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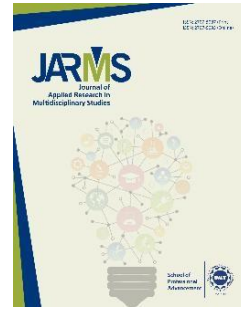
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Exploring the Role of Context in Management Innovation Generation: A Case Study of a Pakistani Business Firm

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Abstract

Management innovation is an important source of sustained competitive advantage because of its context-specific nature. The current research contributes towards advancing an indigenous management innovation theory in the context of Pakistan. Previously, many studies have been conducted to build this theory in the context of developed economies. The current study draws mainly on institutional perspective. It explores how several individual and organizational contextual factors enable a business firm to implement a portfolio of new management practices to manage innovation in the textile sector. Data were collected through semi-structured interviews. It resulted in exploring three contextual factors which remain critical to produce specific management innovations imperative for a company's success. The findings allow the construction of propositions through encouraging future research. The implications for management theory and practice are also provided.

Keywords: contextual factors, indigenous management innovation theory, institutional perspective, management innovation

Introduction

The ability to innovate is considered as a key factor of an organization in order to compete for greater market share and performance. (Jin & Choi, [2019](#)). It offers firms the opportunities to grow and expand for their market development (Goedhuys & Veugelers, [2012](#)). The challenge for innovative companies is to focus on offering new products or adopting new ways of production. It also requires attention for altering organizational processes, practices, and structures (Vaccaro et al., [2012](#)). The studies involving innovation no longer focus solely on its technical aspects. Instead, management innovation initiatives currently attract significant academic

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and practitioner interest. Scholars have argued that in this current era, the management innovation offers an important source of sustainable advantage due to its context-specific nature. It makes any research involving this topic specifically relevant to the practice (Hamel, [2012](#); Mol & Birkinshaw, [2009](#)).

However, the relevant literature contains gaps on why and how companies generate new management practices. Several studies focus on the diffusion of particular practices across companies over the time and space (Crossan & Apaydin, [2010](#); Jarzabkowski, [2004](#)). However, studies looking exclusively at the company as level of analysis with an intention to explore the determining factors of the generation and implementation of new practices are less (Damanpour & Aravind, [2012](#)). To address this deficiency, the current study focuses on its analysis at company level. Furthermore, it determines various individual and organizational situational factors which influence a company's tendency for generating and adopting a range of new management practices. The scholars in various studies link the management innovations adoption to the companies' aspiration to emulate practices of high-rank firms (Farndale & Paauwe, [2007](#)), educated and skillful workforce (Mol & Birkinshaw, [2009](#)), and diagnostic and implementation capability of companies' key individuals (Harder, [2011](#)).

Management innovation is argued to be contextually and culturally dependent (Ortt & van der Duin, [2008](#)). More research is required for the development of an indigenous theory of management innovation in different settings and conditions (Volberda et al., [2014](#)). Thus, this research contributes towards the development of this indigenous theory in the context of developing economies, such as Pakistan. Accordingly, this paper is set to explore that how the contextual factors determine the strategic and functional settings while influencing to generate and implement management innovation processes. It further investigates that how the existing management innovation theory and practice is adaptable to the conditions of developing market of Pakistan.

Theoretical Context

The current study is primarily based on the institutional perspective that the creation of new management practices is driven by the desire to imitate the practices of high-ranks firms and thus gain legitimacy (Lounsbury & Crumley, [2007](#)). Moreover, managers who follow this view prefer to choose

practices from the high-status peer firms that are progressive and rational. Besides, they introduce these practices in their own companies to generate the symbolic values (Zhang et al., [2020](#)). Thus, institutional theory offers some clues for managers about where to seek inspiration from as they may interrelate to their local connections. Further, they look more broadly to their regional and international networks (Cheng, [2010](#)).

The current study also encompasses resource-based view and knowledge-based view perspectives. Both views suggest that companies with more context specific tangible and intangible resources are more likely to introduce and initiate their own new management practices and processes. These practices and processes are introduced to bring them the maximizing solutions to their business problems (Mol & Birkinshaw, [2009](#)). For instance, large size companies are in the possession of high stock of resources and capabilities. Also, the educated and skillful employees represent their significant innovation resource. However, these companies also encounter a wide variety of challenges as compared to the smaller firms. Since, they face more competitors of different sizes and must fulfil the intriguing demands of various customers, suppliers, and government regulators.

The organizational scholars argue that educated and skillful employees use their knowledge and experience which enable them to look at the business matters beyond their level of employment. Well-educated personnel are expected to seek out more advancements in their companies as they travel more and become members of professional organizations (Blundell et al., [1999](#); Leiponen & Helfat, [2010](#)). Hence, companies with such personnel are more likely to develop a broader international reference group.

Pakistan and Global Integration of International Business

Pakistan is a developing country and is predicted to be a part of the next eleven countries group. Along with the BRIC countries, this group has a great potential to become 21st century's largest economies of the world (Rashid & Ratten, [2020](#)). Pakistan is a second largest economy of South Asia and it alone contributes 15% to the total GDP of the region (Raihan & De, [2014](#); Finance Division Government of Pakistan, [2021](#)). Furthermore, the growing population of youth in Pakistan provides the country with both impending demographic dividends as well as a challenge to arrange

adequate services along with the necessary employment (Hafeez & Fasih, [2018](#)).

The textile industry of Pakistan has got the central position in the country's manufacturing sector as its overall contribution within the sector is estimated to be 21% (Arshad & Arshad, [2019](#)). It is the fourth largest cotton producer in Asia and with the third largest spinning capacity after China and India, Pakistan's share of the world's total spinning capacity is 5% (Javed & Atif, [2019](#)). Developing the global integration and investing in international business has helped Pakistan's business companies to introduce and adopt innovation in their practices, processes, and structures.

Research Methodology

A qualitative/case study research design is chosen to understand the management innovation phenomenon in a real setting (Eisenhardt & Graebner, [2007](#); Yin, [2014](#)). This is a single case study as not much is known about the role of context for management innovation specifically in the textile sector of a developing economy. The use of a single case study ensures a rich and in-depth analysis of the data. It further leads to develop valid, relevant, and testable theories (Mariotto et al., [2014](#)). This study uses abductive reasoning to develop its theory (Dubois & Gadde, [2014](#); Flyvbjerg, [2012](#)).

Case Selection

The textile sector of Pakistan offers favorable settings to understand the generation of management innovation in the manufacturing sector of an emerging economy. Though, companies in this sector have faced the high costs of production, severe energy crises, and greater global recession. Moreover, it has continued to contribute more than 50% to the country's total exports for the last two decades (Javed & Atif, [2021](#)). The current study has selected one such company (SOTCO¹, a hypothetical name), one of the largest hosiery manufacturers in Pakistan, as a case study for this research. It has an annual company turnover exceeding US\$300 million. Besides hosiery, it is also a reputed manufacturer of quality yarn. SOTCO produces 700 million pairs of Socks and Tights every year. Leading international brands like Nike, Puma, Tommy Hilfiger, CAT, and Adidas as the main

¹ [SOTCO | Our Journey to Success From 1992 Onward | Inter-loop Timeline \(interloop-pk.com\)](#)

customers of the company. With a global focus on customer service, it has marketing and distribution networks in Japan, North America, and Europe. The study would attempt to explore that how SOTCO generated management innovation over the years that are unique and appropriate in company's own context.

Data Collection

Nineteen (19) semi-structured interviews were conducted in three rounds from summer 2019 to spring 2020. The use of purposeful sampling helped to select those individuals that could provide maximum insights about the subject of the present study. The interviews were recorded, transcribed, and later analyzed by using the thematic analysis through GIOIA method. The first round of interviews included two c-level officers of the company and both these interviews lasted for 90 minutes and 45 minutes, respectively. The second round of interviews included eight key individuals from the company's top management. The third and last round of interviews was conducted with the company's nine senior managers who were responsible for turning the strategies into actions and thus represented a middle management. Table 1 presents the interviewees' detail.

Table 1
Interviewees' Details

Interview No	Management Level	Interview Code	Interviewee's Managerial Position	Interview Duration (minutes)	Transcript Size (pages)
1	C-Level	CL1	Chief Executive Officer (CEO)	90	20
2	C-Level	CL2	Chief Financial Officer (CFO)	45	8
3	Top Management	TM1	Head of Corporate Communication	80	19
4	Top Management	TM2	Director of Administration	50	11
5	Top Management	TM3	General Manager in Taxation	36	7
6	Top Management	TM4	General Manager in HR & Administration	35	6

Interview No	Management Level	Interview Code	Interviewee's Managerial Position	Interview Duration (minutes)	Transcript Size (pages)
7	Top Management	TM5	General Manager in Production Planning & Control	30	5
8	Top Management	TM6	General Manager in Operations	64	12
9	Top Management	TM7	General Manager in Business Development	20	5
10	Top Management	TM8	Director of Organizational Development	34	6
11	Top Management	TM9	General Manager of R&I	44	7
12	Middle Management	MM1	Senior Manager of Operations & Supply Chain	70	11
13	Middle Management	MM2	Senior Manager of Human Capital Development	45	7
13	Middle Management	MM3	Deputy General Manager of Product Development	45	9
15	Middle Management	MM4	Deputy General Manager of Supply Chain & Logistics	65	11
16	Middle Management	MM5	Senior Manager of Quality Assurance	28	6
17	Middle Management	MM6	Manager Marketing	46	8
18	Middle Management	MM7	Manager of Human Resources	30	7
19	Middle Management	MM8	Deputy General Manager of R&I	29	6

During the interviews, on-site observations were also made. Field notes were taken during the observations that described the experiences while taking part in the research (Emerson & Fretz, [2001](#)). The researcher also attended two meetings including line, middle, and top level managers. These meetings provided the researcher with a chance to understand company's culture and employees' work ethics in an experiential and pragmatic manner. In addition to interviews and observations, key documents as part of secondary data source (Yin, [2013](#)) were reviewed. These documents verified and augmented the evidences which were gathered through other sources of data. The key documents which were reviewed for this study included company's newsletters, annual reports, booklets information of internal media and forums, and key information from the company's website.

Data Analysis

Thematic analysis through the GIOIA method has been used in this research. It is designed to ensure both systematic rigor and creative imagination in conducting a qualitative research based on grounded theory (Gioia et al., [2013](#)). Data analysis started with the identification of 1st order concepts from the participants' statement related to each research question. Similar 1st order concepts were grouped together and they generated 2nd order theme. While the 1st order concepts are more likely to represent participants' views and thoughts, the 2nd order themes are more abstract and hypothetical in nature and akin to the knowledge in existing literature. Finally, second order themes were further grouped together to give rise to the aggregate dimension. The use of the GIOIA methodology helped researcher to develop data structures for each question that allowed visual and more explicit illustrations of the whole process. Thus, this methodology intends to ensure qualitative consistency that further leads to the authenticity of findings.

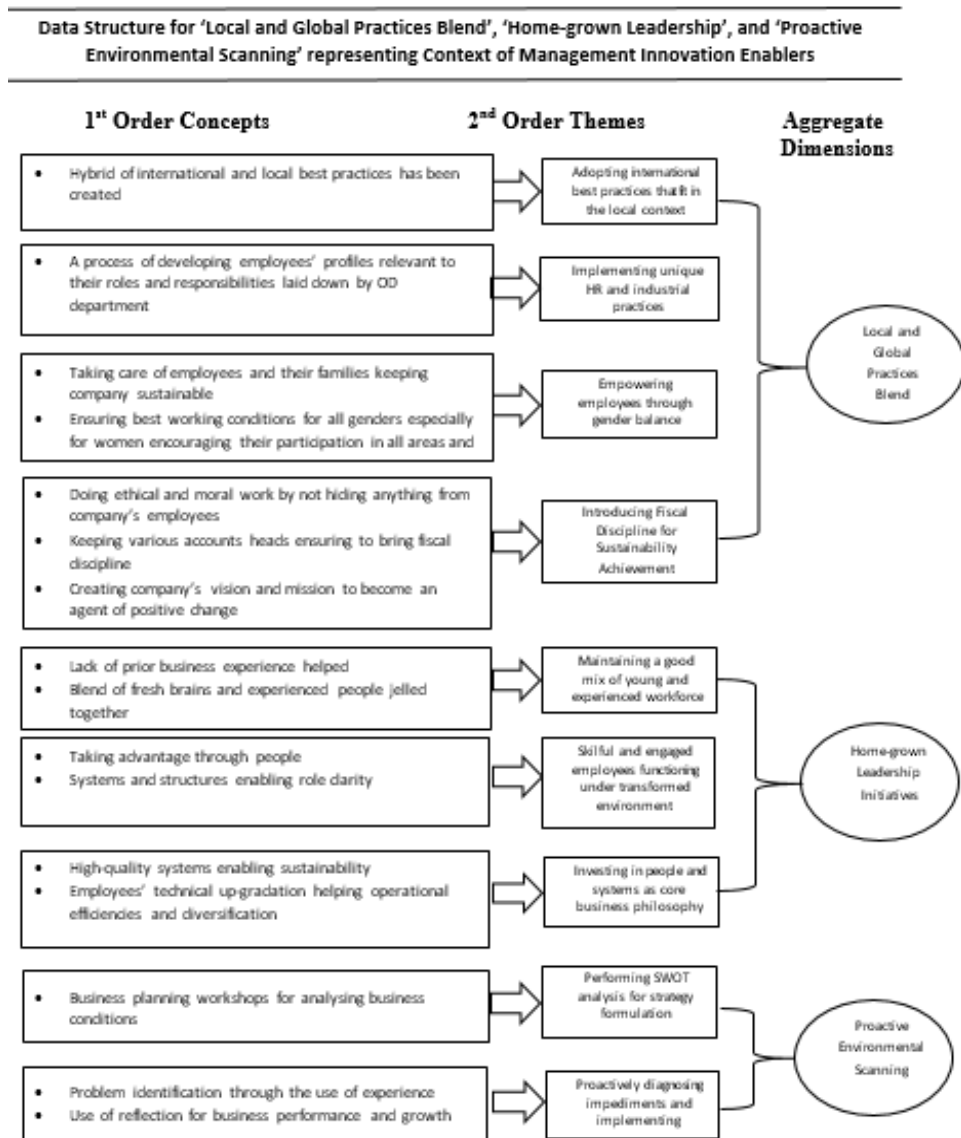
Findings and Discussion

The concepts that emerged during the analysis, represent SOTCO's contextual factors which determine the development of management innovation in the company. The section starts with a brief discussion about the role of these situational factors (expressed as organizational attributes) in the management innovation generation. Figure 1 is providing the overview of findings followed by the presentation of data structures. All the

concepts and themes emerged from the data as contextual factors for management innovation creation are provided in this figure and have been related to the published literature and interviewees' quotes.

Figure 1

Data Structure for Management Innovation Context



Role of Context in Management Innovation

Context refers to the organizational attributes that represent a reflexive ground for the introduction of new management practices (Mol & Birkinshaw, [2009](#)). These organizational attributes are the systems, processes, and beliefs which shape the individual-level actions in an organization (Gibson & Birkinshaw, [2004](#)). Under the dynamic and complex business environment, managers don't have a simple choice between preferring routine tasks which ensure their efficiency. Besides, it initiates further non-routine processes which favor innovation. Instead, they are required to create the context to introduce such management practices and processes that allow them to seek the both objectives together (Brion et al., [2010](#)). In fact, different types of management matter here, ranging from the highly visionary entrepreneurs to the operationally focused managers who carry out practical change as and when required. (Schoemaker et al., [2018](#)). This is how the generation of management innovation through organizational context has become possible in this study.

Blend of Local and Global Practices

The interviews revealed that blend of local and global practice represents all those creativities which SOTCO generated over the time with top leadership support by benchmarking and adopting international best practices. Also, empowering employees through gender balance diversity and introducing fiscal discipline for sustainability achievement. Literature relevant to the institutional perspectives reveals that the focal firm's choice to introduce new management practices may be based on the likes of benchmarked practices of only those competitors that are best in the business (Lieberman & Asaba, [2006](#)). The decision to adopt new behaviors and practices also depends upon the contextual similarities and past experience of their analogous successful use (Sosna et al., [2010](#)).

In literature, the behavior of high-level leadership has been found as an essential precursor to develop management innovation (Vaccaro et al., [2012](#)). The actions and decisions of company's key individuals hold high importance in the pursuit of management innovation. Organizational scholars have suggested that the leadership effectively stimulates new and innovative thinking (Shalley et al., [2004](#)) and it significantly influences organizational choice (Hambrick, [2007](#)). For instance, the company's CEO

spoke about benchmarking only those international best practices that fit the local context:

We did our own thing, we studied the world's best companies, decided 15-20 parameters and checked what the top 3 companies are doing, then checked do we have things similar to them, so let's fix those targets...we created such a hybrid that didn't exist in the world earlier which has all best parameters.

The published literature reveals that strategic choices often turn into failures when companies start benchmarking the expansive and disruptive new practices and processes without considering their appropriateness to the existing business conditions (Kaplan & Norton, [2006](#)). In this case study, the company's top management is making some intelligent decisions when it comes to benchmarking and adopting the international best practices.

Following the top leadership vision, both the HR and OD departments of the company have adopted some distinctive scientific procedures related to attracting, hiring, and developing employees that facilitate efficient achievement of goals. The proper recruitment and development of employees help in achieving those goals which represent company's commitment to recruiting the capable and skilled employees. Organizational development literature shows that the MBO approach helps companies in motivating their employees to think and act differently to achieve the desired outcomes (Agarwal, [2020](#)). The company's Senior Manager Human Capital Development Manger explained the importance of laying down the process of employees' profiles in the concerned department:

The roles and responsibilities are well-defined with proper feedback systems in place that updates employees about his or her performance level. The OD department lays down the whole process in which an informal buddy of same rank is identified. Then somebody senior as a mentor is identified whom you don't report. A complete orientation schedule is made as new recruits learn about informal practices from buddy and formal from mentor.

The literature admits that companies grow and sustain to the degree that people who work in those companies are supported by the company to grow and show inventiveness (Obisi, [2011](#)). The analysis reveals that

management by objective (MBO) approach as a part of management innovation initiative is being pursued by enabling the company to maintain an exceptional level of performance in all its departmental levels. Recent research describes the multifaceted effects of MBO practices on innovative behavior of employees (Bruccoleri & Riccobono, [2018](#)). Additionally, empowering employees and ensuring the increased participation of women at all levels has been identified as a high priority for the company's top leaders. The provision of best working conditions and facilities encourage the increased participation of every gender, especially women. Both resource-based and institutional perspectives emphasize a greater set of knowledge and experience produced through gender diversity (Yang & Konrad, [2011](#)). This helps the organization in possessing a greater range of choices to manage their problems and opportunities through new work processes as part of their business model innovations (Teece, [2018](#)). The company's Director of Administration discussed the way the CEO ensured best working conditions for all genders to encourage their participation in the company:

Our top leadership believe in providing equal opportunities to everyone, they have developed faith in bringing diversity in the company. In this regard our CEO has started giving special attention to hiring and developing women. The company has established Pakistan's best day-care so that they give birth and bring their children here.

Business diversity literature emphasizes the gender equality that results into improving the working practices, increasing the rate of education for women, reducing wage differences, and involving women in the structures of decision-making at strategic level (Sharma et al., [2021](#)). The analysis further revealed that the adoption of a value system based on care and continuous improvement demonstrated the higher management's concern about its people development and their family needs. Higher management considers this part of their management innovation initiatives which helps the company to have a place in the hearts and minds of its employees.

Drawing on the institutional perspective, workplace innovation scholars argue that the implementation of fiscal discipline and accountability reflects the ethics and belief system of the company's top leadership by helping them to create symbolic values (Gao et al., [2021](#)). Furthermore, leadership's act of bringing fiscal discipline has enabled the company to establish

various account heads. For instance, through knowing beforehand what to do with profits, how to meet various liabilities, and not giving all capital to shareholders. The firm's CEO talked about the ethical and moral work of not hiding anything from the company's employees:

While developing our vision, our concept was that we should do ethical work. Our employees know where the profit is used, how much is invested in the company's progress, in people's development and progress, in improving the technology and efficiency.

Findings of analysis further show that company's leadership is augmenting subordinates' engagement behaviors by satisfying their innate competency needs, independence, and relatedness (Ou et al., [2017](#)). Moreover, the vision and mission concept of becoming an agent of positive change ensuring the sustainability and reason for existence. It describes the company's aspiration and purpose to exist. The meaning of sustainability to the company is taking care of people, the planet, and its profit as this is considered as the reason for its existence (Wirtenberg, [2014](#)). The top leadership philosophy of managing social, economic, and environmental dimensions of the business is as per the latest thinking of sustainability in the literature (Nicholson & Kurucz, [2019](#)) This helps the company in establishing good relationships with important stakeholders and gain long-term rewards.

In summary, the fate of successful management innovations generation in contemporary organizations depends on the decisions of how well the adoption of internationally benchmarked practices and processes are aligned with their contextual situations. This is done especially in order to meet the challenges of their economic, social, and environmental needs of sustainable business. As Klimoski ([2020](#)) argues that there is a need for scholars and practitioners to do more to uncover the influence of the organizational context on the basis of individuals' choice.

Homegrown Leadership Initiatives

The top management team in entrepreneurial firms emerge as central to their success (Mihalache et al., [2014](#)). The diversity of such teams in terms of experience with a history of working together enhances their likelihood to succeed (Li, [2017](#)). Interestingly, the interviews' analysis revealed that the composition of such teams are mostly home-grown. People and their

development has been found to be an important facet of company's business strategy. The whole top management team, comprised of individuals who joined the company as junior level managers at least 15 to 20 years back, are now holding middle and top level positions. The institutional approach emphasizes the consistent creation of leadership development. Since, it appears as the hallmark of company's business model innovation in the extant literature (Mihalache, [2012](#); Geissdoerfer et al., [2018](#)).

The company in this study started its business in an environment where they had no prior experience of running such business. Literature reveals that this helps companies to learn everything through a trial and error approach (Sosna et al., [2010](#)). The company's higher management initially decided to use the blend of experienced and young teams of managers who worked together and helped the company to be successful. The strategy of maintaining a good mix of young and experienced employees as the younger employees learn from their seniors to develop skills and capabilities over time (Dulin, [2008](#)). This strategy enabled the company in this study to develop in-house leadership. The company's CEO expressed his views about how the mix of experience and youth helped company in developing homegrown leadership:

Starting the business with no prior experience allowed us to have no baggage, we learnt through error and trail which helped us. Today, after 26 years, 60% of our general managers are homegrown employees who started with us as graduates.

External knowledge has helped to develop the company's own LEAN processes that produced more skillful and engaged employees. Along with buildings and machines, organizational scholars highlight the importance of capable and motivated individuals who make a difference (Bloom et al., [2012](#)). Moreover, the critical reflection of the top management team under crises situations offer flexibility to challenge the existing work ways. This study uncovers ways of dealing with issues in terms of finding and implementing solutions which can be important sources of management innovation (Jahanshahi & Brem, [2017](#)). The company's general manager of operations expressed satisfaction about good effects of external knowledge to develop company's own LEAN processes:

External knowledge enabled the company to develop the SOTCO way of LEAN, similar to Toyota's way of LEAN. For 15000

employees there are 1400 executives helping and supporting each other representing the culture of SOTCO. Also, we are never afraid of trying out new things if traditional ways of doing things don't work and found it quite helpful several times.

Proactive Environmental Scanning

Information is considered to be an important resource of managerial work. Managers get this information both from environment inside and outside the company through the use of appropriate internal and external analyses, respectively (Robbins & Coulter, [2017](#)). This information may facilitate them to develop plans to achieve their business goals. Managers also use intuition and reflect on their past experiences to anticipate the situations related to opportunities and crises. The practical wisdom of managers enables the use of knowledge and capacity to guide actions (Spillane et al., [2001](#)). For instance, the company's senior manager of production planning described the role of senior management in tackling a crisis situation:

On one of the occasions in past, we had huge piles of inventory in stock incurring heavy costs. We worked hard to analyze the whole situation, reflected back and identified the problem areas, made certain adjustments in our planning and from that day onward we opened a new era for planning as we were able to reduce 14% of our stocks.

A thorough deliberation of past and present conditions by key individuals during an annual business planning workshops enables the company to formulate competitive- and corporate-level strategies. Literature shows that this helps to ensure the smooth functioning of business operations (Kaplan & Norton, [2008](#)). The organizational scholars look at these strategies being used for taking advantage of opportunities in terms of exploring new markets and protecting the company from threats by diversifying through new ventures (Oliver & Parrett, [2018](#)). The company's head of corporate communication described how critical reflection enabled them to break a particular revenue barrier: "Once in past we were stuck in a revenue bracket. After constant deliberation and research, we made certain decisions about business diversification and market penetration. This helped generate more revenue to cross that barrier."

The findings show that the company's planning for budgeting and forecasting is done far in advance. The environmental scanning helps senior management to detect the emerging trends along with probable threats. This enables the proper use of resources and capabilities to avail opportunities and avoid threats (Newbert, [2008](#)). For instance, the company's director of administration explained about such measures and their outcomes:

SWOT analysis enabled us to sense the energy crises much before others in the business, due to which we started producing electricity through our own arrangements. When the crisis was at its peak the other companies were suffering but we were striving and excelling.

Overall, the analysis of data gathered from the case firm through interviews, observations, and company's records verifies that company is successfully managing its business operations through the successful generation of management innovation in its context.

Conclusion and Implications

The current study sets out to examine that how the contextual factors as part of strategic and functional settings are enabling a developing country's firm to achieve the generation of management innovation. The findings offer three such contextual factors as part of aggregate dimensions that are critical and have produced some specific management innovations for the selected firm to become successful. First, the desire to emulate international best practices enabled the company to create a local and global practices blend. Second, the possession of an educated and experienced workforce facilitated the company in the persuasion of home-grown leadership initiatives. Third, the goal achievement need led the company to perform proactive environmental scanning. The discussion involving three contextual factors for the management innovation generation leading to propositions in this scenario is provided next. Towards the end of this section, the implications are also discussed.

Emulation through Local and Global Practices Blend

Management innovation has an essential role for companies' survival but the process of its creation is not straightforward. Literature shows that determining the contextual factors can help managers to decide how to employ a range of management innovation processes (Damanpour, [2014](#)). In this case study, the company created a hybrid of local and global best practices that didn't exist before by following one of such contextual

factors. The company gained the legitimacy of this act from the institutional perspective which allows managers and entrepreneurs to look for inspiration from national and international contacts (Karlsson & Honig, 2009). The company operates in a broader business environment and its entrepreneurial managers observe practices of more diverse business enterprises which they like to imitate.

For instance, the company uses an MBO approach as part of its management innovation initiatives in which employees' roles and responsibilities are defined, goal timeframes are set, action plans to achieve those goals are decided and, finally, people are evaluated accordingly in each quarter. Companies like Adobe, Microsoft, and GE have been using MBO type approaches with great success (Favero et al., 2014). The company's top management, as part of its management innovation strategy, is very keen to increase the number of female employees at managerial and non-managerial positions (van Dijk et al., 2012). This enables a company to generate new ideas and insights to assist problem solving. Also, more women representation offers more responsibility and accountability (Arfken et al., 2004). Similarly, implementing fiscal discipline for sustainability is another distinguishing measure which is adopted by the company's top management as part of its management innovation processes. Thus, undertaking ethical practices has been a part of the company's central policy from its inception (Kates et al., 2001).

Based on the above discussion, the following proposition is proposed:

Proposition 1. *Local and global practices blend that involves the emulation of national and international best practices will represent one of the contextual factors and thus enables management innovation generation.*

Persuasion of Home-grown Leadership Initiatives

The second contextual factor is the company's possession of an educated and experienced workforce that facilitates the persuasion of home-grown leadership initiatives as part of company's management innovation creation. The company builds everything from scratch and develops its systems and people through the trials and errors, as exact guidelines were not available. Today, after 28 years, it has become a good mixture of fresh brains and employees who have knowledge, experience, and international exposure. This is the company's in-house developed workforce of leaders and managers who are considered as part of its management innovation

achievements (Fontana & Musa, [2017](#)). The dynamic view of resource considers employees' performance as an important means for company's success and emphasizes that companies should have a good mixture of young and experienced workforce (Lengnick-Hall et al., [2011](#)).

Adopting SOTCO's way of LEAN helped the company in achieving its desired goals in more than one way. For instance, the company's employees are developed, its processes and operations have become more efficient, and the organization of well-defined structures and systems have reduced uncertainty. In this way they enable everyone who knows his or her roles to attain such goals. Under the changed work environment by involving LEAN manufacturing, employees have more freedom about the work and role they perform while working in their teams and groups (De Treville & Antonakis, [2006](#)). This transformed work environment relies on those individuals who are human beings (that can think) rather than machines (that are only programmed) with two hands (Parker, [2014](#)). This changed mindset as part of the company's management innovation accomplishments has developed more committed and intrinsically motivated workers by enabling higher levels of success and superior competitive advantages.

The case company is continuously sending its people abroad to get trainings from international experts. Besides, the enhanced competency of these people has enabled company to create business models through improved processes. Both Wal-Mart and Dell Inc. have created such business models by frequently developing their people and continuously improving their processes over time (Chesbrough, [2007](#)). Moreover, employees are really an asset of this company with the least turnover rate. They are provided with self-respect as well as free pick and drop services. Furthermore, the company subsidizes quality food, provides them with annual bonuses, and holidays. Also, allows every employee to buy shares in the company, provides financial help for children's education, and gives job surety for at least one adult child of every employee. However, all these actions and measures are being taken to fulfill the requirement of human hearts and can be considered as part of the company's management innovation initiatives. The organizational commitment literature delineates that employees' involvement and identification with the company is fostered as they perceive that the company is valuing their contribution, treating and rewarding them fairly, (Allen et al., [2003](#)) and trusting and respecting them candidly (Gould-Williams, [2003](#)).

Based on the above whole discussion, the following proposition has been proposed:

Proposition 2. *Homegrown leadership initiatives that involve the persuasion of investing in people and systems to have a mix of skilled and engaged young and experienced workforce will represent one of the contextual factors and thus enable management innovation generation.*

Goal Achievement through Proactive Environmental Scanning

Both resource-based and knowledge-based views claim that the resource-rich companies are more likely to engage in search and scanning processes due to having more knowledge and inter-organizational relations (Leiponen & Helfat, [2005](#)). This, of course, helps different companies in adopting proactive approaches to identify the opportunities as well as threats. Thus, a third contextual factor arises from the case firm's goal achievement desire that emphasizes the use of proactive environmental scanning as part of company's management innovation processes. A team of highly capable and proactive managers keep an eye on the environment to identify opportunities and threats, show initiatives, and take appropriate actions and stay persistent until the desired outcomes are achieved. The current study shows that these proactive individuals hold several desirable behaviors which assist predicting future changes, trends, planning, and diligence (Li et al., [2014](#); Tornau & Frese, [2015](#)). The proponents of management innovation in organizations believe in empowering the proactive and disarming the reactionaries (Seibert et al., [2011](#)). The organizational learning research explicates that companies can use their short term failures for long term successes. This finding depends on the fact that they have individuals with positive attitudes carrying out essential activities to detect causes and suggest remedies as a way forward (Edmondson, [2011](#)).

The company holds business planning workshops events annually, in which people of all ranks and levels discuss planning of their company's future goals. Based on their goals, they set directions and strategies to achieve those goals. Management scholars argue that only a process of participation from all the levels of company can prompt a total commitment to cause proactive change (Hamel, [2009](#)). Participatory process to planning forces managers to predict future and plan accordingly. This reduces waste

and redundancy as inefficiencies become recognizable when activities are coordinated around plans (Robbins & Coulter, 2017).

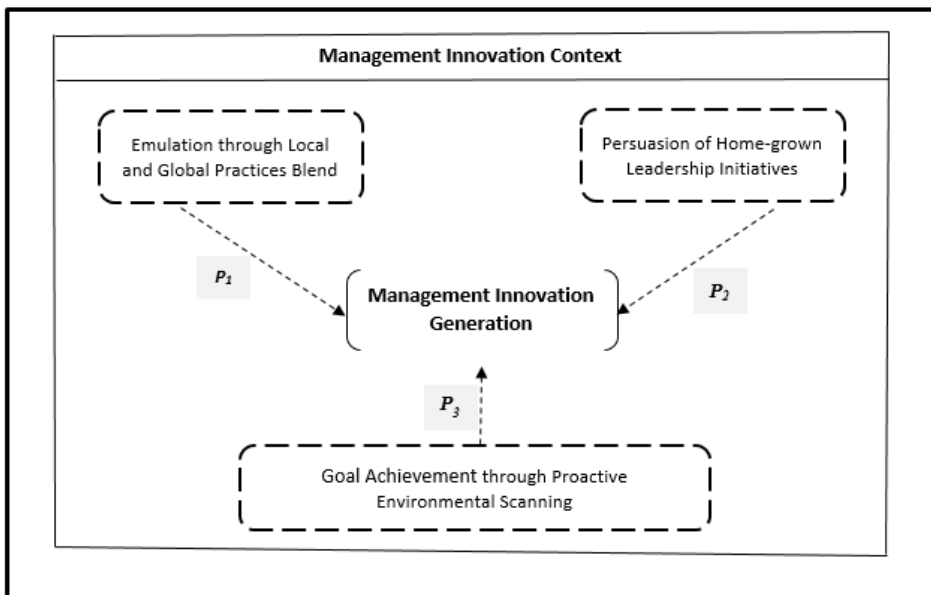
Subsequent to the evidence described above, the following proposition is proposed:

Proposition 3. *Goal achievement desire that involves the use of proactive environmental scanning will represent one of the contextual factors and thus enables management innovation generation.*

The three contextual factors that determine the various individual and organizational conditions of a company and operating its business in an emerging economy. They draw the effect on its tendency for generating a range of new management practices as part of management innovation initiatives. An emergent dynamic model that illustrates the propositional linkages of these contextual factors and management innovation generation is presented in Figure 2. As the model shows that these situational factors would act as guidelines in the successful creation of management innovation initiatives in various contexts.

Figure 2

Dynamic Model Entailing Various Contextual Factors for Management Innovation Generation



Contributions for Theory and Practice

The current study develops some important insights. The creation of new management practices largely depends on external sources of information. The customers and suppliers are included in it, as several ideas and skills for innovation implementation come from these sources (Medhi et al., [2019](#)). Along with these external sources, the internal contextual factors also have a significant role to play (Mol & Birkinshaw, [2009](#)). The desire to create a good blend of local and global practices is one such contextual factor that is found in this study. Moreover, this blend is achieved by combining the critical information of external sources with company's internal conditions. This, of course, develops a more complete understanding about the management innovation creation in a given business setting. All of these approaches can be adopted by the other businesses.

The company's homegrown leadership initiative, in which an educated and experienced workforce developed with purpose, has been considered as an important part of company's business model innovation (Saiyed, [2019](#)) – a kind of management innovation creation. The investment made for the development of people and systems is the best investment. As part of the contextual factors, the organizational setting serves an important precursor of management innovation creation (Miller et al., [2015](#)). Moreover, proactive managerial scanning has been found to be an important information seeking behavior of the company's key individuals. Especially, when it comes towards using this information in order to anticipate the change and to develop the appropriate responses. This contributes to knowing about the characteristics of such behaviors which are essential for a more extensive and flexible information collection. Recent studies have suggested the need to expand the formation of managerial scanning from a narrow process of routinized information seeking activity to a much broader set of actions (Freund, [2015](#)) and this can provide managers with better quality information rather than that of competitors.

With regards to their practice, the current study makes significant implications. The scholars in previous studies argued that the quality of management will be more relevant to success as compared to R&D performance. This performance is based on the new products and the findings seems to confirm this (Weckenmann et al., [2015](#)). Further, the current study provides important understandings about the factors in the

context of an emerging economy firm. It influences the company's readiness for creating the innovative management practices, processes, and structures. Besides, investing effort, time, and money are imparted to build the managerial capacity (Luthans & Youssef, [2004](#)). In addition to it, the encouraging workforce diversity, (Taneja et al., [2012](#)) professional ethics in various areas, and levels of management within the company may significantly enhance their capability to generate management innovation along with companies' overall innovation potential (Shafique et al., [2019](#)). However, one must be cautiously interpreting the results when stating these practices and structures as a part of management innovation generation processes in all organizational and geographic contexts will be effective. In fact, there will be some more effective innovations whilst others may well be ineffective or may possibly be disruptive. The researchers should continue to investigate how context may play its part.

Limitations and Suggestions for Future Research

The current study has different limitations regarding the research. For instance, in this research the focus is only on management innovations which are new to the company; this means only one aspect of management innovation is covered (Volberda et al., [2013](#)). Also, the current research focuses on the generation of management innovation under specific conditions rather than adoption of some specific types of innovation including new quality management systems or performance measurement systems. Future research may find some more ways to explore the antecedent conditions other than the described one in case of the current study. Through this study, new state of the art management innovation can be generated. Future research can also explore the outcomes of these antecedent conditions on productivity and growth through management innovation generation and adoption. This research is concerned with a specific business context and adopts a unique research design. The delicate characteristics of a textile industry allow contextual factors to contribute to the generation of management innovation in special ways. The use of single case study may restrict the potential generalizability of this indigenous management innovation theory to sectors other than textile. Future research should explore the management innovation generation phenomenon based on the various contextual factors in different sectors and national settings.

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