

Contents in Brief

Detailed Contents.....	XI
Figures	XV
Tables	XVII
Abbreviations	XIX
1 Introduction and Overview	1
Part I: Theory	7
2 Theoretical Background	7
3 Team-Level Innovative Performance in Sub-Saharan Africa	35
Part II: Empirical Research	73
4 The Empirical Research Approach	73
5 Case Studies.....	91
6 Interpretive Cross-Case Analysis.....	119
Part III: Exploring Possibilities	147
7 Comparing African and European Cases.....	147
8 Implications and Limitations	159
Appendix.....	167
References.....	233

Detailed Contents

Figures	XV
Tables	XVII
Abbreviations	XIX
1 Introduction and Overview	1
1.1 Motivation and Focus.....	1
1.2 Goal	4
1.3 Structure	5
Part I: Theory	7
2 Theoretical Background	7
2.1 Studying Societies	7
2.1.1 Defining Culture.....	8
2.1.1.1 Culture is a characteristic of human collectivity.....	8
2.1.1.2 Culture is a complex whole with many interrelated aspects.....	9
2.1.1.3 Culture is a traditional element, transmitted across time periods and generations	10
2.1.2 Measuring and Comparing Culture.....	10
2.1.3 Social Institutions	13
2.1.4 Studying Societies – Summary and Conclusion.....	15
2.2 Teamwork for Innovation	17
2.2.1 Creativity and Innovation.....	17
2.2.2 The Innovation Team	17
2.2.3 Team-Level Innovative Performance.....	18
2.2.4 Antecedents of Team-Level Innovative Performance.....	19
2.2.4.1 Teamwork	19
2.2.4.2 Team Design.....	20
2.2.5 Teamwork for Innovation - Summary and Conclusion.....	22
2.3 The Organisation	23
2.3.1 Organisational Structure.....	25
2.3.2 The Social Context of Organisations	26
2.3.3 People-Strategy.....	29
2.3.4 The Organisation - Summary and Conclusion.....	32
2.4 Conceptual Framework.....	33

3 Team-Level Innovative Performance in Sub-Saharan Africa	35
3.1 Introduction to Sub-Saharan Africa	35
3.2 A Strong Demographic Force - Diversity.....	39
3.2.1 Diversity and Teamwork.....	40
3.2.2 Diversity and Innovative Performance of Teams	42
3.2.3 Diversity Management and Team-Level Innovative Performance in SSA	45
3.3 Cultural Forces.....	47
3.3.1 Humane Orientation and Team-Level Innovative Performance in SSA...	51
3.3.2 Power Distance and Team-Level Innovative Performance in SSA.....	57
3.4 Institutionalised Societal Practices.....	61
3.4.1 Tribalism and Team-Level Innovative Performance in SSA	64
3.4.2 Corruption and Team-Level Innovative Performance in SSA	67
3.5 A Model of Team-Level Innovative Performance in Sub-Saharan Africa	70
 Part II: Empirical Research.....	73
4 The Empirical Research Approach	73
4.1 Research Methodology – Choice and Justification	73
4.1.1 Methodological Contextualisation.....	75
4.1.2 The Researcher as Research Instrument.....	77
4.2 Research Design	80
4.2.1 Sampling Decisions.....	80
4.2.1.1 Unit of Analysis	80
4.2.1.2 Multiple Case Design	81
4.2.1.3 Case Selection.....	82
4.2.2 Data Collection – Sources and Procedure	83
4.2.3 Data Management and Presentation.....	86
4.2.4 Data Analysis and Interpretation	86
4.3 Assessment of the Study	89
4.3.1 Validation	89
4.3.2 Ethical Considerations - Confidentiality and Anonymity	90

5 Case Studies.....	91
5.1 Case Studies in Nigeria	91
5.1.1 The A-Case	96
5.1.1.1 Data Collected	96
5.1.1.2 A-Case Overview	98
5.1.2 The B-Case	100
5.1.2.1 Data Collected	100
5.1.2.2 B-Case Overview	101
5.1.3 The C-Case	104
5.1.3.1 Data Collected	105
5.1.3.2 C-Case Overview.....	105
5.2 Case Studies in South Africa	107
5.2.1 The D-Case	112
5.2.1.1 Data Collected	113
5.2.1.2 D-Case Overview.....	114
5.2.2 The E-Case	116
5.2.2.1 Data Collected	117
5.2.2.2 E-Case Overview	117
6 Interpretive Cross-Case Analysis.....	119
6.1 Societal and Managerial Influence on the Organisation.....	119
6.1.1 Antecedents of Formalisation.....	121
6.1.2 Antecedents of Centralisation	124
6.1.3 Antecedents of Organisational Climate	126
6.1.4 Antecedents of People-Management Policies and Practices	127
6.2 Societal Influences on Team-Level Innovative Performance	129
6.2.1 Innovative Performance in African Teams through People-Orientation?129	
6.2.1.1 Evidence from People-Management (Testing Hypothesis 1)	130
6.2.1.2 Evidence from Organisational Climate (Testing Hypotheses 1 and 2)132	
6.2.1.3 Results for Hypotheses 1 and 2 Summarised	134
6.2.2 No Innovative Performance in African Teams due to Control-Orientation?.....	135
6.2.2.1 Evidence from Organisational Structure (Testing Hypothesis 3).....	136
6.2.2.2 Evidence from People-Management (Testing Hypothesis 4)	139
6.2.2.3 Evidence from Organisational Climate (Testing Hypothesis 5)	139

6.3 Conclusions	141
Part III: Exploring Possibilities	147
7 Comparing African and European Cases.....	147
7.1 Germanic Europe.....	147
7.2 Introduction to the German Cases	148
7.3 Comparing Organisations	148
7.3.1 Organisational Climate and People-Management.....	148
7.3.2 Organisational Structure.....	151
7.4 Comparing Teams	153
7.4.1 Motivation and Leadership	153
7.4.2 Team Composition	156
7.5 Summary and Conclusion.....	158
8 Implications and Limitations	159
8.1 Managerial Implications	159
8.1.1 Motivation by People-orientation	159
8.1.2 Steering by Results-orientation	161
8.1.3 Driving Creativity by De-emphasising Control	162
8.2 Implications for Future Research	164
Appendix	167
References.....	233

Figures

Figure 1: Basic Frame of this Study	4
Figure 2: Structure of this Dissertation	5
Figure 3: The Onion of Culture.....	9
Figure 4: Societal Context Elements Studied.....	16
Figure 5: Team-Level Elements Studied	22
Figure 6: The Organisation In-between Society and Team	23
Figure 7: Ethical Climate Types in the Organisation	28
Figure 8: Management Systems in Sub-Saharan Africa	30
Figure 9: Organisational Context Elements Studied.....	32
Figure 10: Conceptual Framework for this Study	33
Figure 11: Map of Sub-Saharan Africa.....	37
Figure 12: Team Effectiveness.....	43
Figure 13: Model of Team-Level Innovative Performance in Sub-Saharan Africa....	71
Figure 14: Case Study Design.	83
Figure 15: The Ladder of Analytical Abstraction.....	88
Figure 16: Relationship Network based on Evidence from Cases A, B, D, E.....	130
Figure 17: Relationship Network based on Evidence from Cases A, B, and C.	136
Figure 18: Organisational Chart for Projects at C-Case Company.....	201