilemma, and the Kodak empire finally collapsed. Corporate culture is by no means static. Keeping pace with the times, pioneering and innovative corporate culture can keep the enterprise advanced in the market, making the enterprise more flexible and invincible.

This article was an empirical study on the influence of organizational culture on organizational innovation ability based on relatively successful enterprises in organizational culture innovation management. Although I have made the best efforts in all aspects, there are

still many imperfections due to my limited ability, which can be used as research directions for future scholars: First, due to my limited time and energy, the research case is only Apple. To find more instructive patterns, future research can expand the sample to a wider area, so that the sample data will be more convincing. Second, the companies that issue the questionnaires in this paper are limited to some companies in the industry, with different scales and years of establishment. Therefore, this study ignores the differences between them. If these disadvantages can be overcome in the follow-up research, the scientificity and validity of the research will be improved to a great extent; thirdly, in the study of the influence of organizational culture on organizational innovation ability, this paper proposes organizational learning, and in fact this There are many mediating factors, and future research can explore the mediating effect of other variables on this relationship to enrich the theory of this research. Because organizational innovation ability has been paid more and more attention, its influencing factors will definitely become a research hotspot.



Reference

- Acar, A. Z., & Acar, P. (2012). The effects of organizational culture and innovativeness on business performance in healthcare industry. *Procedia - Social and Behavioural Sciences*, 58, 683 - 692.
- Apple Inc. (2020). Accessibility, built in features that work the way you do. Retrieved from <http://www.apple.com>
- Bendak et al. (2020). How changing organizational culture can enhance innovation: Development of the innovative culture enhancement framework. *Cogent Business & Management*, 7(1). Retrieved from <https://www.tandfonline.com/doi/full/10.1080/23311975.2020.1712125>
- Apsalone, M. (2018). Effects of organizational culture on organizational innovation in small businesses. *International Journal of Trade, Economics and Finance*, (1). doi:10.18178/ijtef.2018.9.1.586.
- Bryman, A. (2011). *Business research methods* (3rd ed.). Cambridge: Oxford University Press.
- Buble, M. (2012). Interdependence of organizational culture and leadership styles in large firms. *Management: Journal of Contemporary Management Issues*; (2).
- Büschgens, T., Bausch, A. & Balkin, D. B. (2013). Organizational culture and innovation: A meta-analytic review. *Journal of Product Innovation Management*, 30(4), 763-781.
- Cai, J.J. (2021). *Research on KLD company's corporate culture construction based on denison's organizational culture model* (Master's Thesis, Zhejiang Sci-Tech University). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFDTEMP&filename=1021822146.nh>
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. Hoboken, NJ: John Wiley & Sons.
- Chen, X.Y. (2021). Discuss the resistance and countermeasures in the reform of enterprise organization. *China Business Theory*, (12), 127-129. doi: 10.19699/j.cnki.issn2096-0298.2021.12.127.
- Creswell, J. (2008). *Research design: Qualitative, quantitative, and mixed methods approaches*. California: Sage publications.
- Cui, X. (2021). *Research on corporate culture construction of R Company* (Master's Thesis, Jiangxi University of Finance and Economics). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFD202102&filename=1021613436.nh>
- Daniel, L., Diego-Alejandro, J., & Danie, S. (2019). Innovation in corporate organizational culture: Diversity, motivation and organizational pressure as possible realities. *Revista Empresa y Humanismo*, (2).

- Donna. (2020). *Research on Corporate Culture Construction of WK Company* (Master's Thesis, Xiangtan University). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFD202101&filename=1020408100.nh>
- Feng, J. (2021). A brief talk on cultural management in the construction of enterprise organizations. *Chinese Army to Civilian*, (23), 67-69.
- Gao, C.C., & Gao, Y.F. (2021). Research on the impact of organizational redundancy in cultural and creative enterprises on corporate performance—based on the mediating role of market power. *Market Weekly* (01), 1-5.
- Han, J., & Xie, Y.Z. (2019). A brief analysis of corporate culture change based on strategic change. *Chinese and Foreign Entrepreneurs*, (13), 156-157.
- Handy, C. (1993). *Understanding organizations*. London: Penguin UK.
- Hofstede, G. (2013). *Culture's consequences: Comparing values, behaviours, institutions and organizations across nations*. California: Sage publications.
- Hutchison. (2019). The influence of organization alignment on the effectiveness of systems engineers. *Procedia Computer Science*, 153, 80–90.
- Kaasa, A. & Vadi, M. (2010). *How does culture contribute to innovation? Evidence from European countries*. [n.p.].
- Kenny, B., & Reedy, E. (2006). The impact of organizational culture factors on innovation levels: An empirical investigation. *The Irish Journal of Management*, 27(2), 119 - 142.
- Lau, C.M., & Ngo, H.Y. (2004). The HR system, organizational culture, and product innovation. *International Business Review*, 13(6), 685 - 703.
- Li, C.K., Zou, J.Z., & Wang, J.Y. (2021). Research on the choice of corporate innovation management methods and innovation performance. *Marketing*, (24), 123-124.
- Li, J.M. (2021). *The impact of SY company's organizational culture identity on employee performance* (Master's thesis, Kunming University of Science and Technology). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFDTEMP&filename=1021741591.nh>
- Li, Q. (2021). The improvement path of corporate organizational performance from the perspective of organizational culture. *Business Culture*, (28), 83-84.
- Liu, C.H. (2021). Research on the Incentive Mechanism of Knowledge Sharing for Enterprise Employees. *Cooperative Economy and Technology*, (21), 106-107. doi: 10.13665/j.cnki.hzjyjkj.2021.21.041.
- Liu, J.H., Gao, C.C., & Yu, C.H. (2022). Research on the relationship between organizational redundancy, option value and innovation performance in cultural and creative enterprises. *Market Weekly*, (02), 24-29+56.
- Liu, X.X. (2019). Analysis of the influence of organizational culture and organizational structure on the effect of communication. *Management*, (09), 70-71.

- Lu, Y.X. (2020). *TS company corporate culture diagnosis and optimization research* (Master's Thesis, University of Electronic Science and Technology of China). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFD202101&filename=1021521921.nh>
- Lukic. (2014). *The influence of organizational culture on business creativity, innovation and satisfaction*. [n.p.].
- Luo, J.K. (2021). *Research on the relationship between enterprise organizational characteristics and agility performance* (Master's thesis, Beijing Jiaotong University). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFDTEMP&filename=1021875631.nh>
- Macedo, F., & Almeida. (2018). Measuring and evaluating innovation management in small and medium enterprises: Proposition of a multicriteria model for selecting indicators and metrics. *Journal of Physics: Conference Series*, (7). doi:10.1088/1742-6596/1065/7/072029.
- Martins, E.C., & Terblance, F. (2003). Building organizational culture that stimulates creativity and innovation. [n.p.].
- Meng, X.F. (2019). Promote corporate culture to take root with common values. *Contemporary Electric Power Culture*, (09), 64-65.
- Min, J.K., & Young, M.L. (2019). Effects of corporate organizational culture on job satisfaction: Centering on mediation effects of organizational trust. *Journal of Social Science*, (3). doi:10.46415/jss.2019.09.26.3. 229.
- Narayan, V., & Ramu, M. (2018). A study on organization culture of Apple Company. *International Journal of Pure and Applied Mathematics*, 120(5), 3797 - 3808.
- Nham et al. (2014). The impact of organizational culture on innovation activities - The case of x corporation in Vietnam. *Journal of Global Management Research*. Retrieved from <http://gmjournal.uqam.ca/documents/GMRJ-V10N1-JUN2014-29-36.pdf>
- Pertti, A. (2010). The rise and relevance of qualitative research. *International Journal of Social Research Methodology*. 13(2), 139 - 55.
- Podolny, J. M., & Hansen, M. T. (2020). How Apple is organized for innovation. *Harvard Business Review*.
- Rawani, M.M., & Modi, P. (2021). An empirical investigation of innovative management practices of small and medium scale enterprises (SMEs). *International Journal of E-Entrepreneurship and Innovation (IJEI)*, (1). doi:10.4018/IJEI.2021010102. Retrieved from DOI: 10.7595/management.fon.2014.0027
- Schein, E.H. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Scheffknecht, S. (2011). Multinational enterprises organizational culture Vs. national culture. *International Journal of Management Cases*, (4). Doi:10.5848/Apbj.2011.00113.

- Spasojević, B.V.K., Tomić, B.N., Brkić, A.Đ., Dondur, N.J., & Josipović, S.N. (2019). Dimensions of organizational culture in multinational enterprises. *Tehnika*, (2). doi:10.5937/tehnika1902279s.
- Tu, S.N. (2021). *Research on the countermeasures of cultural conflict and integration of Y multinational corporations* (Master's Thesis, Huaqiao University). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFDTEMP&filename=1022420613.nh>
- Tushman, M. L., & O'reilly, C. A. (1997). *Winning through innovation: A practical guide to leading organizational change and renewal*. Boston: Harvard Business School Press.
- Wang, X.H., & Li, J.S. (2021). Thinking on innovation management of small and medium-sized high-tech enterprises. *Cooperative Economy and Technology*, (03), 87-89. doi: 10.13665/j.cnki.hzjjykj.2021.03.038.
- Wycoff, J. (2013). The 'big 10' innovation killers: How to keep your innovation system alive and well. *The Journal for Quality and Participation*, 26(2), 17 – 21.
- Zhang, J.X. (2020). *QGY company corporate culture construction research* (Master's Thesis, Yanshan University). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFD202101&filename=1021571135.nh>
- Zhao, H.X., & Li, H. (2020). Research on the choice of organizational culture balance level of entrepreneurial ability-oriented startups. *Soft Science*, (12), 116-121. doi: 10.13956/j.ss.1001-8409.2020.12.18.
- Zhao, H.X., & Li, H. (2021). Research on the influence mechanism of organizational culture balance on the innovation capability of enterprises in the entrepreneurship period. *Science and Technology Progress and Countermeasures*, (12), 99-105.
- Zuo, D.S. (2021). Difficulties and countermeasures facing human resource management of Chinese enterprises under the new economic normal. *Small and medium-sized enterprises management and technology (first ten days)*, (11), 28-30.