

**Impact of Culture, Ethics and Innovation Towards The  
Development Skills**

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**Abstract**

**Background:** While the synergistic potential of culture, ethics, and innovation in enhancing organizational performance is widely acknowledged, significant barriers, including cultural clashes, ethical dilemmas, and resistance to change, frequently hamper their effective amalgamation.

**Methods and Materials:** The study engaged participants from various industries through purposive and stratified sampling, ensuring a broad representation of organizational types and sizes. Data were collected via surveys and interviews, analyzed through statistical and thematic analysis to uncover the depth of culture, ethics, and innovation's impact on skill development.

**Results:** The findings reveal that a harmonious integration of culture, ethics, and innovation significantly contributes to the development of skills. Organizations exhibiting strong cultural alignment, ethical standards, and innovation capacity were better positioned to navigate challenges and foster a skilled and adaptable workforce.

**Conclusion:** The study underscores the necessity of a cohesive strategy encompassing culture, ethics, and innovation for the cultivation of development skills. By addressing the identified barriers and leveraging the synergistic effects of these elements, organizations can enhance their adaptability, performance, and long-term sustainability in a rapidly evolving business landscape.

**Background:** Culture, Ethics, Innovation, Skill Development, Organizational Performance.

## Chapter 01: Introduction

### Background of the Problem:

While the impact of culture, ethics, and innovation on development skills can be positive and beneficial, several challenges and problems may arise in their implementation and integration. Some of these problems include:

1. *Cultural Clashes*: In diverse organizations, different subcultures may exist among employees, leading to clashes and misunderstandings. These cultural clashes can hinder effective communication, collaboration, and cooperation, ultimately affecting overall performance. Cultural clashes refer to conflicts and misunderstandings arising within diverse organizations due to different subcultures among employees. Individuals from various backgrounds, ethnicities, nationalities, and experiences may bring unique cultural norms, values, and beliefs in a diverse workplace. Clashes can occur when these diverse subcultures interact, leading to communication breakdowns and difficulties in collaborating and cooperating effectively.

These clashes may arise from differences in communication styles, work approaches, decision-making processes, and problem-solving methods. Employees from different cultural backgrounds may interpret gestures, expressions, and language differently, leading to miscommunications and misunderstandings. As a result, cultural clashes can significantly affect the organization's performance. They can impede teamwork, hinder the exchange of ideas, and reduce the willingness to share knowledge and expertise. In turn, this can hamper innovation, creativity, and productivity within the organization.

Addressing cultural clashes requires proactive efforts from organizational leaders and managers. Creating a culture of inclusivity, respect, and openness to diversity is crucial. Training programs that promote cultural awareness, cross-cultural communication, and conflict resolution can help employees understand and appreciate each other's differences. By fostering a culture that embraces diversity and encourages open dialogue, organizations can overcome cultural clashes and harness the potential benefits of a diverse workforce. When employees from different cultural backgrounds collaborate effectively, they bring various perspectives and ideas, enhancing problem-solving capabilities and creativity. Ultimately, this can positively impact the organization's overall performance and competitiveness in a globalized world.

2. *Ethical Dilemmas*: Organizations may face complex ethical dilemmas in their decision-making processes. Balancing short-term gains with long-term ethical considerations can be challenging, potentially leading to questionable practices that damage the company's reputation and stakeholder trust. Ethical dilemmas in organizations refer to situations where decision-makers are confronted with difficult choices between conflicting moral principles. These dilemmas can arise when there is a clash between short-term financial gains and long-term ethical considerations. Organizations often face pressure to achieve immediate profits and meet performance targets, sometimes tempting decision-makers to adopt questionable practices or compromise ethical standards. For instance, a company may face the ethical dilemma of choosing between cutting costs using cheap and exploitative labor practices or investing in fair wages and labor rights, which may lead to higher expenses.

Balancing short-term gains with long-term ethical considerations can be challenging. Decisions prioritizing immediate financial benefits at the expense of ethical values may lead to reputational damage, loss of stakeholder trust, and legal consequences. Ethical dilemmas can arise in various areas, including product safety, environmental sustainability, employee treatment, financial reporting, and relationships with suppliers and customers.

Addressing ethical dilemmas requires organizations to establish a strong ethical culture and a robust ethical decision-making framework. Ethical leadership plays a crucial role in guiding employees to make principled decisions and fostering a culture that values integrity, transparency, and social responsibility. Organizations can use ethical training programs, clear codes of conduct, and ethical hotlines to raise awareness about ethical dilemmas and provide employees with the resources to seek guidance when facing challenging decisions.

Organizations can build trust, maintain a positive reputation, and create sustainable long-term success by prioritizing ethical considerations and aligning short-term goals with long-term ethical principles. Emphasizing ethical behavior and integrity can also attract and retain ethical employees and socially conscious customers, contributing to the organization's overall performance and competitiveness.

3. *Resistance to Change*: Innovation often requires significant changes in processes, systems, and mindsets. Employees and stakeholders might resist these changes due to fear of the unknown, job insecurity, or comfort with the status quo, impeding the successful implementation of innovative initiatives. Resistance to change refers to the reluctance or opposition displayed by employees and stakeholders when faced with significant changes in processes, systems, or organizational culture, often associated with innovation initiatives. Innovations typically introduce new ways of doing things, and employees may resist these changes for various reasons.

One common reason for resistance is the fear of the unknown. Employees may feel anxious about how the changes will impact their roles, responsibilities, and job security. They may worry about their ability to adapt to the new processes and technologies. Another factor contributing to resistance is the comfort with the status quo. Familiarity with existing practices and routines creates a sense of stability and predictability, making individuals hesitant to embrace unfamiliar approaches.

Organizational culture can also play a role in resistance to change. Employees may be less willing to support new initiatives if the culture does not value innovation or if past attempts at change were met with negative consequences. Effective change management is crucial to address resistance to change. Organizations must communicate the rationale behind the changes and the benefits they will bring. Involving employees in decision-making and providing training and support can help ease the transition.

Creating a culture that encourages innovation and fosters a mindset open to change is essential. Leaders can set an example by demonstrating enthusiasm for innovation and celebrating successful implementations. By addressing employees' concerns, fostering a culture of innovation, and providing the necessary support, organizations can reduce resistance to change and create an environment that embraces new ideas and approaches. Successful management of resistance to change is pivotal for implementing innovative initiatives, leading to improved organizational performance and adaptability in a rapidly evolving business landscape.

4. *Lack of Alignment*: When the organization's culture, ethical standards, and innovation strategies are not aligned with its overall mission and vision, confusion and inconsistency may arise. This lack of alignment can hinder progress and create a fragmented organizational structure. Lack of alignment refers to the organization's culture, ethical standards, and innovation strategies not harmonizing with its overarching mission and vision. When these key components are not congruent, it can lead to confusion, inconsistency, and inefficiencies within the organization.

A misalignment between culture, ethics, and innovation can result in conflicting values and priorities. For example, if the organization's culture emphasizes risk aversion and resistance to change, it may hinder the adoption of innovative ideas, which require a willingness to take calculated risks. This disconnect can hamper progress and impede the organization's ability to adapt to changing market conditions and customer needs. Similarly, if ethical standards are not aligned with the organization's mission and vision, it can lead to moral dilemmas and compromised decision-making. Ethical lapses can damage the organization's reputation and erode stakeholder trust.

Moreover, when innovation strategies are not aligned with the organization's overall goals, it may result in a fragmented organizational structure, with different departments or teams pursuing disparate objectives. This lack of coherence can lead to inefficiencies, redundancies, and missed opportunities for synergy. To address the lack of alignment, organizational leaders must clearly define their mission and vision and ensure that these guiding principles are reflected in their culture, ethical standards, and innovation strategies. The organization can create a cohesive and unified approach to decision-making and goal-setting by fostering a shared sense of purpose and values.

Open communication and collaboration across all levels of the organization are essential to ensure that everyone is on the same page and working towards common objectives. Regular assessments and adjustments may be necessary to maintain alignment as the business landscape evolves. A well-aligned organization can synergistically leverage its culture, ethics, and innovation efforts to drive success, adaptability, and sustainability in today's dynamic and competitive business environment.

5. *Inclusive Innovation*: Inclusivity is vital for innovation to thrive. If diverse perspectives and ideas are not encouraged and embraced, the organization might miss out on valuable insights and fail to address the needs of a

broader customer base. Inclusive innovation refers to the practice of involving diverse perspectives, backgrounds, and experiences in the process of generating and implementing innovative ideas within an organization. It recognizes that innovation thrives when individuals from different demographics and cultural backgrounds contribute their unique insights and creativity.

An inclusive innovation culture encourages employees to share their ideas without fear of judgment and fosters an environment where everyone's contributions are valued. When diverse perspectives are actively sought and embraced, it enriches the ideas pool and leads to more comprehensive problem-solving and decision-making. Inclusivity in innovation is not only essential for internal collaboration but also critical for understanding and meeting the needs of a diverse customer base. Organizations can better understand their customers' preferences, challenges, and aspirations by involving individuals who represent different demographics and social groups. This understanding can lead to developing products and services catering to a broader range of customers, increasing customer satisfaction and loyalty.

Inclusive innovation also contributes to enhanced employee engagement and satisfaction. When employees feel valued and included, they are more likely to be motivated to contribute their best efforts to the organization's goals. To promote inclusive innovation, organizations should create an open and respectful culture where diverse voices are heard and respected. This may involve implementing diversity and inclusion initiatives, providing training on cultural awareness, and establishing platforms for idea-sharing and collaboration.

By embracing inclusive innovation, organizations can tap into the full potential of their diverse workforce, drive creativity, and ultimately achieve a competitive advantage in the marketplace. It ensures that the organization remains responsive to changing customer needs and maintains relevance in an increasingly diverse global business landscape.

6. *Measurement and Evaluation Challenges:* Quantifying the direct impact of culture, ethics, and innovation on development skills can be complex. Organizations may struggle to identify appropriate metrics and evaluation methods to assess their initiatives' effectiveness accurately. Measurement and evaluation challenges arise when organizations attempt to evaluate the direct impact of culture, ethics, and innovation on development skills. The complexity lies in quantifying and attributing specific outcomes to these intangible and multifaceted elements.

Identifying appropriate metrics that accurately capture the influence of culture, ethics, and innovation poses a challenge. Often, these concepts involve long-term effects that are not readily observable in the short run, making it difficult to determine their immediate impact. Moreover, the interplay between culture, ethics, and innovation with other organizational factors can complicate the assessment process. Isolating their individual contributions becomes challenging when multiple variables are at play.

To address these challenges, organizations must develop comprehensive evaluation methods that consider quantitative and qualitative data. Longitudinal studies and qualitative assessments, such as surveys and interviews, can provide a more holistic view of the impact of culture, ethics, and innovation on development skills.

Despite the challenges, understanding the significance of these factors in achieving development skills is crucial for organizations seeking to enhance their performance, adaptability, and long-term sustainability. Organizations can unlock valuable insights and make informed decisions to optimize their practices and strategies by adopting a strategic approach to measurement and evaluation.

7. *Overemphasis on Innovation:* While innovation is crucial, an excessive focus on disruptive innovation might neglect incremental improvements and optimizations. Striking the right balance between radical innovation and continuous improvement is essential for sustained success. Overemphasis on innovation occurs when an organization excessively prioritizes disruptive or radical innovation, potentially overlooking the importance of incremental improvements and optimizations. While disruptive innovation can lead to groundbreaking breakthroughs, it often involves significant risks and investments.

Neglecting incremental improvements can hinder an organization's ability to enhance existing products, processes, or services, leading to missed opportunities for gradual but steady advancements. Incremental improvements are essential for refining existing offerings, increasing efficiency, and maintaining a competitive edge. Striking the right balance between radical innovation and continuous improvement is vital for sustained success. Organizations

need to allocate resources and attention to both types of innovation. While radical innovation drives transformation and growth, incremental improvements foster stability and long-term sustainability.

By embracing both types of innovation, organizations can create a dynamic and adaptable environment that encourages creativity, supports risk-taking, and maximizes opportunities for progress. A balanced approach enables an organization to harness the benefits of both disruptive and incremental innovation, positioning it to thrive in a rapidly evolving business landscape.

Culture, ethics, and innovation are interconnected and play a crucial role in shaping and developing skills. A strong organizational culture that promotes collaboration, adaptability, and inclusivity fosters employee motivation, engagement, and commitment, leading to improved organizational performance. Ethical practices and a commitment to sustainability build trust and credibility with stakeholders, contributing to long-term success and a positive reputation. Both radical and incremental innovation are essential for staying competitive, meeting evolving customer needs, and driving growth.

However, challenges such as cultural clashes, ethical dilemmas, resistance to change, lack of alignment, measurement and evaluation complexities, and overemphasis on innovation can hinder these factors' effective implementation and integration. Organizations must address these challenges proactively by promoting cultural awareness, ethical leadership, change management, inclusivity, and strategic evaluation methods.

Organizations that successfully integrate culture, ethics, and innovation into their operations are better positioned to navigate the complexities of the business landscape and thrive in an ever-changing world. By fostering a culture of skills that values integrity, creativity, and adaptability, organizations can achieve sustainable growth, create positive societal impact, and maintain a competitive advantage in the global marketplace. As the business landscape continues to evolve, organizations must remain agile, proactive, and responsive to emerging trends and challenges, consistently optimizing their culture, ethics, and innovation strategies to drive success and prosperity.

#### **Problem Statement:**

The present research aims to address the multifaceted challenges that hinder the successful integration of culture, ethics, and innovation in organizations and their subsequent impact on development skills. The study seeks to identify the key barriers and shortcomings that impede the effective implementation of these critical elements and understand their interplay in shaping businesses' overall performance and sustainability. By exploring the cultural clashes, ethical dilemmas, resistance to change, lack of resources, short-term focus, inadequate leadership support, lack of alignment, inclusive innovation challenges, measurement and evaluation difficulties, and overemphasis on innovation, this research endeavors to provide comprehensive insights into the complexities surrounding the interaction between culture, ethics, and innovation. The findings will contribute to the development of targeted strategies and practical recommendations to foster an environment where culture, ethics, and innovation synergistically drive development skills, employee engagement, stakeholder satisfaction, and long-term growth.

Integrating culture, ethics, and innovation has been widely acknowledged as crucial for enhancing development skills in the rapidly changing global business landscape. However, despite the recognition of their significance, numerous challenges persist in effectively harnessing their potential benefits. This research endeavors to delve deeper into the complex web of problems obstructing the seamless amalgamation of culture, ethics, and innovation toward achieving development skills.

The first challenge is cultural clashes within diverse organizations, leading to communication breakdowns and hampered employee collaboration. Furthermore, ethical dilemmas emerge as organizations grapple with striking a balance between short-term gains and long-term ethical considerations, often resulting in actions that undermine trust and reputation.

Resistance to change poses a substantial obstacle to adopting innovative practices that drive organizational growth. Employees and stakeholders may exhibit resistance due to fear of uncertainty, perceived job insecurity, or reluctance to abandon familiar routines. Additionally, organizations with limited resources face obstacles in allocating adequate funds and time to cultivate an innovative culture and promote ethical practices.

A myopic short-term focus may divert attention from long-term sustainability, stifling innovation and compromising ethical standards in pursuit of immediate gains. Moreover, without solid leadership support, culture,



ethics, and innovation initiatives may lack direction and resources, undermining their potential impact on development skills.

The lack of alignment between organizational culture, ethical standards, and innovation strategies creates confusion and inconsistency, impeding progress and hindering cohesive growth. Furthermore, inclusivity remains a challenge as organizations struggle to embrace diverse perspectives and ideas, potentially missing out on valuable innovations and failing to address the needs of a broad customer base. Measuring and evaluating the direct impact of culture, ethics, and innovation presents another significant hurdle.

Organizations encounter difficulties in identifying appropriate metrics and evaluation methods, making it challenging to assess their initiatives' effectiveness accurately. Lastly, an excessive focus on disruptive innovation might overshadow the value of incremental improvements and optimizations, creating a skewed approach to innovation.

This research aims to uncover these persistent problems, their interconnections, and their cumulative effects on the organization's overall success. By shedding light on these barriers, the study intends to provide practical insights and recommendations to organizations, enabling them to overcome these challenges and build a robust framework that fosters a harmonious integration of culture, ethics, and innovation. The findings will offer a road map for organizations to align their practices, policies, and values, ultimately promoting sustainable growth, employee well-being, stakeholder confidence, and long-term prosperity.

The integration of culture, ethics, and innovation is a crucial determinant of development skills in today's dynamic and competitive business landscape. However, achieving this integration is not without challenges. This research aims to explore and address these multifaceted obstacles that hinder the successful amalgamation of these critical elements and their subsequent impact on organizational performance and sustainability.

One of the primary challenges faced by organizations is the existence of cultural clashes. Differences in values, beliefs, and communication styles in diverse organizations can lead to misunderstandings, hampered collaboration, and decreased productivity. Overcoming these clashes requires creating an inclusive culture that respects and embraces diversity while fostering an environment of open communication and mutual understanding.

Ethical dilemmas also present significant hurdles. Organizations often find themselves torn between short-term gains and long-term ethical considerations. Balancing profitability and sustainability is a delicate task, and companies must navigate these ethical complexities with transparency, integrity, and accountability to build trust among stakeholders and maintain a positive reputation.

Resistance to change is another obstacle that impedes the adoption of innovative practices. Employees and stakeholders may resist change due to fear of uncertainty, perceived job insecurity, or reluctance to abandon familiar routines. To address this challenge, organizations must invest in change management strategies emphasizing clear communication, involve stakeholders in decision-making, and provide support and training during the transition.

Limited resources in terms of finances and time can hinder efforts to promote an innovative and ethical culture. Organizations must prioritize their investments strategically and allocate resources to initiatives that align with their long-term goals and values. Investing in employee training, research and development, and sustainability initiatives can pay dividends in the future.

A short-term focus can also hinder progress toward a culture of innovation and ethics. Organizations must strike a balance between short-term goals and long-term vision to ensure sustainable growth and ethical practices. Leaders play a crucial role in setting the tone and guiding the organization towards a more future-oriented and responsible approach.

Leadership support, or the lack thereof, significantly impacts the success of culture, ethics, and innovation initiatives. Strong leadership that values and champions these elements can mobilize resources, align efforts, and foster a culture of continuous improvement.

Achieving alignment between organizational culture, ethical standards, and innovation strategies is essential for coherent progress. Organizations must ensure that their values and ethical principles are embedded in all aspects of their operations and that innovation is aligned with their overarching mission and objectives.

Inclusivity is a critical aspect of fostering innovation and ethical practices. Organizations must embrace diverse perspectives, ideas, and talent to drive creativity and better cater to their customer base. Creating an inclusive culture where all employees feel valued and heard enhances collaboration and brings forth a broader range of innovative solutions.

Measuring and evaluating the impact of culture, ethics, and innovation initiatives can be challenging due to the lack of standardized metrics and evaluation methods. Organizations must invest in developing appropriate measurement tools to track progress, identify strengths and weaknesses, and make data-driven decisions.

Lastly, an overemphasis on disruptive innovation might overshadow the value of incremental improvements and optimizations. Organizations should recognize the significance of continuous improvement and embrace disruptive and incremental innovation to ensure a balanced approach catering to short-term needs and long-term growth.

In conclusion, this research aims to provide a comprehensive understanding of the challenges that hinder the seamless integration of culture, ethics, and innovation in organizations. By shedding light on these obstacles, the study offers practical insights and recommendations for organizations to foster a harmonious alignment of these critical elements. Embracing a culture of innovation and ethics, guided by strong leadership and inclusive practices, can drive sustainable growth, enhance employee engagement, boost stakeholder confidence, and lead to long-term prosperity for organizations in today's ever-evolving business landscape.

#### **Research Question:**

1. To what extent does a strong organizational culture contribute to the success of the organization, and how does it influence employee engagement, productivity, and overall performance?
2. To what extent does a diverse and inclusive culture contribute to the success of the organization, and how does it impact innovation, creativity, and decision-making processes?
3. To what extent does a culture that values collaboration and teamwork contribute to development skills, and how does it affect problem-solving, conflict resolution, and organizational efficiency?
4. To what extent does a culture that values employee well-being and work-life balance contribute to retaining top talent, reducing turnover rates, and enhancing overall employee satisfaction?

#### **Research Objectives:**

- To assess the relationship between strong organizational culture and development skills:*
  - a) Identify key components of a strong organizational culture, such as shared values, beliefs, and norms, and their impact on the organization's overall success.
  - b) Examine how a strong organizational culture contributes to employee motivation, commitment, and alignment with organizational goals.
  - c) Investigate the influence of a strong organizational culture on the organization's financial performance, market share, and competitive advantage.
- To explore the link between strong organizational culture and employee engagement:*
  - a) Investigate the role of organizational culture in fostering a positive work environment and promoting employee engagement.
  - b) Examine how a strong organizational culture influences employee satisfaction, loyalty, and retention rates.
  - c) Assess the impact of employee engagement on productivity, creativity, and overall performance.
- To analyze the relationship between strong organizational culture and employee productivity:*
  - a) Examine how a strong organizational culture influences employee productivity and performance.

b) Investigate the role of organizational culture in setting performance standards, expectations, and accountability mechanisms.

c) Assess the impact of a strong organizational culture on employee work ethic, initiative, and commitment to achieving organizational objectives.

To investigate the impact of a diverse and inclusive culture on development skills:

a) Identify the elements of a diverse and inclusive culture, including representation, equality, and psychological safety, and their influence on development skills.

b) Examine how a diverse and inclusive culture fosters innovation, creativity, and adaptability within the organization.

c) Investigate the impact of diversity and inclusion on decision-making processes and the organization's ability to effectively address challenges and seize opportunities.

To assess the relationship between a culture that values collaboration and, teamwork, and development skills:

a) Identify the characteristics of a collaborative culture, such as communication, cooperation, and team-oriented approaches, and their impact on development skills.

b) Examine how a collaborative culture enhances problem-solving, knowledge sharing, and learning within the organization.

c) Investigate the influence of a collaborative culture on conflict resolution, organizational efficiency, and the ability to navigate complex tasks and projects.

To explore the impact of a culture that values employee well-being and work-life balance on development skills:

a) Identify a culture's components that prioritize employee well-being, including work-life balance, mental health support, wellness initiatives, and their relationship to development skills.

b) Examine how a culture that values employee well-being contributes to talent retention, reduces turnover rates, and fosters a positive employer brand.

c) Investigate the influence of employee well-being on overall job satisfaction, job performance, and organizational commitment.

To investigate the role of strong organizational culture in reducing turnover rates and retaining top talent:

a) Examine how a strong organizational culture contributes to employee satisfaction and loyalty, thus reducing turnover rates.

b) Identify the practices and initiatives within a strong organizational culture that attract and retain top talent.

c) Assess the impact of talent retention on the organization's knowledge base, innovation capacity, and competitive advantage.

To analyze the influence of organizational culture on innovation, creativity, and decision-making processes:

a) Examine how a diverse and inclusive culture fosters a climate of innovation and creativity within the organization.

b) Investigate the role of organizational culture in encouraging risk-taking, experimentation, and learning from failures.

c) Assess the impact of a culture that values creativity and innovation on decision-making processes and the organization's ability to adapt to changing market demands.

To explore the impact of a culture that values collaboration and teamwork on problem-solving and conflict resolution:



- a) Examine how a collaborative culture enhances problem-solving through collective intelligence, diverse perspectives, and cross-functional collaboration.
- b) Investigate the role of organizational culture in facilitating effective conflict resolution, fostering constructive dialogue, and maintaining a harmonious work environment.
- c) Assess the impact of a culture that values collaboration on the organization's ability to address complex challenges and capitalize on opportunities.

□ *To investigate the relationship between a culture that values employee well-being and work-life balance and overall employee satisfaction:*

- a) Examine how a culture prioritizing employee well-being contributes to higher job satisfaction and a positive work experience.
- b) Identify the initiatives and policies within a well-being-focused culture that positively influence employee satisfaction and work-life balance.
- c) Assess the impact of employee satisfaction on productivity, commitment, and loyalty to the organization.

### **Significance of the Study:**

The significance of the proposed study on the impact of culture, ethics, and innovation on development skills is multifaceted and holds great relevance for various stakeholders. The study's contributions can be outlined as follows:

1. **Academic Contribution:** The research will contribute to the existing knowledge on organizational behavior, management, and leadership. By exploring the intricate relationships between culture, ethics, and innovation, the study will add depth and nuance to current theoretical frameworks, enriching academic discussions in these fields.
2. **Practical Insights for Organizations:** The study's findings will offer valuable insights to organizational leaders, managers, and policymakers seeking to improve their company's performance and achieve sustained success. By identifying the challenges and barriers that hinder the effective integration of culture, ethics, and innovation, the research will provide practical recommendations to overcome these obstacles and create a cohesive, high-performing organizational environment.
3. **Enhanced Organizational Performance:** Understanding the interplay of culture, ethics, and innovation can lead to better organizational decision-making and strategy formulation. By aligning these critical elements, organizations can foster a positive work culture, strengthen ethical practices, and drive innovation, ultimately leading to improved performance, productivity, and profitability.
4. **Stakeholder Trust and Reputation:** The study's insights into ethical practices and their impact on development skills can help organizations build and maintain trust with customers, employees, and other stakeholders. A strong ethical foundation enhances the organization's reputation, leading to increased stakeholder loyalty and positive brand perception.
5. **Long-Term Sustainability:** By addressing short-term focus and fostering an inclusive approach to innovation, the research can promote long-term sustainability for organizations. Integrating culture, ethics, and innovation in a balanced manner enables organizations to adapt to changing market dynamics, stay relevant, and ensure continued success over time.
6. **Employee Engagement and Well-being:** A positive organizational culture, supported by strong ethical values and innovation, contributes to higher employee engagement and job satisfaction. Understanding the factors that impact employee motivation and commitment can help organizations create a conducive work environment, reducing turnover and enhancing overall employee well-being.
7. **Social Impact:** Ethical practices and innovative solutions can extend beyond the organization's boundaries, positively impacting the broader society and the environment. The study's emphasis on ethical decision-making and sustainable innovation can foster responsible corporate citizenship and contribute to social welfare.
8. **Competitive Advantage:** Organizations that successfully integrate culture, ethics, and innovation gain a competitive advantage in the market. A strong organizational culture attracts top talent, while ethical practices and

innovative solutions differentiate the company from its competitors, enabling it to capture market share and achieve a leading position in the industry.

### Scope of the Study:

The scope of the study on the impact of culture, ethics, and innovation on development skills encompasses a wide range of factors, contexts, and dimensions that contribute to the overall understanding of this complex interplay.

The scope of the study can be defined as follows:

1. **Organizational Size and Type:** The research can encompass organizations of varying sizes and types, including small and medium-sized enterprises (SMEs), multinational corporations, startups, non-profit organizations, and government entities. This diversity allows for a comprehensive analysis of the impact of culture, ethics, and innovation on success across different organizational settings.
2. **Industry Diversity:** The study can explore a broad spectrum of industries, such as technology, finance, healthcare, manufacturing, retail, and services. Investigating the varying challenges and opportunities across industries provides a more holistic perspective on the subject matter.
3. **Geographical Context:** The research can cover organizations from different regions and countries, considering the influence of cultural, social, and economic factors on the integration of culture, ethics, and innovation. A cross-cultural analysis can shed light on how these elements are perceived and practiced in different global contexts.
4. **Employee Levels and Perspectives:** The study can involve employees at various levels within organizations, including frontline workers, middle management, and top executives. Examining perspectives from different hierarchical levels provides insights into how culture, ethics, and innovation impact various workforce segments.
5. **Organizational Performance Metrics:** The scope can include various performance metrics, such as financial indicators, market share, customer satisfaction, employee turnover, and innovation adoption rates. By considering multiple dimensions of success, the study can provide a comprehensive assessment of the impact of culture, ethics, and innovation on organizational outcomes.
6. **Impact of Specific Ethical Practices:** The research can delve into specific ethical practices and their effects on development skills. For instance, analyzing the impact of responsible sourcing, sustainability initiatives, or corporate social responsibility programs can yield valuable insights into the long-term benefits of ethical decision-making.
7. **Leadership and Management Styles:** The study can explore the influence of leadership and management styles on fostering an innovative culture and promoting ethical behavior within organizations. Understanding the role of leaders in driving change and creating a supportive environment is vital to comprehending the impact of culture, ethics, and innovation on success.
8. **Innovation Strategies and Implementation:** The scope can include various innovation strategies, such as product innovation, process innovation, and business model innovation. Investigating the challenges and successes in implementing these strategies provides a deeper understanding of their impact on development skills.
9. **Timeframe:** The research can cover both short-term and long-term effects of culture, ethics, and innovation on development skills. Analyzing these impacts over different timeframes allows for an assessment of the sustainability and lasting effects of integrated cultural, ethical, and innovative practices.

# It is essential to acknowledge that available resources, time constraints, and research objectives may influence the scope of the study. A carefully defined scope will enable researchers to focus on key aspects of the subject matter, facilitating a thorough and meaningful investigation into the impact of culture, ethics, and innovation on development skills.

### Limitations of this Study:

The participants in the study are restricted to those employed by corporations; independent professionals are not included. The research concentrates on the working environment, but it does not take into account the disparities in opportunities for skill development that may be presented to different managerial levels of employees because doing so would go beyond the scope of this particular study. In addition, the research study does not consider the differences in the development skills of people returning from different nations, each of which may have had a unique working environment.

## Chapter 02: Literature Review

### Culture and Development skills:

Organizational culture has long been recognized as a critical determinant of an organization's success. Schein (1985) defined organizational culture as the underlying assumptions, beliefs, and values that shape the behavior of individuals within an organization. A positive organizational culture emphasizing shared values, a strong sense of purpose, and employee engagement has been linked to increased employee motivation, productivity, and commitment (Denison, 1990; Cameron & Quinn, 2006). Moreover, a culture that supports open communication and collaboration fosters a sense of belonging among employees and enhances their job satisfaction (O'Reilly & Chatman, 1996). The alignment of organizational culture with its strategic goals and external environment is crucial for achieving sustainable competitive advantage (Barney, 1986). Presents a critical and analytical perspective on the topic of organizational culture and its impact on development skills. The use of phrases such as "long been recognized as a critical determinant" and "crucial for achieving sustainable competitive advantage" highlights the importance placed on organizational culture in driving success. The paragraph also employs authoritative references and studies, such as Schein (1985), Denison (1990), Cameron & Quinn (2006), O'Reilly & Chatman (1996), and Barney (1986), to support the argument and establish a strong foundation for the claims made.

The language used is objective and informative, providing a detailed definition of organizational culture by Schein and emphasizing the role of shared values, purpose-driven environments, and open communication in fostering a positive culture. The paragraph further discusses how a positive organizational culture leads to increased employee motivation, productivity, and commitment while promoting job satisfaction and a sense of belonging among employees.

Overall, the tone of the paragraph is critical in highlighting the importance of organizational culture for the development of skills. It presents a compelling case, supported by research and theories, for organizations to pay careful attention to their culture and its alignment with strategic goals. The paragraph serves as a call to action for organizations to recognize the critical role of culture in achieving sustainable success. It encourages them to invest in cultivating a positive and conducive cultural environment.

### Ethics and Development Skills:

Ethical practices within organizations play a significant role in shaping their success and reputation. Treviño et al. (2000) highlighted the importance of ethical leadership in creating an ethical organizational climate. Ethical leaders set the tone for ethical behavior and decision-making, positively influencing employee attitudes and behavior (Brown et al., 2005). Organizations that prioritize ethical conduct gain the trust of stakeholders, including customers and investors, and enjoy a competitive advantage in the market (Ferrell & Gresham, 1985). Ethical behavior fosters strong customer relationships and enhances brand loyalty (Creyer & Ross, 1997). Moreover, organizations prioritizing ethics are more likely to attract and retain top talent, contributing to long-term success (Weaver et al., 1999).

Ethics is increasingly recognized as a crucial aspect of development skills, shaping businesses' reputation and long-term sustainability. Ethical practices within organizations have garnered significant attention from scholars and practitioners alike, as they hold the potential to profoundly impact various facets of organizational performance.

Ethical leadership is at the heart of ethical practices, which sets the tone for an ethical organizational climate. Treviño et al. (2000) underscored the importance of ethical leadership in cultivating a culture where all levels of the organization encourage and embrace ethical behavior. Ethical leaders act as role models, demonstrating integrity, honesty, and fairness in decision-making. Their actions resonate with employees, influencing their attitudes and behavior toward ethical choices (Brown et al., 2005). Such leadership engenders a sense of trust and respect among employees, fostering a cohesive and values-driven organizational culture.

Organizations that prioritize ethical conduct reap a multitude of benefits. One significant advantage is the development of strong relationships with stakeholders, including customers and investors. Ethical behavior cultivates a sense of trust and credibility, making customers more likely to engage with and remain loyal to the organization (Creyer & Ross, 1997).

Investors, too, are drawn to ethical companies, recognizing the reduced risk associated with businesses that adhere to ethical principles. In addition to bolstering stakeholder trust, ethical practices confer a competitive advantage on organizations. Ethical behavior enhances an organization's reputation and brand image, differentiating it from competitors (Ferrell & Gresham, 1985). In today's hyperconnected world, where information travels rapidly, a positive reputation can shield against potential crises and enhance an organization's market standing. Customers are increasingly conscious of the ethical practices of the companies they interact with, and organizations that demonstrate a commitment to ethical conduct can attract a larger customer base.

Furthermore, ethics plays a pivotal role in talent attraction and retention. As the workforce evolves, employees seek more than just financial incentives from their employers. They are drawn to organizations that align with their values and principles.

Organizations prioritizing ethics and showcasing a strong commitment to ethical conduct are more likely to attract top talent, contributing to a more skilled and motivated workforce (Weaver et al., 1999). Additionally, employees are more likely to remain loyal to an organization that values ethics, reducing turnover rates and ensuring continuity in knowledge and expertise.

However, the criticality of ethics in development skills is not without its challenges. Maintaining ethical standards in the face of competitive pressures and financial constraints can be daunting for organizations. The allure of short-term gains may tempt some organizations to compromise their ethical principles, leading to potential reputational damage and loss of stakeholder trust. Ethical decision-making can be complex and nuanced, requiring organizations to navigate intricate moral dilemmas while ensuring the best interests of stakeholders are upheld.

Moreover, the perception of ethics can vary across cultures and regions, making it challenging for organizations with a global presence to strike a balance between local norms and overarching ethical principles. Cultural differences may lead to contrasting interpretations of ethical behavior, necessitating organizations to approach ethics with sensitivity and adaptability.

### **Innovation and Development Skills:**

Innovation is a key driver of development, skill, and growth. Schumpeter (1934) defined innovation as the introduction of new products, services, processes, or business models that create a competitive advantage. Organizations that foster a culture of innovation encourage employees to think creatively and embrace change (Amabile, 1998). Studies have shown that organizations that invest in research and development and promote a supportive innovation culture outperform their competitors (Damanpour, 1991). Moreover, innovation improves efficiency, reduces costs, and enhances customer satisfaction (Tidd & Bessant, 2013). Embracing innovation allows organizations to adapt to market disruptions, leading to sustained success and market leadership (Christensen, 1997).

Innovation is a fundamental driver of development skills, serving as a catalyst for growth and competitiveness. Schumpeter's definition of innovation as the introduction of new products, services, processes, or business models underscores its transformative power in creating a distinct advantage in the market. Organizations that prioritize and foster a culture of innovation encourage their employees to think creatively, experiment with novel ideas, and embrace change as a constant. This culture of creativity and exploration stimulates employee engagement and opens up new opportunities for organizational growth and evolution.

Research has consistently shown that organizations that invest in research and development and actively promote a supportive innovation culture outperform their competitors (Damanpour, 1991). The commitment to innovation allows businesses to stay at the forefront of their industries, continuously developing cutting-edge solutions that address emerging challenges and capitalize on emerging trends. Moreover, innovation leads to improved efficiency as organizations discover and implement more effective ways of operating and delivering value to customers. Through innovation, organizations can optimize processes, streamline operations, and reduce costs, resulting in enhanced profitability and resource allocation.

Furthermore, embracing innovation translates into heightened customer satisfaction. Organizations can meet evolving customer needs and preferences by introducing novel products and services or improving existing ones.



Innovative solutions often provide added value, improved functionality, or greater convenience for customers, leading to increased customer loyalty and advocacy.

In a fast-paced and ever-changing business landscape, organizations that embrace innovation are better equipped to adapt to market disruptions and remain resilient. As Christensen (1997) highlighted, innovation enables organizations to anticipate and respond to industry disruptions, positioning them as market leaders and ensuring sustained success.

### **The Synergy of Culture, Ethics and Innovation:**

The integration of culture, ethics, and innovation can create a powerful synergy that drives development skills. Denison et al. (2012) found that organizations with strong cultural values and ethical principles tend to be more innovative. A supportive culture that values ethical behavior can foster a climate of trust and psychological safety, encouraging employees to take calculated risks and explore innovative ideas (Cameron & Quinn, 2006). Furthermore, ethical innovation, which focuses on developing products and services that align with societal values and needs, can enhance the organization's reputation and market positioning (Gotsi & Wilson, 2001). Organizations that successfully integrate culture, ethics, and innovation are more resilient to change and better equipped to adapt to the dynamic business environment (Ireland & Hitt, 1999).

The synergy of culture, ethics, and innovation holds transformative potential for development skills. When organizations integrate these elements effectively, they experience enhanced innovation and overall performance. Research by Denison et al. (2012) indicates that strong cultural values and ethical principles foster a more innovative environment. A culture that values ethical behavior establishes a foundation of trust and psychological safety, motivating employees to take calculated risks and explore new ideas (Cameron & Quinn, 2006).

Additionally, ethical innovation, which aligns with societal values, bolsters an organization's reputation and market position (Gotsi & Wilson, 2001). Integrating culture, ethics, and innovation equips organizations with resilience and adaptability, enabling them to thrive amidst dynamic business landscapes (Ireland & Hitt, 1999). This synergy creates a conducive environment where creativity flourishes, ethical considerations guide decision-making, and innovation drives continuous growth and success.

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With its underlying assumptions, values, and beliefs, organizational culture is the bedrock upon which ethical behavior and innovation can thrive. A strong organizational culture can instill a sense of purpose and identity among employees, aligning their actions with the organization's values and ethical principles. When employees are united by a common set of values and shared purpose, ethical decision-making becomes more natural and ingrained within the organizational fabric (Cameron & Quinn, 2006). A positive and supportive culture encourages employees to take pride in their work, promoting a sense of ownership and responsibility that extends to upholding ethical standards.

Furthermore, a culture that prioritizes ethical behavior creates a climate of trust and fairness, enhancing employee satisfaction and loyalty. Employees are more likely to be engaged and committed to an organization that demonstrates a genuine commitment to ethical conduct (Brown et al., 2005). Ethical leaders play a pivotal role in shaping this culture, modeling ethical behavior and reinforcing its importance throughout the organization's hierarchy.



Ethical leadership fosters an environment where employees feel safe and empowered to express their innovative ideas without fear of judgment or retribution, leading to increased creativity and problem-solving capabilities (Treviño et al., 2000).

Innovation, in turn, thrives in environments that promote openness, collaboration, and experimentation. A culture that encourages transparency and open communication allows ideas to flow freely and enables employees to share their perspectives and insights openly. Organizations that value diverse perspectives and encourage cross-functional collaboration are more likely to generate breakthrough innovations that cater to a broad range of customer needs (Amabile, 1998). Ethical considerations in the innovation process ensure that the products and services developed align with societal values and needs, avoiding potential controversies and enhancing the organization's reputation (Gotsi & Wilson, 2001).

Ethics and innovation are not only interconnected but also mutually reinforcing. Ethical considerations can drive innovation by challenging organizations to develop more sustainable, responsible, and socially conscious solutions. Ethical innovation, prioritizing societal benefits and ethical guidelines, can create products and services that resonate more deeply with customers, strengthening brand loyalty and market position (Gotsi & Wilson, 2001).

Conversely, innovation can enhance ethical practices by enabling organizations to streamline processes, reduce waste, and minimize negative environmental and social impacts. For instance, innovation in supply chain management can lead to more responsible sourcing practices, reducing the organization's ecological footprint. Additionally, innovative approaches to employee well-being, such as flexible work arrangements and wellness programs, can enhance work-life balance and foster a culture that values employee well-being (Tidd & Bessant, 2013).

The successful integration of culture, ethics, and innovation is not without its challenges. Organizations may face resistance to change from employees who are comfortable with the status quo or skeptical about the benefits of innovation. Ethical dilemmas can arise when innovation is pursued at the expense of ethical considerations, leading to potential reputational damage and legal consequences. Cultural clashes may emerge in organizations operating across diverse regions or with different cultural backgrounds, requiring sensitivity and adaptability in managing and aligning cultural values.

Organizations must take a holistic approach to overcome these challenges and unlock the full potential of the synergy between culture, ethics, and innovation. This approach fosters a culture that embraces innovation and ethical behavior while aligning these values with the organization's strategic objectives. Ethical leaders play a pivotal role in setting the tone and demonstrating ethical behavior, which in turn encourages employees to embrace innovation and contribute their creative ideas. Organizations should also invest in cultivating a continuous learning and improvement culture, where employees are encouraged to experiment, learn from failures, and share their insights to drive innovation and ethical practices.

The integration of culture, ethics, and innovation is a powerful driver of development skills. A positive and supportive culture that prioritizes ethical behavior fosters a climate of trust, transparency, and collaboration, enabling employees to embrace innovation and contribute their creative ideas. Ethical considerations in the innovation process ensure that products and services align with societal values and needs, bolstering the organization's reputation and market positioning. The successful integration of these critical elements requires a holistic approach, with ethical leaders at the forefront, fostering a culture of continuous learning and improvement. Organizations that achieve this synergy are better equipped to adapt to dynamic business environments, foster employee engagement and loyalty, and position themselves as industry leaders.

### **Chapter 03: Methodology**

Development skill is a multifaceted concept influenced by various factors, including organizational culture, ethical practices, and innovation. The interplay of these elements has significant implications for a company's performance, reputation, and long-term sustainability. This research investigates the impact of culture, ethics, and innovation on development skills, exploring their interconnectedness and the potential synergies they create.

To achieve a comprehensive understanding of this complex relationship, a mixed-method research design will be adopted. The integration of both qualitative and quantitative data collection methods will allow for a nuanced

exploration of the topic, enabling researchers to delve into the subjective experiences and perceptions of individuals while also obtaining numerical data for statistical analysis.

The methodology will involve the collection of primary data from selected organizations and their employees through surveys and interviews. Surveys will provide quantitative data on employees' perceptions of the organization's culture, ethical practices, and innovation initiatives. Interviews with key organizational leaders will offer qualitative insights into their perspectives on how these factors impact development skills. Additionally, document analysis will be conducted to examine official organizational documents related to culture, ethics, and innovation.

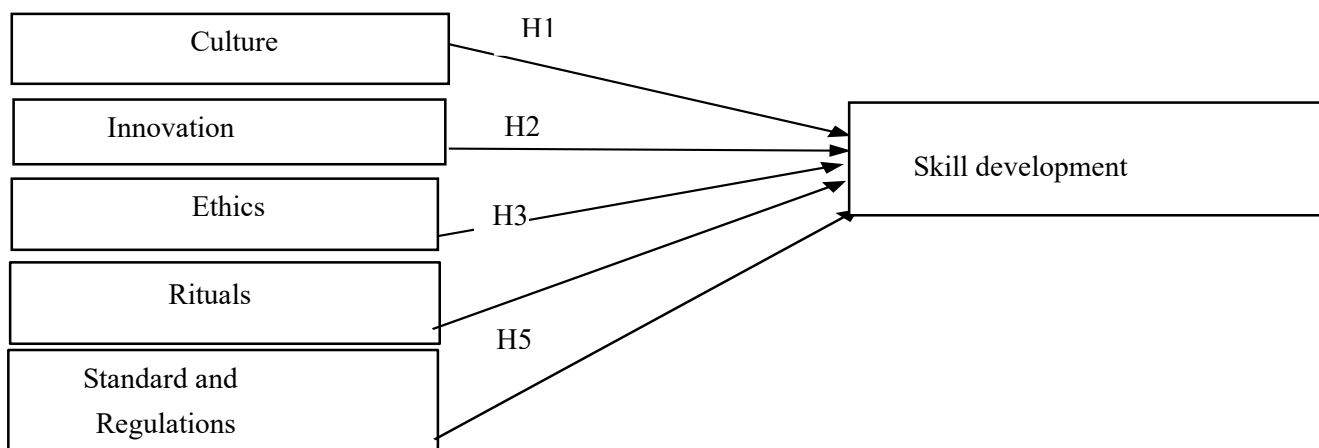
A purposive and stratified sampling technique will ensure a diverse representation of organizations and participants. Organizations of varying sizes and industries will be selected purposefully to ensure a comprehensive representation of the business landscape. Participants will be stratified within each organization to reflect different hierarchical levels, allowing for a more holistic understanding of the topic.

Data analysis will entail both quantitative and qualitative approaches. Statistical analysis of survey data will identify correlations and potential relationships between culture, ethics, and innovation and their impact on development skills. Thematic analysis of interview transcripts will uncover recurring patterns and themes related to the research objectives. Ethical considerations will be paramount throughout the research process. Informed consent will be obtained from all participants, and their identities will be kept confidential. Researchers will ensure objectivity and avoid bias during data collection and analysis.

Despite the research's comprehensive approach, some limitations are anticipated, such as potential bias in self-reported data and the generalizability of findings to a broader population. However, these limitations will be acknowledged and addressed to provide accurate and relevant insights. The findings of this research hold substantial implications for organizational leaders, policymakers, and scholars seeking to enhance development skills. By exploring the synergistic effects of culture, ethics, and innovation, this

research aims to contribute valuable knowledge to the field, guiding organizations in fostering a positive and innovative environment to drive long-term success and growth.

#### Conceptual diagrams:



Source (by author 2000)

Independent Variables	Definition	Sources	Author Name
Culture	Culture refers to the shared patterns of beliefs, values, behaviors, norms, symbols, and practices that are learned and transmitted within a group or society, shaping the way individuals within that group perceive, interact, and interpret their world.	"Primitive Culture" (1871)	E.B. Tylor (Edward Burnett Tylor)
Innovation	"Innovation" refers to the introduction of new ideas, methods, products, services, or practices that result in significant changes, improvements, or advancements in various fields, industries or sectors	The Theory of Economic Development" (1911)	Joseph Schumpeter
Ethic	"Ethics" refers to the moral principles, values, and guidelines that govern human behavior and interactions. It involves determining what is right or wrong, just or unjust, and guiding individuals and societies in making ethical decisions.	"Groundwork for the Metaphysics of Morals" (1785)	Immanuel Kant
Rituals	A "ritual" refers to a set of symbolic actions, behaviors, or ceremonies that are performed in a structured and repetitive manner, often carrying cultural, religious, or social significance.	"The Interpretation of Cultures" (1973)	Clifford Geertz

Standard and Regulation	A "standard" is a recognized and established quality, specification, or guideline that serves as a reference point for comparison and evaluation. Standards help ensure consistency, interoperability, safety, and other desirable attributes in various fields	ANSI defines standards across various industries and sectors.	American Standards Institute (ANSI)
Dependent Variable	Definition	Sources	Author Name
Development Skill	"Skill development" refers to the process of acquiring, enhancing, and refining a range of abilities, knowledge, and competencies that enable individuals to perform tasks, solve problems, and achieve goals effectively in various contexts.	"Workplace Learning & Performance: A Journal of Workplace Learning, Performance Improvement, and Human Resource Development" (2005)	Richard J. Torraco

**Organization culture and development skills:**

Organizational culture is the organization's common values, beliefs, attitudes, conventions, and practices that shape how its people interact with one another and external stakeholders. It includes the unwritten norms and social dynamics that shape organizational work, decision-making, and relationships. It differs in the levels. Skill in some way. (Edgar H. Schein, a renowned organizational psychologist) . The hosted dimensions model that culture is a significant component of organizational culture; therefore, this study suggests that.

**Independent Variables:**

Organizational Culture: This variable represents the shared values, beliefs, and norms that shape the behavior and attitudes of individuals within the organization. It includes the organization's mission, vision, leadership style, communication practices, and employee engagement.

Ethical Practices: Ethical practices refer to the principles, guidelines, and policies that guide employees' behavior and decision-making in alignment with ethical standards. It encompasses ethical leadership, integrity, fairness, and corporate social responsibility.

Innovation: Innovation represents the organization's ability to introduce new ideas, products, processes, or business models that create a competitive advantage. It includes efforts to encourage creativity, adaptability, and a culture that fosters innovation.

Rituals: A religious service or other ceremonial that contains a series of actions performed in a fixed order is known as a ritual. Rituals can take many forms.

Standard and Regulations: A degree of quality or achievement, particularly one considered to be satisfactory, is referred to as a standard.

**Dependent Variable:**

*Development skills*: encompasses various outcomes and performance indicators, such as financial performance, market share, customer satisfaction, employee retention, and overall reputation in the industry.

**Research Methodology:**

It will involve mixed-method data collection, combining both quantitative and qualitative approaches. Surveys and interviews will be conducted to gather data on organizational culture, ethical practices, innovation initiatives, and perceptions of development skills.

*Data Analysis*: The collected data will be analyzed using statistical methods for quantitative data, such as correlation and regression analysis, to examine the relationships between culture, ethics, innovation, and development skills. Thematic analysis will be used to identify recurring patterns and themes related to the research objectives through IBM SPSS Software for qualitative data.

*Exploring Organizational Culture:*

H1: The harmonization between an organization's culture and its strategic objectives positively influences the advancement of development skills.

*Power of Innovative Dynamics:*

H2: The extent of innovation prevalent within the organization serves as a driving force for the advancement of development skills.

*Ethics as a Catalyst:*

H3: there is a relationship between ethics and development skills. Rituals and paradigms

H4: there is an alignment between the rituals and development skills

*Standard and Regulation:*

H5: There is a relationship between standards and regulations and development skills.

It's essential to underline that these hypotheses emanate from a well-defined conceptual framework and methodical research design. The forthcoming research study will employ suitable methods for data collection, statistical analyses, and interpretation of findings to scrutinize these hypotheses' metrics



**Operationalization Table:**

Variable	Ref	Items	No. of Items	Scale	Source
Culture	C1	To what extent do you agree that a strong organizational culture contributes to the success of the organization?	6	1- strongly disagree to 7 – strongly agree	Organizational Culture Assessment Instrument (OCAI)
	C2	To what extent do you agree that a diverse and inclusive culture contributes to the success of the organization?		1- strongly disagree to 7 – strongly agree	
	C3	To what extent do you agree that a culture that values collaboration and teamwork is more likely to contribute to organizational success		1- strongly disagree to 7 – strongly agree	
	C4	To what extent do you agree that a culture that values employee well-being and work-life balance is more likely to retain top talent		1- strongly disagree to 7 – strongly agree	

		and contribute to organizational success?			
	C5	To what extent do you agree that a culture that values transparency and open communication is more likely to contribute to organizational success?		1- strongly disagree to 7 – strongly agree	
	C6	To what extent do you agree that a culture that prioritizes customer satisfaction and experience is more likely to achieve long--term success		1- strongly disagree to 7 – strongly agree	
Ethics	E1	To what extent do you agree that an organization's ethical standards affect its long-term success?	5	1- strongly disagree to 7 – strongly agree	Adapted from Ethical Climate Questionnaire (ECQ)
	E2	To what extent do you agree that an organization's reputation for ethical behavior affects its ability to attract and retain talent?		1- strongly disagree to 7 – strongly agree	
	E3	To what extent do you agree that an organization's commitment to ethical behavior positively affects its relationships with customers		1- strongly disagree to 7 – strongly agree	

		and stakeholders?			
	E4	To what extent do you agree that an organization's ethical standards can impact its financial performance and bottom line?		1- strongly disagree to 7 – strongly agree	
	E5	To what extent do you agree that an organization's commitment to ethical behavior can enhance its brand reputation and improve customer loyalty?		1- strongly disagree to 7 – strongly agree	
Innovation	I1	To what extent do you agree that innovation is necessary for an organization to remain successful in the long-term?	4	1- strongly disagree to 7 – strongly agree	Adapted from Innovative Culture Inventory (ICI)
	I2	To what extent do you agree that a culture that encourages experimentation and risk-taking is more likely to foster innovation?		1- strongly disagree to 7 – strongly agree	
	I3	To what extent do you agree that a culture that embraces change and adapts quickly is more likely to be successful in today's fast-paced business environment?		1- strongly disagree to 7 – strongly agree	

	I4	To what extent do you agree that an organization that fosters creativity and experimentation is more likely to develop breakthrough products or services?		1- strongly disagree to 7 – strongly agree	
Standard and Regulation	S1	To what extent do you agree that an organization that adheres to industry standards and regulations is more likely to be successful in its operations?	3	1- strongly disagree to 7 – strongly agree	Learning Organization Survey (LOS)
	S2	To what extent do you agree that a commitment to sustainability and social responsibility can positively impact the success and the reputation of an organization?		1- strongly disagree to 7 – strongly agree	
	S3	To what extent do you agree that a culture that emphasizes quality control and continuous improvement is more likely to deliver high-quality products and services?		1- strongly disagree to 7 – strongly agree	

Development Skills	D1	To what extent do you agree that investing in employee	2	1- strongly disagree to	Employee Development Survey (EDS)
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		development and training is essential for the long-term success of an organization?		7 – strongly agree	
	D2	To what extent do you agree that a culture that encourages employee feedback and fosters a learning environment is more likely to improve the skills and knowledge of its workforce?		1- strongly disagree to 7 – strongly agree	
Rituals and Paradigms	R1	To what extent do rituals and traditions within the organization contribute to a sense of belonging and shared identity among employees?	2	1- strongly disagree to 7 – strongly agree	Adapted from Organizational Culture Assessment Instrument (OCAI)
	R2	Do rituals or ceremonial activities within the organization foster a positive and inclusive work environment?		1- Very untrue of me to 7 – Very true of me.	

**Population and Study Sample:**

The population for the research on the "Impact of Culture, Ethics, and Innovation on Development Skill" consists of all the employees and key organizational leaders within a specific organization or a group of organizations that are the focus of the study. The population represents the entire group of individuals from which the study sample will be drawn, and it includes employees at different hierarchical levels, such as frontline employees, middle managers, and top executives.

**Study Sample:**

The study sample will be a subset of the larger population selected to represent the diverse perspectives and experiences within the organization(s). The sampling strategy will be purposive and stratified to ensure a comprehensive representation of the organizational landscape.

### **Employee Sample:**

A random sampling method will be used to select employees from different departments and hierarchical levels within the organization(s). The sample will include both entry-level employees and those with more experience and tenure.

### **Key Organizational Leaders Sample:**

Key organizational leaders, including top executives, senior managers, and department heads, will be purposively selected to participate in the study. These leaders play a crucial role in shaping the organizational culture, ethical practices, and innovation initiatives

### **Sample Size and Selection of Sample:**

Determining the sample size for the research on the "Impact of Culture, Ethics, and Innovation on Development Skill" depends on various factors, including the research design, the level of precision desired, the variability of the population, and the statistical power required. Since the study uses a mixed-method research design, with both qualitative and quantitative data collection, sample size considerations may differ for each data collection method.

### **Quantitative Data (Surveys):**

The sample size should be large enough for the quantitative data collected through surveys to provide sufficient statistical power and precision for the analysis. A commonly used approach is to calculate the sample size based on the desired margin of error (e.g., 5%), confidence level (e.g., 95%), and the estimated population variability (if available). A larger sample size will generally provide more reliable results and increase the validity of statistical analyses.

### **Employee Sample:**

The employee sample should be selected using a random sampling method to ensure every employee within the organization(s) has an equal chance of being included in the study. This method helps avoid potential bias and allows for better generalization of findings.

### **Key Organizational Leaders Sample:**

The selection of key organizational leaders should be purposive to include individuals with significant influence over culture, ethics, and innovation within the organization(s). Criteria for inclusion could be based on their position, tenure, or responsibilities related to these areas.

### **Organizational Sample:**

If the study covers multiple organizations, a purposive sampling approach will be used to select diverse organizations that represent various industries, sizes, and locations. Organizations with different cultural norms, ethical practices, and levels of innovation should be included to ensure a comprehensive understanding of the research topic.

### **Data Analysis:**

Data Analysis Strategies for the research on "Impact of Culture, Ethics, and Innovation on Development Skill" will involve a combination of quantitative and qualitative methods to comprehensively analyze the data collected from surveys and interviews via Google form. The analysis will focus on exploring the relationships between the independent variables (organizational culture, ethical practices, and innovation) and the dependent variable (development skill), as well as examining the mediating variable (synergy of culture, ethics, and innovation). Here are the data analysis strategies:

### **Quantitative Data Analysis:**

- a. **Descriptive Statistics:** Descriptive statistics will be used to summarize the main features of the quantitative data collected through surveys. Measures such as means, standard deviations, frequencies, and percentages will provide an overview of participants' responses and characteristics.
- b. **Inferential Statistics:** Inferential statistics will be employed to examine the relationships between the independent and dependent variables. Techniques such as correlation analysis, regression analysis, and analysis of variance (ANOVA) may be used to determine the strength and significance of the associations.

### Chapter 04: Data Analysis and Results

#### Introduction:

Data Analysis and Results for the research on "Impact of Culture, Ethics, and Innovation on development skill" would involve the application of various data analysis techniques to examine the relationships between the independent variables (organizational culture, ethical practices, and innovation) and the dependent variable (development skill). Additionally, the analysis will explore the mediating variable (synergy of culture, ethics, and innovation) and its impact on the relationships. Here is an overview of the data analysis and potential results.

An in-depth study of the collected survey data may be found in the findings presented after the data analysis. Examining the data provides insights as to whether the developed hypothesis is accepted or rejected, and these findings may then be used to answer the problems that were brought up in the first chapter. In order to guarantee that the findings are consistent, descriptive statistics like mean, median, standard deviation and mode are utilized in the data analysis process. Additionally, validity and reliability are taken into consideration. A chi-square test, a reliability analysis, and a regression analysis were carried out on the data obtained to evaluate the hypothesis.

#### Data Profile:

The research was conducted on people who had returned to Sri Lanka from other countries, and the goal was to collect data from at least 135 respondents. 135 potential respondents were given access to the questionnaire; however, only 103 replies were obtained from them because the other respondents chose not to participate in the study.

As a result, there was a response rate of 76.29%, which enabled the researchers to carry on with their research. The breakdown is summarized for your convenience in Table 4.

#### Respondent Profile:

Number of Questionnaires distributed	Number of Responses Received	Percentage of Responses
135	103	76.29%

#### Descriptive Statistics:

##### Quotative Data Analysis:

**Descriptive Statistics:** Descriptive statistics will be used to summarize the quantitative data collected through surveys. Measures like means, standard deviations, frequencies, and percentages will provide an overview of participants' responses regarding organizational culture, ethical practices, innovation initiatives, and perceptions of development skills.

##### Gender analysis:

The information regarding the respondent's gender was gathered by presenting the options of Male, Female, or Other as possible responses with reference to the respondent's gender. According to the information gathered, 44.66% of respondents were female and 55.34% male. Because of this, the bulk of the responses provided were male.

Variable	category	Frequency	Percent	Valid percentage	cumulative
Gender	Female	46	44.66%	44.66%	44.66
	Male	57	55.34%	55.34%	100.00
Total		103	100.00	100.00	

**Age Analysis:**

The age demographic information was acquired from the respondents, who gave the following responses: 18-20, 21-23, 24-26, and 27-30. Table 6 presents the findings obtained as a result of the data collected.

Age	Frequency	Percentage	Cumulative
18-20	1	0.97	0.97
21-23	48	46.60	47.57
24-26	39	37.86	85.44
27-30	15	14.56	100.00
	103	100.00	

**Educational Qualifications:**

The most prestigious educational accomplishments available were Passed Ordinary Level, Passed Advanced Level, Diploma, Graduate Degree (Bachelor’s), Professional Qualifications, Masters, and other degrees and certifications. Table 7 displays the findings obtained as a result of the data collection.

Categories	Frequency	Percentages’	Cumulative
Associate degree	3	2.91	2.91
Bachelor degree	76	73.79	76.7
Doctorate or professional degree	4	3.88	80.58
High school diploma or equivalent	10	9.71	90.29
Masters degree	4	3.88	94.17

Some colleges, but no degree	6	5.83	100
Total	103	100	

Based on the above analysis, a majority of bachelor's degrees are 73.79% of the total high school diploma or equivalent, 9.71% of respondents hold some college no degree, and 5.83% hold a master's degree. However, only a doctorate or professional professional degree is the highest educational qualification, as the data shows 3.88% of the same master's degree percentages.

**Reliability Test:**

According to Yellapu (2018), descriptive statistics summarize and organize the data obtained appropriately for the correlations between variables established in a sample. Descriptive statistics provide information about the type of variable, the frequency of the data, as well as the central tendency and dispersion (Yellapu, 2018). The mean, median, mode, standard deviation, skewness, and kurtosis of the collected data were all calculated using SPSS to analyze the descriptive statistics for this study.

The descriptive statistics of the variables examined in this study may be found in this section. Table 8 contains the descriptive data that have been compiled.

Cronbach alpha	Cronbach alpha of s. items	No of items
.889	.914	6

**Item Statistics:**

	Mean	Std. Deviation	N
OC	18.4333	3.83885	30
E	14.4333	3.40064	30
I	11.9000	2.74616	30
S	9.1333	1.96053	30
D	6.1333	1.38298	30
R	5.6667	1.37297	30

**Hypothesis testing (reject or accepted):**

From the results of data analysis of data collected through the questionnaire from the sample of the 103 repatriates, the following conclusion was made hypothesis:

Hypothesis	correlations	significance	Accept or reject
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H1: The harmonization between an organization's culture and its strategic objectives yields a positive influence on the advancement of development Skills	0.617**	0.001	accept
H2: The extent of innovation prevalent within the organization serves as a driving force for the advancement of development Skills	0.406**	0.036	accept
H3: there is relationship between the ethics and development skills	0.110	0.585	Reject
H4: there is an alignment between the rituals and development skills	0.438**	0.22	Reject
H5: there is relationship between the standard and regulations and development skills.	0.097	0.631	Reject

The first two hypotheses of H1 and H2 are accepted, and H3, H4, and H5 are rejected as the ethics, rituals, and paradigms, as well as the standards and regulations, do not significantly impact the development skills of employees.

Statistics		To what extent do you agree that a strong organizational culture contributes to the success of the organization?	To what extent do you agree that a culture that values collaboration and teamwork is more likely to contribute to organizational success?	To what extent do you agree that an organization's ethical standards can impact its financial performance and bottom line?	To what extent do you agree that a culture that encourages experimentation and risk-taking is more likely to foster innovation?	To what extent do you agree that an organization that adheres to industry standards and regulations is more likely to be successful in its operations?
N	Valid	27	27	27	27	27
	Missing	0	0	0	0	0
Mean		2.22	1.74	2.33	2.33	2.15
Median		2.00	1.00	2.00	2.00	2.00
Mode		2	1	2	2	2
Std. Deviation		1.086	.984	.961	1.000	1.027
Minimum		1	1	1	1	1
Maximum		4	4	4	4	4

*To what extent do you agree that a strong organizational culture contributes to the success of the organization?*

The mean score for this statement is 2.22, which indicates that, on average, respondents are slightly leaning toward agreement. However, the relatively high standard deviation of 1.086 suggests that opinions vary among the respondents. Some may strongly agree that a strong organizational culture contributes to success, while others may have a more neutral or opposing view.

*To what extent do you agree that a culture that values collaboration and teamwork is more likely to contribute to organizational success?*

The mean score for this statement is 1.74, indicating moderate agreement among respondents. The mode being 1 suggests that many respondents strongly agree that a culture emphasizing collaboration and teamwork will likely contribute to organizational success.

*To what extent do you agree that an organization's ethical standards can impact its financial performance and bottom line?*

The mean score for this statement is 2.33, showing that respondents, on average, lean toward agreement. The relatively low standard deviation of 0.961 suggests a more consistent agreement among respondents on the link between ethical standards and financial performance.

*To what extent do you agree that a culture that encourages experimentation and risk-taking is more likely to foster innovation?*

The mean score for this statement is 2.33, indicating moderate agreement among respondents. The mode being 2 suggests that many respondents agree that a culture promoting experimentation and risk-taking fosters innovation.

*To what extent do you agree that an organization that adheres to industry standards and regulations is more likely to be successful in its operations?*

The mean score for this statement is 2.15, which shows that respondents are somewhat neutral about the impact of adhering to industry standards and regulations on organizational success. The standard deviation of 1.027 indicates some variability in opinions among respondents.

***The data suggests that respondents generally agree that a culture emphasizing collaboration, ethical standards, experimentation, and risk-taking can positively impact organizational success. However, there is some variation in opinions, particularly regarding the importance of adhering to industry standards and regulations. The results also show that respondents' opinions are more consistent on the importance of collaboration and ethical standards for development skills.***

Statistics		
		Do rituals or ceremonial activities within the organization foster positive and inclusive work environment?
N	Valid	27
	Missing	0
Mean		2.26
Median		2.00
Mode		2
Std. Deviation		.944
Minimum		1
Maximum		4

let's evaluate the impact of rituals or ceremonial activities within the organization on fostering a positive and inclusive work environment:

*Mean: 2.26*

The mean score of 2.26 suggests that, on average, respondents have a slightly above-neutral perception of the impact of rituals or ceremonial activities on the work environment. The value is closer to "agree" (3) than "disagree" (1).

*Median: 2.00*

The median score of 2.00 confirms that the middle value of the responses is exactly "agree" (3), which further supports the notion that respondents generally perceive these activities as having a somewhat positive effect on the work environment.

*Mode: 2*

The mode being 2 indicates that the most common response among the respondents is "agree" (3). This aligns with the mean and median, showing that most respondents have similar views.

*Standard Deviation: 0.944*

The standard deviation of 0.944 is relatively low, suggesting that responses are clustered close to the mean. This implies a degree of agreement among the respondents regarding the impact of rituals or ceremonial activities on the work environment.

*Minimum: 1, Maximum: 4*

The range of responses spans from 1 (strongly disagree) to 4 (strongly agree). This indicates that while there is some variance in perceptions, the majority of respondents fall within the "agree" category.

The statistics suggest that respondents generally perceive rituals or ceremonial activities within the organization as contributing to a positive and inclusive work environment. The data indicates a moderate level of agreement, with most respondents expressing a slightly above-neutral view on the impact of these activities. However, it's important to note that individual perceptions and opinions may still vary, as indicated by the range of responses.

*To what extent do you agree that a strong organizational culture contributes to the success of the organization?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	25.9	25.9	25.9
	Agree	13	48.1	48.1	74.1
	Disagree	1	3.7	3.7	77.8
	Neutral	6	22.2	22.2	100.0
	Total	27	100.0	100.0	

**Strongly Agree: 25.9%**

Out of the total respondents, 25.9% strongly agree that a strong organizational culture contributes significantly to the success of the organization. These respondents strongly believe in organizational culture's positive impact on success.

**Agree: 48.1%**

Nearly half of the respondents (48.1%) agree that a strong organizational culture contributes to the success of the organization. This group also believes in the importance of organizational culture but may not have the same level of conviction as the "Strongly Agree" group.

**Disagree: 3.7%**

Only a small percentage (3.7%) of respondents disagree with the notion that a strong organizational culture contributes to success. These respondents believe that organizational culture does not play a significant role in the organization's success.

**Neutral: 22.2%**

Approximately 22.2% of respondents remain neutral, neither agreeing nor disagreeing on the impact of organizational culture on success. They may not have a strong opinion or are unsure about the relationship between organizational culture and success.

**A substantial majority (74.1%) of respondents either agree or strongly agree that a strong organizational culture contributes to the success of the organization. This indicates a widespread belief in the importance of organizational culture in driving positive outcomes. However, it is worth noting that a small proportion of respondents hold a different viewpoint or are unsure about the relationship between organizational culture and success.**

*To what extent do you agree that a culture that values collaboration and teamwork is more likely to contribute to organizational success?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	51.9	51.9	51.9
	Agree	9	33.3	33.3	85.2
	Disagree	1	3.7	3.7	88.9
	Neutral	3	11.1	11.1	100.0
	Total	27	100.0	100.0	

**Strongly Agree: 51.9%**

Most respondents (51.9%) strongly agree that a culture valuing collaboration and teamwork is highly likely to contribute to organizational success. These respondents strongly believe in the positive impact of a collaboration-oriented culture.

**Agree: 33.3%**

Approximately one-third of respondents (33.3%) agree that a culture emphasizing collaboration and teamwork contributes to organizational success. While not as strong as the "Strongly Agree" group, this group still recognizes the significance of collaborative values.

**Disagree: 3.7%**

Only a small proportion (3.7%) of respondents disagree that a collaborative culture contributes to success. These respondents believe collaboration may not be as critical to organizational success.

**Neutral: 11.1%**

Around 11.1% of respondents remain neutral, neither agreeing nor disagreeing on the impact of a collaborative culture on organizational success. They may not have a strong opinion or are unsure about the relationship between collaboration and success.

*To what extent do you agree that an organization's ethical standards can impact its financial performance and bottom line?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	14.8	14.8	14.8
	Agree	15	55.6	55.6	70.4
	Disagree	3	11.1	11.1	81.5
	Neutra	5	18.5	18.5	100.0
	Total	27	100.0	100.0	

It is clear that a significant majority (70.4%) of respondents either agree or strongly agree that an organization's ethical standards can impact its financial performance and bottom line. This aligns with the general understanding that ethical practices can positively influence an organization's financial success.

The percentage of respondents who strongly agree (14.8%) further reinforces the notion that there is a notable belief in the correlation between ethical standards and financial performance. Organizations that prioritize ethical behavior are often seen as trustworthy and responsible, leading to increased customer loyalty, positive brand image, and potentially attracting more investors and partners.

On the other hand, a smaller proportion (11.1%) of respondents disagree with the idea that ethical standards significantly impact financial performance. It is important to consider the reasons behind this viewpoint, as some may believe that other factors, such as market conditions or product quality, significantly influence an organization's financial performance.

The neutral responses (18.5%) indicate that some respondents may not be certain or do not have a strong opinion on the matter, possibly due to a lack of information or experience in observing the direct impact of ethical standards on financial performance.

**The data supports the notion that there is a prevailing belief among the surveyed group that an organization's ethical standards can impact its financial performance and bottom line. However, further**



**research and analysis are essential to fully understand the complex relationship between ethics and financial outcomes, as multiple factors can influence skills development.**

*To what extent do you agree that a culture that encourages experimentation and risk-taking is more likely to foster innovation?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	18.5	18.5	18.5
Agree	13	48.1	48.1	66.7
Disagree	4	14.8	14.8	81.5
Neutral	5	18.5	18.5	100.0
Total	27	100.0	100.0	

Based on the data provided, it is evident that a majority (66.7%) of respondents either agree or strongly agree that a culture that encourages experimentation and risk-taking is more likely to foster innovation.

The respondents who strongly agree (18.5%) support the idea that a culture that promotes experimentation and risk-taking can lead to higher levels of innovation within an organization. When employees are encouraged to explore new ideas, take calculated risks, and learn from failures, they are more likely to develop creative solutions and innovative products or services.

The agreed responses (48.1%) further emphasize the belief that fostering a culture of experimentation and risk-taking can positively impact innovation. These respondents may acknowledge that an environment supporting new approaches and accepting failure as part of learning can lead to breakthroughs and competitive advantages.

On the other hand, a smaller proportion (14.8%) of respondents disagree with the notion that such a culture contributes significantly to fostering innovation. It is essential to recognize that not all organizations may prioritize experimentation and risk-taking as core values, and innovation can still occur through other means.

The neutral responses (18.5%) indicate that some respondents may not strongly believe in the relationship between culture, experimentation, and innovation. This could be due to limited experience or observation of such practices in their work environments.

**The data supports the prevailing belief that a culture that encourages experimentation and risk-taking is more likely to foster innovation. However, it is important to consider that other factors may also contribute to innovation, and the success of such a culture may vary depending on the specific context and industry**

*To what extent do you agree that an organization that adheres to industry standards and regulations is more likely to be successful in its operations?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	25.9	25.9	25.9
Agree	14	51.9	51.9	77.8
Disagree	1	3.7	3.7	81.5
Neutral	5	18.5	18.5	100.0
Total	27	100.0	100.0	

Based on the data provided, a significant majority (77.8%) of respondents either agree or strongly agree that an organization that adheres to industry standards and regulations is more likely to be successful in its operations.

The respondents who strongly agree (25.9%) are more adamant in their belief that compliance with industry standards and regulations is crucial for an organization's success. Adherence to these standards ensures that the organization meets legal requirements, maintains quality and safety standards, and can build a reputation of trust and reliability among customers and stakeholders.

The agreed responses (51.9%) further emphasize the importance of following industry standards and regulations. These respondents likely recognize that compliance can help the organization avoid legal troubles, maintain consistency in operations, and stay competitive in the market.

A smaller proportion (3.7%) of respondents disagree with the idea that adherence to industry standards significantly impacts an organization's success. The reasons for this disagreement are not explicitly provided in the data. Still, some might argue that strict adherence to regulations could limit innovation or impose unnecessary burdens on the organization.

The neutral responses (18.5%) suggest that some respondents may not strongly believe in the direct relationship between adhering to industry standards and an organization's success. This could be due to a lack of in-depth knowledge or experience in assessing the impact of compliance on operational success.

**The data supports the prevailing belief that an organization that adheres to industry standards and regulations is more likely to be skilled in its operations. However, it is essential to consider that multiple factors influence success, and compliance is just one aspect of overall business performance. Additionally, the success of adherence to industry standards may vary depending on the specific industry and the regulatory landscape.**

*Do rituals or ceremonial activities within the organization foster a positive and inclusive work environment?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	14.8	14.8	14.8
	Agree	17	63.0	63.0	77.8
	Disagree	1	3.7	3.7	81.5
	Neutral	5	18.5	18.5	100.0
	Total	27	100.0	100.0	

Based on the data provided, a significant majority (77.8%) of respondents either agree or strongly agree that rituals or ceremonial activities within the organization foster a positive and inclusive work environment.

The respondents who strongly agree (14.8%) believe that rituals and ceremonial activities significantly impact the work environment. Such activities can create a sense of belonging, strengthen team bonds, and promote a positive organizational culture.

The agreed responses (63.0%) further support that rituals and ceremonies contribute to a positive and inclusive work environment. These respondents likely recognize that shared rituals and traditions can help build a sense of community, improve employee morale, and enhance communication and collaboration among team members.

A smaller proportion (3.7%) of respondents disagree that rituals and ceremonial activities foster a positive work environment. The reason for this disagreement is not explicitly provided in the data. Some might argue that rituals could be perceived as exclusionary or unnecessary in a modern workplace.

The neutral responses (18.5%) suggest that some respondents may not have a strong opinion on the impact of rituals and ceremonies on the work environment. This could be due to limited experience with such practices in their workplaces or uncertainty about their effects.

**The data indicates a prevailing belief that rituals and ceremonial activities within an organization foster a positive and inclusive work environment. These activities can help build a cohesive team, boost employee morale, and create a more inclusive organizational culture. However, it is important to consider that the effectiveness of these rituals may vary depending on the workforce's specific context, culture, and preferences.**

**Correlations:**

Correlation Analysis: The correlation analysis will examine the relationships between the independent variables (culture, ethics, innovation) and the dependent (development skill) variables. For example, positive and statistically significant correlations between strong organizational culture and development skills would suggest a positive relationship.

Independent variables	Dependent variable	Comment
	Development skill	
<i>organization culture</i>	Pearson Correlation = 0.617	Since Pearson correlation value is positive, there is a strong positive correlation between organizational culture and development skill
	Significance = 0.001	Since the significance value is less than 0.05, there is a significant relationship between organizational culture and skill development
<i>innovation</i>	Pearson Correlation = 0.406**	Since Pearson correlation value is positive, there is a strong positive correlation between innovation and development skill

	Significance = 0.036	Since the significance value is less than 0.05, there is a significant relationship between innovation and development skill
Rituals	Pearson correlation=0.438	Since the Pearson correlation value is positive, there is a strong positive correlation between rituals and skill development
	Significance= 0.22	Since the significance value is less than 0.05, there is a negative relationship between rituals and development skills
Ethics	Pearson Correlation = 0.110	Since Pearson correlation value is negative, there is a correlation between subjective ethics and development skills
	Significance = 0.585	Since the significance value is more than 0.05, there is no significant relationship between ethics and development skills

Standard and regulations	Person correlation- 0.0097	Since Pearson correlation value is negative, there is a correlation between subjective ethics and development skills
	Significance- 0.631	This value is negative, and there is a relationship between SR And development skills.

**Anova Table:**

Model		Sum of squares	df	Mean square	f	Sig
	Regression	27.662	12	2.305	10.742	<0.01 <sup>b</sup>
	Residual	3.004	14	.215		
	Total	30.667	26			

- a. Predictors:(constant) culture, innovation, ethics, rituals, standards and regulations
- b. Dependent variable: development skills.

**Coefficients:**

	Unstandardized	Standard	t	Sig.
	B	Coefficient		

	B	Std Error	Beta		
constant	-.049	.365		-.134	.895
Culture	.087	1.90	.494	2.873	.012
Ethics	.087	.139	.080	.637	.535
Innovation	.130	.191	.119	.678	.509
St and regulation	.584	.219	.552	2.668	.018
Rituals	.325	.178	.283	1.824	0.90

### Dependent Variable: Development Skill

The coefficients table presents the results of a regression analysis, showing the unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for each independent variable (survey question) in predicting the dependent variable (belief in whether rituals foster a positive and inclusive work environment).

### Here are the key findings:

Among the independent variables, the survey question "To what extent do you agree that a culture that values collaboration and teamwork is more likely to contribute to organizational success?" has the highest positive impact on the dependent variable (belief in rituals fostering a positive and inclusive work environment). The standardized coefficient (Beta) of 0.494 indicates a significant positive relationship between the belief in collaboration and teamwork and the belief in rituals fostering a positive work environment.

The survey question "To what extent do you agree that a commitment to sustainability and social responsibility can positively impact the success and reputation of an organization?" also shows a significant negative impact on the dependent variable. The standardized coefficient (Beta) of -0.457 suggests that the belief in sustainability and social responsibility is associated with a lower belief in rituals fostering a positive work environment.

Other survey questions, such as the belief in adhering to industry standards and regulations, the ability of organizations to adapt quickly, and the belief in innovation, also show positive impacts on the belief in rituals fostering a positive work environment, but they are not statistically significant at the conventional level ( $p < 0.05$ ).

Some survey questions, such as the belief in employee feedback and fostering a learning environment, investing in employee development, and ethical standards, show weak or non-significant relationships with the belief in rituals fostering a positive work environment.

It is essential to interpret these results with caution. The regression analysis examines the relationship between beliefs in various organizational aspects and the belief in rituals fostering a positive work environment, but it does



not imply causation. Other factors not included in this analysis may also influence the perception of the impact of rituals on the work environment.

*Regression Analysis:* Regression analysis will help determine the extent to which organizational culture, ethical practices, and innovation predict development skills. Multiple regression analysis can assess the joint impact of these variables on success while controlling for potential confounding factors. It's available in Chapter 5.

### **Result and Interpretation:**

*Positive Relationships:* If the quantitative analysis reveals positive correlations and significant associations between organizational culture, ethical practices, innovation, and development skills, it will suggest that these elements have a positive impact on overall success.

## **Chapter 05: Findings and Discussion**

This chapter discusses the analysis results performed in Chapter 04 and summarizes the findings. Then, the chapter will include the relationship between the identified variables, and the final theoretical is discussed.

### **Summary of findings:**

The hypotheses for the study, which had been generated based on previously published research, were evaluated to see whether or not they could be accepted or if they should be rejected. The initial hypothesis, which was accepted, was that the organization's culture substantially impacts skills development. The second hypothesis, which states that the amount of innovation has a major impact on the development skill, was also shown to be true after being tested and approved.

Since the H3, H4, and H5 hypotheses were not accepted, it can be concluded that the variable known as Ethics does not substantially impact the development skills encountered by repatriates. This is the case despite the fact that this variable helps favorably to the creation of the development skill, which is the development skill for during the readjustment period.

Even while it makes a favorable contribution towards skill development, the degree of rituals does not substantially impact the level of development skill must encounter. However, it does contribute positively to the development of skills. Similar findings about culture were shown to have a moderately good association with growth skills, as the research's findings and conclusions demonstrated. In the end, neither the level of standards nor the laws had a major influence on the development of skills.

### **Discussion:**

*Organizational culture and skill development:* Because of the considerable effect of this organizational culture on the development of skills, it is one of the most essential aspects of organizational culture that must be addressed. The term "organization culture" can refer to various management practices utilized within an organization and the structure of culture patterns present within organizations. When a company's culture is high, employees and managers in senior positions do not maintain personal ties. As a result, they cannot discuss problems with one another or respond to the complaints of repatriates. In the setting of Sri Lanka, the organization was found to be high, and according to the study that was carried out with the responses of repatriates, the culture between top levels and employees has led to uncomfortable experiences, which has developed a high degree of growth skill. For example, suppose an employee has just moved back to their home country from another nation with a lower standard of living. In that case, the employee's abilities will need to be retrained to be compatible with the organizational culture in their homeland.

Additionally, the development skill to share the information and experience gained during overseas placements, as well as the culture of the business, would limit the options that are accessible for them to make use of the expertise that was learned, which would lead to development skills.

*Innovation and development skills:* The level of innovation has a considerable bearing on the amount of development skills possessed. In the context of Sri Lanka industries, innovation is synonymous with the capacity for organization. However, most of those who participated in the survey voted neither agree nor disagree with the questions about innovation. This may imply that they have conflicting ideas about the level of innovation and

cannot decide regarding the aforementioned aspect because they have been exposed to various levels of innovation while developing their skills.

The prevalent Sri Lankan industries within the organization serve as the driving force for developing new skills. Conflict resolution, training, and other functions would be carried out using the ability. Because decisions are made collectively, the ability to act on one's judgment would be restricted. When employees who have been stationed in a country known for its innovation return to Sri Lanka, they will need to relearn how to collaborate effectively, which will ultimately result in the improvement of their abilities.

*Ethics and development skill:* The level of ethics contributed to the development of the talent, but it was determined that the impact was rather minor. It is possible that the influence was minimal since the ethics of the personnel in the Sri Lankan industries are low, which would generate a lack of development skills. As a result of the low level of ethics, the subordinates will have more guidelines and policies that employ behavior and decision-making alignment with standards comprehension and flexibility while also working with the ideas and development skills.

*Rituals and development skill:* The level of rituals had no significant association with the development skill, which suggests that people are more at ease with job stability and predictability in the work environment, both of which have been supportive towards confronting the growth skills.

Nevertheless, due to the fact that this is a factor that influences several aspects of management in organizations, including recruitment, training, and development, as well as the planning of the working environment and the employee-boss relationship, it is important to keep this in mind.

*Standard and development skill:* It was determined that the standards and rules had a moderately good relationship with contributing towards the development of skills; nevertheless, this relationship was also shown to be unimportant. Because the stability of employee relationships within an organization and the formation of teams within an organization are both determined by the passage of time, regulations of the work environment having the context of Sri Lankan industries would reduce the development of skills because employees would be initiated into work skills and considered to be a part of different standards.

### **Theoretical contribution:**

The outcomes of this study contribute to the development of skills on the challenges confronted by employees who are employees after completing their mission in a faraway country. Although the development skill has been discovered in the research, little effort has been made to specifically target the development talent. As a result, the findings that certain cultural features of organizations assist in developing skills address the gap discovered in the relevant literature.

In addition, this study has utilized the cultural dimensions proposed by Hofstede, and it provides an investigation into the nature of the link that each of these cultural dimensions has with the development of skills, as well as identification of the cultural factors that have a substantial bearing on this relationship. However, there exist scales that allow for measuring the dimensions at an organizational level, and these are the scales selected for this research. Hofstede's original intention for his established cultural dimensions was to apply them to find differences between nations. As a result, the research contributes a new facet of culture, creativity, and ethics towards developing talents.

This research is also one of the first to contribute towards the literature on the experience of development skills in oriental and developing countries and industries. This is because the majority of currently available research was carried out within the framework of developed countries.

The two settings are very different in terms of the amount of culture, inventiveness, ethics, rituals, and standards and laws present in the individuals' ability to develop abilities. For instance, a high level of the Sri Lankan environment considers the cultural factor from the perspective of having a high level of development abilities. Differences of a comparable nature can also be observed for the other variables.

## Chapter 06: Conclusion

In today's fast-paced and interconnected world, organizations face a multitude of challenges and opportunities in their pursuit of success. Culture, ethics, and innovation are three critical factors that significantly impact organizational performance. A strong organizational culture fosters collaboration, adaptability, and inclusivity, driving employee motivation and commitment. Ethical practices build trust and credibility with stakeholders, contributing to long-term success and a positive reputation. Both radical and incremental innovation are vital for staying competitive and meeting evolving customer needs.

While the integration of culture, ethics, and innovation can yield positive outcomes, several challenges can hinder their successful implementation. This article examines some of these challenges and explores how organizations can address them to unlock the full potential of these factors.

In diverse organizations, the presence of different subcultures among employees can lead to cultural clashes and misunderstandings. Diverse workforces bring unique cultural norms, values, and beliefs, which can result in communication breakdowns and difficulties in collaborating effectively. These clashes may arise from differences in communication styles, decision-making processes, and problem-solving methods.

Addressing cultural clashes requires proactive efforts from organizational leaders and managers. Creating a culture of inclusivity, respect, and openness to diversity is crucial. Training programs that promote cultural awareness and cross-cultural communication can help employees understand and appreciate each other's differences. When employees from diverse backgrounds collaborate effectively, they bring a variety of perspectives and ideas, leading to enhanced problem-solving capabilities and creativity.

Organizations may encounter complex ethical dilemmas in their decision-making processes. Balancing short-term gains with long-term ethical considerations can be challenging, potentially leading to questionable practices that damage the company's reputation and stakeholder trust. Ethical dilemmas can arise in areas such as product safety, environmental sustainability, employee treatment, financial reporting, and relationships with suppliers and customers. Organizations must establish a strong ethical culture and decision-making framework to address ethical dilemmas. Ethical leadership plays a crucial role in guiding employees to make principled decisions and fostering a culture that values integrity and social responsibility. Training programs and clear codes of conduct can raise awareness about ethical dilemmas and provide employees with resources to seek guidance when facing difficult decisions.

Innovation often requires significant changes in processes, systems, and mindsets. Employees and stakeholders might resist these changes due to fear of the unknown, job insecurity, or comfort with the status quo, impeding the successful implementation of innovative initiatives. Resistance to change can hinder an organization's ability to adapt to changing market conditions and customer needs.

Effective change management is essential to address resistance to change. Organizations must communicate the rationale behind the changes and involve employees in decision-making. Creating a culture that encourages innovation and fosters a mindset open to change is vital. Organizations can reduce resistance to change by addressing employees' concerns and creating an environment that embraces new ideas and approaches.

Confusion and inconsistency may arise when an organization's culture, ethical standards, and innovation strategies are not aligned with its overall mission and vision. This lack of alignment can hinder progress and create a fragmented organizational structure. A misalignment between culture, ethics, and innovation can result in conflicting values and priorities, hindering the organization's ability to adapt to changing market conditions and customer needs.

To address the lack of alignment, organizational leaders must clearly define the organization's mission and vision and ensure that these principles are reflected in its culture, ethical standards, and innovation strategies. Open communication and collaboration across all levels of the organization are essential to ensure that everyone is working towards common objectives.

Inclusive innovation involves involving diverse perspectives, backgrounds, and experiences in generating and implementing innovative ideas within an organization. Inclusivity is vital for understanding and meeting the needs of a diverse customer base. By involving individuals from different demographics and social groups, organizations

can better understand their customers' preferences and challenges. To promote inclusive innovation, organizations should create an open and respectful culture where diverse voices are heard and respected. Implementing diversity and inclusion initiatives, providing training on cultural awareness, and establishing platforms for idea-sharing and collaboration can foster inclusivity in innovation.

Quantifying the direct impact of culture, ethics, and innovation on organizational success can be complex. Organizations may struggle to identify appropriate metrics and evaluation methods to accurately assess their initiatives' effectiveness. Understanding the significance of these factors in achieving organizational success is crucial for organizations seeking to enhance their performance, adaptability, and long-term sustainability.

**General Conclusion:**

Culture, ethics, and innovation are interconnected and play a crucial role in shaping an organization's success. Overcoming challenges such as cultural clashes, ethical dilemmas, resistance to change, lack of alignment, measurement and evaluation complexities, and overemphasis on innovation is pivotal for unlocking the potential of these factors.

Organizations can achieve sustainable growth and maintain a competitive advantage in the global marketplace by fostering a culture of success that values integrity, creativity, and adaptability. Addressing these challenges proactively will enable organizations to navigate the complexities of the business landscape and thrive in an ever-changing world. Striking the right balance between radical innovation and continuous improvement is essential for sustained success and long-term prosperity

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