



اَوْبَعُوْا رَسُوْلِيْنَا فَيَكْتُوْا لَكُمْ كِتَابًا  
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6



# General Phenomenon of Organisational Innovation and Innovation Diffusion

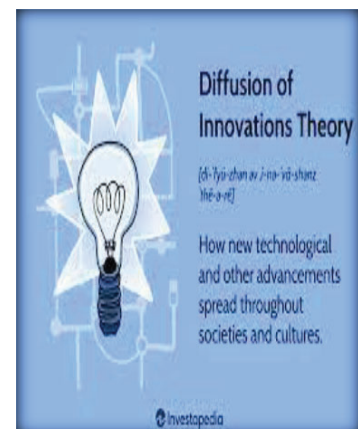
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The innovative ability of an organisation is an invaluable asset as it may be key to the organisation achieving greater success (Azeem et al., 2021). The most used and cited Diffusion of Innovation Theory is that expounded by Roger in his book, *The Diffusion of Innovations*, 1962, 1983, 1995, and 2003. This latest (fifth) edition has been improved from merely providing summaries on the general diffusion research to the inclusion of a broader base of diffusion research to encompass the diffusion of the Internet.

Rogers (2003) discusses the changes in the contributions of various diffusion traditions and explains the diffusion of new communication technologies, enhanced understanding of diffusion networks, and the use of field experimentation. He defines diffusion as “the process by which an innovation is communicated through certain channels over time among members of a social system” (Rogers, 2003, p.11). In this regard, he cites four main elements in the diffusion of innovations: (1) innovation, (2) communication channels, (3) time, and (4) the social system (Rogers, 1983).

An innovation is “an idea or practice or object that is perceived as new by an individual or other unit of adoption” (Rogers, 2003). Innovation has five characteristics, viz. (1) relative advantage, or a change seen as being better than the idea it supersedes; (2) compatibility to the new adopter’s values, past experiences, and needs; (3) complexity of the innovation to the adopters, where easier adoption would encourage adopters, (4) trialability, the extent to which the adopter can test the innovation on a limited basis and (5) observability, where the results of innovation adopted by others are visible to the intending adopter.





Wolfe (1994) professes three streams of research innovation that can be related to the general phenomenon of organisation, viz., research question, research approach, and research focus. The focus of each stream is necessarily diverse as each addresses a different question, has a different unit of analysis, and has a different dependent variable. Table 1 below depicts the three approaches with a brief review of each.

Table 1:  
Three Main Streams of Research Approach

Research question	Research approach	Research focus
<b>A. What determines organisational innovativeness?</b>	Organisational innovativeness research	Addresses the determinants of innovativeness of organisations
<b>B. What are the processes organisations go through in implementing innovations?</b>	Process theory research	Addresses the process of innovation within organisations
<b>C. What is the pattern of Diffusion of innovation through a population of potential adopters of organisations?</b>	Diffusion of innovation research	Addresses the diffusion of an innovation over time and/or space

Source: Wolfe (1994, p.407)

Organisational innovativeness ascertains the determinants of an organisation's inclination to innovate (Çağlıyan et al., 2022; Wolfe, 1994) and refers to "a firm capacity to engage in innovation, that is, the introduction of new processes, products or ideas in the organisation" (Hult et al., 2004, p. 429). Over time, organisational innovativeness has been replaced by the innovation process in organisations (Rogers, 2003).



Research on organisational innovation using the process theory studies the nature of the innovation process, including how and why innovations emerge, develop, grow, and terminate (Wolfe, 1994). In this regard, the unit of analysis is the innovation process itself. The focus of process theory research is on the temporal sequence of activities in the development and implementation of innovations. The process theory involves theory building, data gathering, and analysis in a sequential manner or stages usually conducted using in-depth, longitudinal, qualitative research methods (Rogers, 2003; Wolfe, 1994).

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