

## ABSTRACT

### MODEL OF INNOVATION MANAGEMENT SYSTEM IN SUSTAINABILITY-ORIENTED ENTERPRISES

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The basic research problem discussed in the dissertation boils down to the question of how to manage innovations in an enterprise oriented towards sustainable development. The answer to this question is to be the model developed as part of the dissertation. The aim of the model is to provide support in making decisions and solving problems related to innovation management in enterprises that take up the challenges of sustainable development. In order to solve the research problem, it is necessary to develop answers to the following main research questions.

- 1) What factors should shape the organizational culture in sustainability-oriented enterprises?
- 2) What factors should shape the innovation in sustainability-oriented enterprises?
- 3) What should be the relationship between the organizational culture and innovation in sustainability-oriented enterprises?
- 4) What should be the role of a manager in the innovation management system of a sustainability-oriented enterprise?

Research aimed at finding answers to these questions relates to sustainability-oriented enterprises. However, since there is a research gap in the management of responsible innovations that should be generated in such enterprises, the development of answers to these questions is the first research goal of the dissertation.

Considering the determinants of innovation identified in the research, the following main thesis of the dissertation was adopted: organizational culture based on ethical values supports the achievement of sustainable development goals in the enterprise, recognizing innovation as an instrumental value, serving not only to achieve economic, but also social and environmental goals. This thesis reflects the belief in the key role of values underlying organizational culture in shaping the directions of development of enterprises.

The development of an innovation management system model is also supported by the analysis of the results of empirical research conducted among sustainability-oriented enterprises. These studies are contextual in nature and the following research objectives have been defined for them.

- Identification of the values on which the organizational culture is based in sustainability-oriented enterprises, their relationship with the expectations of stakeholders and their impact on the functioning of the organization, with particular emphasis on the nature of its innovation.
- Identification of key factors determining innovation and its nature, as well as methods of generating innovation potential, used in sustainability-oriented enterprises.

The research results show the practices of Polish sustainability-oriented enterprises and their level of compliance with the assumptions resulting from literature research, expressed in the form of characteristics, which constitute the profile of a sustainability-oriented enterprise. Empirical research, in combination with the profile of a sustainability-oriented enterprise, will allow the identification of a practical gap in innovation management in such enterprises.

The conceptualization of the model requires an analysis of the results of literature research and a discussion on the modeling of phenomena occurring in social systems such as enterprises. The conceptualization of the innovation management model for sustainability-oriented enterprises is the second of the research goals of the dissertation.

The utility goal of the dissertation remains the development of an innovation management system model, which serves to support the achievement of sustainability goals defined in the enterprise.

Chapter 1 of the dissertation is an introduction and covers the justification of the topic, the goals of the dissertation and the main thesis, as well as the scope and methods of research.

Chapter 2 presents the results of the literature research on innovation. In addition to the initial discussion on the meaning of the term innovation and its evolution, it includes a set of discussions on concepts related to innovation in the enterprise, such as the innovation ecosystem, innovation potential, innovation determinants, but also discussion on the relationship between innovation and organizational culture, and corporate goals. The last section presents a literature review on innovation management system models and a discussion on the use of such models to achieve the objectives of the dissertation.

Chapter 3 contains the results of literature research on the meaning of the sustainability concept for enterprises. This chapter begins with the presentation of the origins of the sustainability concept. Then, a set of discussions is presented on the relationship between sustainability and corporate social responsibility. These discussions introduce into the world of ethical values and are continued in the context of the role of values in the organizational culture of the company, leading these reflections to the issue of responsible innovation. The last subsection summarizes the discussions and presents the theoretical profile of a sustainable enterprise.

Chapter 4 deals with the empirical research conducted as part of the dissertation. At the beginning of the chapter, the scope of the research, its goals and methods are presented. Then a research model, hypotheses, questions, and research variables are developed. The next part includes the operationalization of variables and the design of research tools in the form of survey and interview questionnaire. The last subsection presents the research results.

The fifth chapter of the dissertation presents a proposal for an innovation management system model. At the beginning of this chapter, there is a discussion about the enterprise as a social system and the principles of managing the social system. With the use of the social systems theory, modeling of the innovation management system in sustainability-oriented enterprises was carried out. Then, the model was analyzed, which enabled the formulation of answers to the main research questions of the dissertation. The last subsection shows how the model copes with the dilemmas of responsible innovation identified in the literature.

The summary of the dissertation includes collected argumentation of the main thesis, discussion of the results of empirical research and presentation of the implications of the designed model in the form of practical guidelines for managers of sustainability-oriented enterprises. Finally, the limitations of the conducted research as well as further research perspectives in the field of responsible innovation are presented.