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Designing an Innovative Organization Model for State-Owned Enterprises (Case Study: Iraq)

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ABSTRACT

Objective: The present study aims to design an innovative organization model for state-owned enterprises (case study: Iraq).

Methodology: The research is applied in terms of its objective and is survey-based in terms of its method. The type of research is qualitative, and the statistical population includes corporate executive experts, academic experts, and academic-corporate executive experts in Iraq. Data analysis was conducted using thematic analysis. The research tool is a semi-structured interview.

Findings: The research findings indicate the extraction of five dimensions for the innovative organization model for state-owned enterprises in Iraq.

Conclusion: The dimensions and components include: Organizational: creating a flexible organizational structure, developing an innovation culture among organizational employees, establishing new innovation management methods within the organization, making the organization agile through innovation. Individual: developing strategic thinking among employees, enhancing employees' individual creativity, adapting employees to innovative changes, continuously upgrading employees' skills and knowledge. Technical: developing proficiency in new technologies, enhancing IT infrastructure, increasing the use of artificial intelligence, developing scalable innovative capabilities within the organization. Strategic: defining and focusing on innovative strategies, increasing investment in research and development, enhancing knowledge management within the organization, managing technological risks in the organization. Legal: updating intellectual property laws, developing and drafting updated e-commerce laws, formulating security regulations.

Keywords: *Innovative Organization, State-Owned Enterprise, Managerial Skills, Organizational Culture, Organizational Innovation*

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1   Introduction

State-owned enterprises (SOEs) have an inevitable responsibility to create an innovative country. Currently, SOEs face bottlenecks in a complex innovation environment. To achieve a sustainably developed and innovative country, SOEs must make advancements in their innovation capabilities, particularly in scientific and advanced technological innovations. This responsibility ultimately falls on the knowledgeable employees of SOEs (Osman et al., 2023; Pedraza-Rodríguez et al., 2023). Knowledge-based employees are a crucial resource and the driving force behind the survival and development of modern enterprises (Atapattu, 2018). Government departments at all levels, including SOEs, are encouraged by policies that promote innovation. Therefore, knowledge employees are essential for enhancing overall innovation capability and achieving the goal of building an innovative organization (Bataineh et al., 2023; Choi et al., 2023; Wijlens, 2022).

In explaining managerial skills, previous research has shown that companies face greater difficulties in exploiting knowledge when they cannot combine the necessary capabilities, skills, resources, and factors for innovation (Lam et al., 2021). Hence, a key question in many management perspectives is how to manage the innovation process, how to use managerial capabilities to design and manage innovation to ultimately have significant impacts on value creation in business. Therefore, the managerial skills of managers and certain aspects of organizational culture can be key factors in overcoming structural limitations and barriers to utilizing knowledge to foster innovation (Rofuth et al.).

In the fields of economics, sociology, and psychology, previous studies on innovation have focused on organizational characteristics and management styles, analyzing the roles and behaviors of managers and employees. In the development of neoclassical economic theory, it was identified that managers could influence various mechanisms in production performance to control innovation. Although small and medium-sized enterprises (SMEs) must be more skilled in managing their assets (as they have scarce and limited resources), there is still a lack of studies on sufficient managerial skills for innovation (Riggio, 2020). It can be stated that managerial skills and organizational culture are very important organizational factors and may play a related role in understanding managerial innovation (Leite et al., 2019).

In innovation systems, explaining why companies do not have or simply lack an efficient innovation model is of particular importance. When members (especially managers and workers) are not committed to new behaviors to accelerate innovation and growth, situations can spiral out of control, and the system loses its coordination and cohesion (Wijlens, 2022).

This gap in the literature may exist partly because current approaches to operationalizing cultural fit conceal the differences in cultural acceptance among managers, which are critical in shaping their creative abilities. Previous research on such acceptance has focused on cultural agreement among organizational members and operationalized cultural fit as the average similarity between an individual's thoughts and behaviors and those of others in the organization (Choi et al., 2023). However, previous research on culture and innovation has primarily focused on cross-cultural differences between groups and has not examined individual differences within a social group, i.e., how members of an organization differ in their level of creativity as a function of how they are.

Moreover, senior and middle managers may not even realize that they are creating a new organizational culture, in other words, they can identify roles and rules to cope with these changes that support the implementation of technological advancements and innovative practices. Therefore, the present study raises the following question:

What is the innovative organization model in state-owned enterprises in Iraq?

2   Methods and Materials

Given that the objective of this research is to design and present an innovative organization model for state-owned enterprises (case study: Iraq), the research method is exploratory-applied based on the objective. Data collection is cross-sectional based on time, inductive-deductive philosophically, and survey-based in terms of data collection method or the nature and method of research. The thematic method has been used to conduct the research. The thematic method includes using qualitative methods aimed at identifying, categorizing, and extracting concepts based on the views of relevant experts and specialists.

The statistical population includes a) corporate executive experts, b) academic experts, and c) academic-corporate executive experts in Iraq, who have managerial experience or research background (articles, books, etc.) in organizational innovation, managerial skills, and

organizational culture in small and medium-sized enterprises. The research sample is selected based on the rule of theoretical saturation and purposefully among the above experts. The sampling method of this research is theoretical and purposive, meaning that individuals who are specialists and prominent in this field are chosen as samples. The data collection tool for the qualitative section is semi-structured interviews. To ensure validity and reliability, Creswell's eight strategies for verifying the accuracy of findings have been used.

3   Findings and Results

In examining the average age of the experts surveyed, it was found that the managers of state-owned enterprises have the highest average age of 45.33 years, while university professors and academic experts have the lowest average age of 42.33 years. In examining the average work experience, it was determined that managers of state-owned enterprises have the highest level of experience with 45.33 years of active service, whereas university professors and academic experts have comparatively less work experience with 15.11 years. Among the participants in this study, five individuals hold a Ph.D. degree, and five hold a master's degree.

Researchers initially studied the text carefully and then extracted secondary codes from the text. The secondary codes derived from the primary and re-extracted codes from the interviews conducted in this study are reported in Table 1.

Table 1

Dimensions and Extracted Secondary Codes

Main Dimensions	Extracted Secondary Codes (Main Indicators)	Core Codes
Organizational	Development of innovation culture among organizational employees	Creating an environment with an innovative culture in the organization; welcoming suggestions related to creative and innovative ideas; encouraging employees to think creatively; participating in generating new and creative ideas; developing innovative solutions and continuous improvements in processes; achieving risk-taking; creating a receptive environment for ideas; sharing new ideas among employees; encouraging collaboration and teamwork; interaction between team members in innovative processes; exchange of ideas and opinions between team members in innovative processes; creating group commitment among team members in innovative processes; improving cooperation to achieve innovative results among team members; encouraging learning and updating; facilitating the process of knowledge and experience transfer among team members; enhancing the organization's knowledge level; leveraging the potential of employees' creativity and innovation
	Creating a flexible organizational structure	Creating a flexible organizational structure; encouraging teamwork collaboration and interaction among team members; creating a space for exchanging ideas, experiences, and knowledge; coordination and cooperation among employees towards the organization's innovative goals; creating small and flexible categorized units; flexibility in hierarchical structure; creating a more cohesive structure based on self-organizing teams and projects; facilitating mobility and knowledge transfer; providing opportunities for mobility and knowledge transfer among organization members; creating training programs, workshops, joint workgroups; quick responsiveness to changes; creating an environment of innovation and creativity; providing opportunities for employee autonomy; creating a structure to encourage ideation and proposing innovative suggestions
	Establishing new innovation management methods in the organization	Providing innovative innovation management processes; identifying and managing ideas; providing mechanisms such as ideation platforms; developing feedback and collaborative systems; managing the innovation lifecycle; providing programs for research, design, production, marketing, and sales; analyzing and evaluating ideas; using experiential methods for idea analysis; SWOT analysis; financial and economic evaluation and risk management of ideas; creating collaborative work environments; delegating responsibility and trust among colleagues; cooperation and knowledge sharing; developing strong internal communications; disseminating knowledge and experiences and providing opportunities for learning; managing resources and risk of implemented ideas in the organization; project management, technology evaluation, and change management
	Organizational agility in innovation	Organizational agility in innovation; increasing responsiveness to changes within the organization; developing flexibility and growth capacity in the organization; facilitating the innovation process within the organization; encouraging cooperation and teamwork; better cooperation and synchronization for innovation creation; enhancing customer experience; focusing on innovative values; eagerness to test new ideas; developing creativity power within the organization; quick response of the organization to changes in the business environment
Individual	Developing individual creativity among employees	Developing individual creativity among employees; creating a conducive environment for creativity in the organization; providing open workspaces for creativity in the organization; increasing time dedicated to personal and team projects; developing participatory and problem-solving methods among employees;

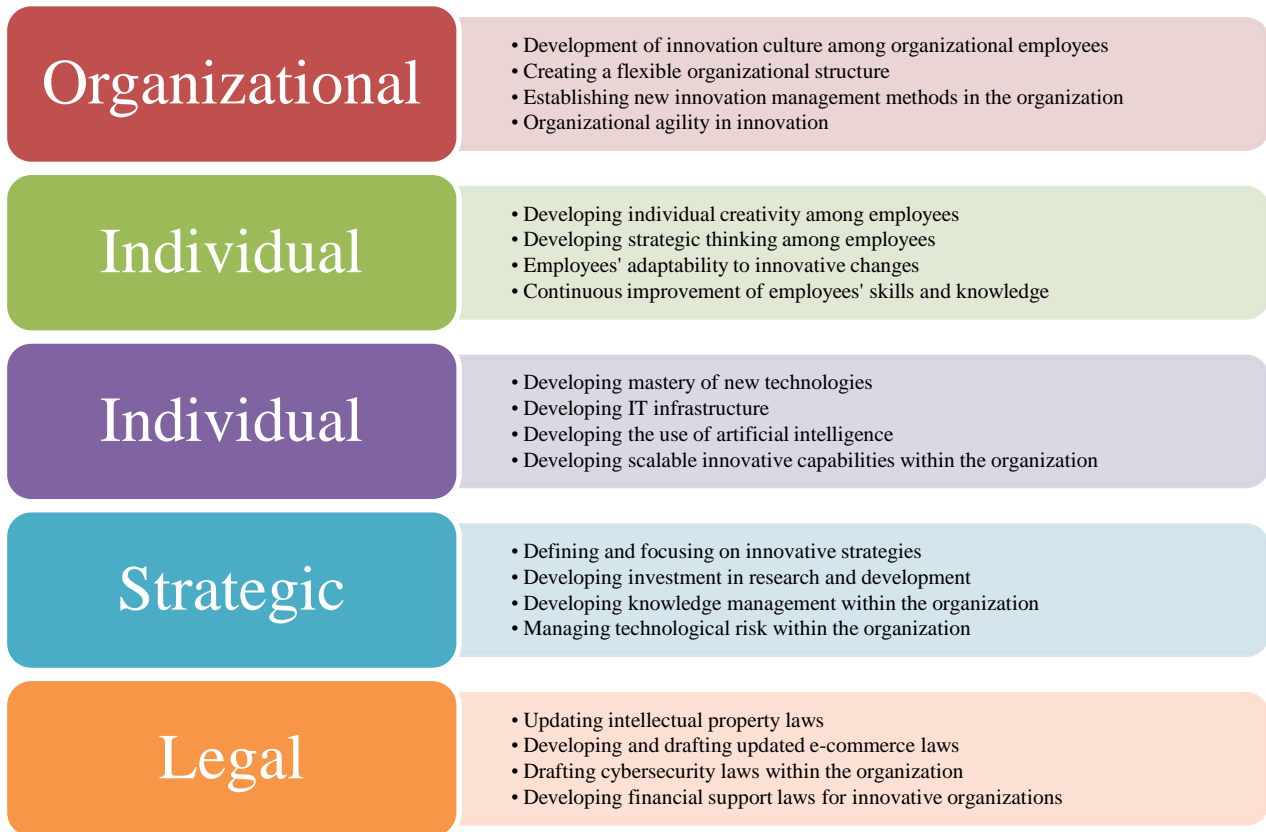|		
		developing creativity skills among employees; offering training and development programs to enhance employees' creativity skills; teaching methods and techniques for ideation; using creative techniques and information analysis and interpretation; encouraging the presentation of creative ideas; rewarding top ideas, innovative projects, or creative successes; creating a free space for errors and fault-finding; providing a free environment for presenting unsuccessful ideas; using positive and constructive feedback; encouraging flexibility and readiness to try again; providing opportunities for collaboration and interaction among all members to exchange ideas; creating a suitable learning environment within the organization
	Developing strategic thinking among employees	Developing strategic thinking among employees; recognizing innovative opportunities within the organization; competitive analysis; strategic decision-making within the organization through employees; precise analysis of the environment and strategic issues by employees; encouraging creativity and innovation within the organization; implementing innovative strategies; providing innovative improvements in processes, products, and services; encouraging the presentation of innovative ideas; appreciating creativity and risk-taking; tolerance of failure and learning from it by employees
	Employees' adaptability to innovative changes	Employees' adaptability to change; continuous and ongoing changes in technologies; flexibility and quick adaptation to technology within the organization; familiarity with new technologies and organizational changes; eagerness to learn and develop; developing creativity and innovation power; feeling of belonging and greater connection with the organization; creating participatory environments and performance evaluation; enhancing employees' technological skills
	Continuous improvement of employees' skills and knowledge	Continuous improvement of employees' skills and knowledge; ability to anticipate and keep pace with changes; developing up-to-date information and skills among employees; accelerating the innovation process within the organization; quickly implementing new improvements and innovations in the organization; increasing organizational sustainability; enhancing capabilities and facilitating the growth and development of technologies and innovations
Technical	Developing mastery of new technologies	Developing mastery of new technologies; creating competitive advantages within the organization; providing new innovative opportunities within the organization; offering new methods in production, marketing, sales; enhancing idea-based automation systems within the organization; facilitating cooperation and knowledge sharing; identifying risks associated with implementing new technologies; increasing motivation and commitment among organization members towards continuous improvement; upgrading existing technologies within the organization
	Developing IT infrastructure	Developing IT infrastructure; supporting innovation processes; using data management systems and specialized software; improving internal cooperation and communications; using cloud-based systems; using online collaboration tools and communication platforms; using smart software, data analysis tools, and reporting; developing process automation; enhancing information security within the organization; using security and encryption systems; using AI-based technologies within the organization; using IoT within the organization; using blockchain and other advanced technologies within the organization
	Developing the use of artificial intelligence	Developing the use of AI innovations; improving operational processes with AI; using AI algorithms and models within the organization; improving repetitive and time-consuming processes with AI; analyzing large and complex data using machine learning algorithms and neural networks; natural language processing and customer behavior analysis; developing online interactions, customer support, and better resource allocation with AI; developing automation and robotics within the organization; developing robots and automation systems within the organization; data analysis and forecasting within the organization with AI
	Developing scalable innovative capabilities within the organization	Developing scalable innovative capabilities within the organization; increasing innovation capacity within the organization; developing appropriate structures, processes, and resources within the organization; enhancing the organization's response to innovative plans, projects, and ideas; facilitating cooperation and interaction; improving communications and collaboration among members; leveraging collective experience and knowledge within the organization; creating hardware, software, security, and network infrastructures; knowledge and information management; enhancing the organization's ability to evaluate, select, and implement innovative ideas; fostering more cooperation with universities, research institutions, and other industrial partners
Strategic	Defining and focusing on innovative strategies	Defining and focusing on innovation strategies within the organization; directing and guiding the organization's innovations; setting goals, priorities, axes, and resources related to innovation; directing all resources and energy towards innovative goals; prioritizing the organization based on market opportunities; prioritizing the organization based on internal capabilities; leveraging the organization's innovative resources and capabilities; encouraging innovation within the organization; using innovation to pursue new market opportunities; prioritizing the organization based on organizational strategies
	Developing investment in research and development	Developing investment in research and development; creating and developing innovative technologies; improving performance and productivity through technological development; developing new products and services within the organization; protecting competitive advantage; creating intellectual property assets like brands and unique patents; creating collaboration networks between the organization and other institutions; sharing knowledge between industry and academia; exchanging experiences and creating synergies between industry and academia

	Developing knowledge management within the organization	Extracting and creating knowledge; extracting knowledge from employees' experiences; extracting knowledge from scientific research, customer information, and competitors; creating new knowledge through research and development; creating and maintaining knowledge within organizations; disseminating and sharing knowledge; creating knowledge bases and internal social networks; fostering a knowledge-based culture; valuing knowledge and innovation; preserving and managing organizational knowledge; providing document management systems; accessing external knowledge resources and knowledge management; fostering a knowledge-based culture and preserving organizational knowledge
	Managing technological risk within the organization	Managing technological risk; identifying risks related to technologies, innovative processes, and technology projects; identifying cybersecurity threats and vulnerabilities; identifying operational problems, legal issues, and regulatory compliance; evaluating risks including the probability of occurrence and impact on the organization; setting priorities and determining acceptable risk levels; planning and implementing risk management solutions; using risk management technologies; defining responsibilities and allocating resources for risk management; responding to risks; planning for potential incidents, support, and recovery from incidents; crisis management and enhancing security approaches; planning for continuous improvement and development of risk management systems and processes; evaluating the results and performance of risk management methods and solutions; making necessary changes and improvements within the organization; educating and raising awareness among employees about technological risk management methods and strategies; communicating and cooperating with other departments and teams within the organization for interaction and coordination on technological risk issues; monitoring and forecasting emerging and new risks related to advanced technologies and industrial innovations; creating a risk-taking culture within the organization and encouraging innovation
Legal	Updating intellectual property laws	Updating intellectual property laws; protecting patents and innovations; using reward programs to protect innovative patents and inventions; preventing the organization from intellectual theft and misuse by employees; facilitating knowledge sharing and cooperation; creating mechanisms and requirements for transferring or disseminating innovative knowledge and technologies; facilitating internal technology transfer; taking necessary actions to protect intellectual property rights during technology transfer; attracting investment and financial support for innovative knowledge and technologies; taking necessary actions to protect intellectual property rights in transferring technology to the market
	Developing and drafting updated e-commerce laws	Developing and drafting e-commerce laws; creating legal regulations and defining rights and responsibilities; regulating and managing accessible electronic interactions; facilitating the e-commerce process; ensuring security and privacy in e-commerce; preventing misuse of personal information in e-commerce; ensuring data security in e-commerce; preventing identity theft in e-commerce; protecting customer privacy in e-commerce; combating cybercrimes; addressing fraud, digital footprints, and data theft; regulating financial and tax matters
	Drafting cybersecurity laws within the organization	Protecting innovative knowledge; protecting confidential data, research and development plans; maintaining technological performance and progress; protecting customer security and public trust; managing cybersecurity risk; creating security policies and strategies for protecting innovative knowledge; educating and raising employee awareness about cybersecurity threats; using encryption and encryption methods, monitoring and threat detection; support and recovery methods from security incidents; data protection regulations and privacy; providing industrial and international security standards; fostering a cybersecurity culture; creating security behaviors and practices; enhancing cybersecurity intelligence and security thinking
	Developing financial support laws for innovative organizations	Developing financial support for innovative organizations; creating and developing technology infrastructures; supporting the innovation process; creating a sustainable funding cycle for projects; supporting marketing and sales; providing resources for marketing and advertising, creating sales and distribution networks; attracting and retaining human capabilities; creating reward and compensation programs for employees; creating innovative and attractive workspaces; creating job opportunities in technology areas; creating data-driven management approaches; smart financial management and budgeting; creating monitoring and performance measurement systems; optimizing operational processes

The final model of the research is shown in Figure 1. In this study, five main dimensions, including organizational, individual, technical, strategic, and legal dimensions, were obtained. Additionally, 248 initial codes were extracted from 10 interviews, resulting in 20 secondary codes.

Figure 1

Conceptual Model

Organizational	• Development of innovation culture among organizational employees • Creating a flexible organizational structure • Establishing new innovation management methods in the organization • Organizational agility in innovation
Individual	• Developing individual creativity among employees • Developing strategic thinking among employees • Employees' adaptability to innovative changes • Continuous improvement of employees' skills and knowledge
Individual	• Developing mastery of new technologies • Developing IT infrastructure • Developing the use of artificial intelligence • Developing scalable innovative capabilities within the organization
Strategic	• Defining and focusing on innovative strategies • Developing investment in research and development • Developing knowledge management within the organization • Managing technological risk within the organization
Legal	• Updating intellectual property laws • Developing and drafting updated e-commerce laws • Drafting cybersecurity laws within the organization • Developing financial support laws for innovative organizations

4   Discussion and Conclusion

This study was conducted with the aim of designing an innovative organization model for state-owned enterprises (case study: Iraq). Using the thematic analysis method, the following question was answered: What are the dimensions and components of the innovative organization model for state-owned enterprises in Iraq?

From the thematic analysis, five dimensions were extracted: organizational factors, individual factors, technical factors, strategic factors, and legal factors. The components of the extracted dimensions are as follows:

Organizational: (Creating a flexible organizational structure, developing an innovation culture among organizational employees, establishing new innovation management methods in the organization, organizational agility in innovation).

Individual: (Developing strategic thinking among employees, developing individual creativity among employees, employees' adaptability to innovative changes, continuous improvement of employees' skills and knowledge).

Technical: (Developing mastery of new technologies, developing IT infrastructure, developing the use of artificial intelligence, developing scalable innovative capabilities within the organization).

Strategic: (Defining and focusing on innovative strategies, developing investment in research and development, developing knowledge management within the organization, managing technological risk within the organization).

Legal: (Updating intellectual property laws, developing and drafting updated e-commerce laws, drafting cybersecurity laws).

In explaining the results obtained, it can be said that an innovative organization, to develop its ideas, should primarily value the innovation culture within the organization and its employees. Innovation culture plays a very important role in innovative organizations. Creating a strong innovation culture within the organization encourages team members to propose and practically implement creative and innovative ideas. The innovation culture encourages team members to actively participate in generating new and creative ideas. This creative thinking can lead to the

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development of innovative solutions and continuous improvements in processes, products, and services.

The innovation culture allows team members to take moderate and high risks. This can facilitate the process of testing and implementing new and innovative ideas, ultimately ensuring the organization's improved performance. Innovation instills in team members the belief that every idea can be valuable (Motavalli Jafarabadi et al., 2021; Osman et al., 2023). Therefore, there is a receptive environment for proposing ideas, and members are encouraged to share their ideas and collaborate with their colleagues. The innovation culture promotes collaboration and teamwork. This increases interaction among team members, the exchange of ideas and opinions, the creation of group commitment, and improved cooperation to achieve innovative results. The innovation culture allows team members to be settled and ready to learn and update their skills and knowledge. This facilitates the process of knowledge and experience transfer among team members and enhances the organization's knowledge level. By creating a strong innovation culture, the organization will be able to continuously leverage the potential of its employees' creativity and innovation, thus maintaining competitiveness in the market and achieving sustainable growth.

Moreover, developing individual creativity among employees plays a very important role in innovative organizations. Creating and developing creativity at the individual level helps increase the organization's innovation power and performance. Developing individual creativity involves creating a conducive environment for individuals' creativity growth and development (Choi et al., 2023; Motavalli Jafarabadi et al., 2021). For instance, innovative organizations can provide open workspaces, time dedicated to personal and team projects, research and development facilities, as well as participatory and problem-solving methods to encourage employee creativity. Innovative organizations can offer training and development programs to enhance employees' creativity skills. These programs can include teaching methods and techniques for ideation, problem analysis, risk assessment, using creative techniques, and analyzing and interpreting information. These training programs help employees strengthen their creativity skills and produce more innovative ideas.

Innovative organizations can encourage employees to share their creative ideas through their policies and processes. They can use methods such as rewarding top ideas, innovative projects, or creative successes to motivate team members to share their ideas. In innovative organizations, errors and fault-finding are considered part of the learning and improvement process (Atapattu, 2018; Lam et al., 2021). Developing individual creativity can include creating a free space for presenting unsuccessful ideas, analyzing errors, using positive and constructive feedback, and encouraging flexibility and readiness to try again. These environments encourage team members to step out of their comfort zones and propose more creative ideas.

Innovative organizations can facilitate quick movement and responsiveness to changes by creating small and flexible categorized units. These units can be based on projects, operational teams, or specific business units and have the authority to make local decisions. A flexible organizational structure can provide flexibility in hierarchical structure. Instead of the traditional hierarchical structure, the organization can rely on a more cohesive structure based on self-organizing teams and projects. This allows employees to operate more independently and make quicker decisions (El-Kassar & Singh, 2019; Hijal-Moghrabi et al., 2020). A flexible organizational structure can facilitate opportunities for mobility and knowledge transfer among organization members. This structure can include initiatives such as creating training programs, workshops, joint workgroups, and virtual platforms that enable individuals to share their knowledge and experiences and benefit from others' experiences.

Developing strategic thinking among employees plays a very important role in innovative organizations. Strategic thinking involves the ability to analyze and evaluate the organization's internal and external environment, identify opportunities and challenges, and make strategic decisions to achieve long-term goals. Strategic thinking enables employees to better understand innovative opportunities in the organization's internal and external environment. They can anticipate changes, analyze trends, and propose innovative ideas to capitalize on opportunities. Strategic thinking enables employees to analyze existing competition in the industry or market and evaluate how to leverage it (Arooj & Nisar, 2023; Atapattu, 2018; Maqdliyan & Setiawan, 2023; Parsakia et al., 2023). They can identify key success factors of competitors and formulate innovative strategies to compete with them. Strategic thinking enables employees to participate in the organization's strategic decision-making process. They can make decisions based on a thorough analysis of the environment and strategic issues, helping the organization achieve its innovation and growth goals. Developing strategic thinking in employees allows them to apply their creativity and initiative in the

organization's innovation and transformation process. They can dynamically propose innovative ideas and participate in the decision-making and implementation process.

Based on the research results, the following recommendations are proposed for Iraq's state-owned enterprises:

With intellectual property rights, organizations can leverage investment in research and development, creative design, and innovative initiatives. These laws can provide organizations with the confidence needed to engage in innovative activities and compete in domestic and international markets.

Innovative organizations typically possess valuable knowledge, technology, and ideas. Cybersecurity protects the confidentiality, integrity, and health of this innovative knowledge from unauthorized access and cyber threats. This includes protecting confidential data, research and development plans, customer information, and the organization's technical knowledge.

To remain competitive, businesses must monitor market trends, strive to understand the market, and quickly respond to market changes. Innovations in business management have the potential to help market development and create higher economic and social benefits for SMEs in Iraq.

Creating a flexible organizational structure can provide a space for exchanging ideas, experiences, and knowledge and encourage teams to work collaboratively towards the organization's innovative goals. Innovative organizations can facilitate quick movement and responsiveness to changes by creating small and flexible categorized units. These units can be based on projects, operational teams, or specific business units and have the authority to make local decisions. This structure can include initiatives such as creating training programs, workshops, joint workgroups, and virtual platforms that enable individuals to share their knowledge and experiences and benefit from others' experiences.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

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