

## The Assessment Of The Relationship Between Organizational Performance And Innovation Management Capacity

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### Abstract

This study aims to explore how capability to manage innovation affects the functioning of organizations. This study explores the question, How much do emotional and intellectual resources affect marketing management competence, which directly affects an organization's performance? using the resource-advantage theory as its foundation. Fifty managers and academics from different multinational organizations participated in in-depth interviews to gather data for the research objectives, and fresh empirical insights were provided. Digital technology, skill, and knowledge are among the constituents of intellectual and emotional assets were identified in this study along with their effects on business performance. The study's ability to be broadly applied is restricted by its emphasis on small and medium-sized businesses (SMEs). Future studies in different sectors and countries should be carried out to examine the relationships reported in this study. This work contributes to the body of knowledge on sustainability by creating a conceptual model that explains how innovation management evolved, its function in the market, and the results that sustainability management produces in tandem. The findings are significant to policymakers as well as SMEs. There is a definite need to look into how organizations might use these talents to their advantage in order to grow.

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## Penilaian Hubungan Antara Kinerja Organisasi Dan Kapasitas Manajemen Inovasi

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### ***Abstrak***

Penelitian ini bertujuan untuk mengeksplorasi bagaimana kapabilitas manajemen inovasi mempengaruhi fungsi organisasi. Penelitian ini mengeksplorasi pertanyaan, Sejauh mana aset intelektual dan emosional mempengaruhi kapabilitas manajemen pemasaran yang berdampak pada kinerja organisasi, dengan menggunakan teori sumber daya sebagai landasannya. Lima puluh manajer dan akademisi dari berbagai organisasi multinasional berpartisipasi dalam wawancara mendalam untuk mengumpulkan data untuk tujuan penelitian, dan wawasan empiris yang baru diberikan. Komponen pengetahuan dan kompetensi, teknologi digital, dan reputasi dari aset intelektual dan emosional diidentifikasi dalam penelitian ini beserta pengaruhnya terhadap kinerja bisnis. Kemampuan studi ini untuk diterapkan secara luas dibatasi oleh penekanannya pada usaha kecil dan menengah (UKM). Penelitian di masa depan di berbagai sektor dan negara harus dilakukan untuk menguji hubungan yang dilaporkan dalam penelitian ini. Dengan menciptakan model konseptual yang menjelaskan evolusi dan fungsi manajemen inovasi dalam pengaturan pasar dan hasil manajemen keberlanjutan yang terkait, penelitian ini menambah pengetahuan tentang keberlanjutan. Temuan-temuan ini penting bagi para pembuat kebijakan dan juga UKM. Ada kebutuhan yang jelas untuk melihat bagaimana organisasi dapat menggunakan bakat-bakat ini untuk keuntungan mereka agar dapat tumbuh.

## INTRODUCTION

A clear objective that prioritizes innovation in response to the shifting demands of customers is crucial in the current business environment of short product life cycles (Foroudi, 2020). In fact, resource-advantage theory states that innovation is essential to business success because it allows organizations to provide customers with greater value than their rivals (D'Andrea, 2019; Juarez-Luis et al., 2019). According to the resource-advantage theory, business units must take into account innovation in non-technological areas in addition to technology-related innovation to keep up a long-lasting competitive edge. According to earlier study (Gupta et al., 2016; Foroudi et al., 2016a, 2016b, 2016c; Wagner et al., 2011), gaining a competitive edge can be achieved through opportunity and innovation. According to Fu (2014), successful innovation management is a prerequisite for satisfying consumer needs through innovation, and the more innovation management capability (IMC) a company possesses, the more effectively it can innovate new ideas. Businesses must innovate quickly and well in order to stand out from the competition and improve corporate performance. Organizations that approach innovation methodically have advanced their capacity for innovation more compared to others.

Should IMC has an effect on business success, what are the primary factors influencing IMC? Wang (2013) asserts that as the information economy has grown, traditional physical tangible assets have lost significance in the eyes

of enterprises, and instead intangible assets like ideas and feelings have gained prominence. Organizations should acquire and employ intellectual assets to develop lucrative innovations in a competitive market. Knowledge, skill, and a company's reputation are examples of intellectual and emotional assets. Innovative digital technology must be implemented, but knowledge and proficiency with it are crucial components that contribute to both physical and intellectual assets (Foroudi et al., 2017).

Honqvist and Leffler (2014) assert that human traits, such as an entrepreneurial mindset and disposition, can promote creativity and achievement inside companies. According to Storey (2000), team dynamics and personality traits are significant factors that obstruct creativity. She also brings out the tight connection between management perspectives and knowledge of innovation. It has been suggested that personality affects both IMC and emotional and intellectual capital. Given that these topics have never been examined as related components before, it is evident from all of these factors that a thorough study of the effects on IMC and performance, a personality, intellectual, and emotional resource set is needed.

The following concerns will be addressed in this research founded on the notion of resource advantage, which states that having more resources than others will to competitive advantages in the marketplace.

- RQ1. How does personality affect one's emotional and intellectual resources?
- RQ2. What are the primary determinants of IMC's intellectual and emotional capital?
- RQ3. What are IMC's primary effects on performance?

A proposed conceptual framework aims to achieve the objective. It will help writers accomplish the following research objectives: illustrate how personality and IMC are related; draw attention to the direct the connection between IMC and intellectual and emotional resources; show the relationship between knowledge and skill and innovation management; illustrate how digital technology and IMC are related; explain the relationship between reputation and IMC; show the relationship between an individual's personality and their material and intellectual resources; and show how IMC affects organizational growth.

The format of this document is as follows. In the first half of the research, the theoretical foundations of IMC are discussed, along with how digital technology, expertise and experience, and reputation connect to corporate success. The study methodologies are then made clear by the writers, and the analysis's findings are then given. A conclusion follows, after which the limitations and ramifications for the direction of future study will be discussed.

## **THEORETICAL CONTEXTS**

### **Capability and Sustainability**

Numerous earlier research have examined the significance of innovation for sustainability. These numerous research findings indicate that innovation is seen as both the primary driver of global industrial progress and a major contributor to social unrest and environmental disruption (McLaughlin et al., 2008; Nidumolu et al., 2009; Barbieri et al., 2010).

IMC is characterized by many definitions. Adopting managerial skills is essential for fostering ongoing innovation for competitiveness and growth, claim Lewrick et al. (2011). According to businesses that make investments in new ideas capabilities can achieve successful innovation processes, such as the creation of new goods and services that improve business performance. Additionally, an organization must have innovation capability, a high-order integration capability that organizes and shapes various capabilities including knowledge and resources, in order to successfully foster innovation (Brown et al., 2019). While Martinez-Roman et al. (2011) propose that innovation capability is divided into three factors knowledge, organization, and human factors Tuominen and Hyvönen (2004) contend that innovation capability is founded on two distinct entities: management innovation and technological innovation.

According to Calantone et al. (2002), an organization's capacity for innovation can be shaped from two distinct angles: behavioral variables and the acceptance and administration of innovations.

Therefore, it is important to look into the behavioral traits required and how they impact intellectual and emotional resources as well as IMC in order for an organization to engage in innovation. According to Marcati et al. (2008), successful invention heavily depends on an entrepreneur's innovativeness and attitude. Creativity is inherent in human nature. Ergeneli and Boz (2014) claim that in many countries, personality is an elusive factor that determines whether an entrepreneur succeeds or fails. It's also argued that a person's thoughts, behaviors, and feelings are what define their personality and what makes them distinct. Numerous elements make up personality, such as attitude, motivation, learning, and perception (Barrrett, 2004). Luca et al. (2013) include achievement motivation, locus of control, proactivity, inventiveness, risk-taking, and independence as characteristics of an entrepreneurial personality.

Honqvist and Leffler (2014) believe that an entrepreneurial mindset arises from having the aptitude, characteristics, and talents to be imaginative, to spot possibilities, and to take the initiative to follow through on ideas. These kinds of personal qualities may propel an organization's success and creativity. Entrepreneurial attitudes vary by location, however according to Bosma and Schutjens (2011), each person's entrepreneurial mindset is derived from a mix of factors such as the possibility for starting a business, the fear of failing, and having the necessary knowledge and skills. Different aspects influence entrepreneurial attitudes (Draghici et al., 2014). These factors

consist of the desire for success, self-control and self-assurance, imagination, leadership, and intuition, as well as an emphasis on generating money the ability to take risks. Entrepreneurial attitudes are associated with five primary factors: personal characteristics, personal environment, personal goal, business setting and business concept.

### **Intellectual and Emotional Assets**

According to Wang (2013), as the knowledge economy has expanded, traditional physical tangible assets have lost value in favor of intangible assets that are emotional and intellectual as the primary assets that firms value. According to Abeysekera (2004), intangible assets can be classified into two categories: Intellectual assets comprise human, external, and internal resources; emotional assets are associated with the consumer's perception of the organization's emotional value, such as commitment and trust. Organizations should acquire and employ intellectual assets to develop lucrative innovations in a competitive market (Bismuth and Tojo, 2008). According to Sumita (2008), intellectual assets are important due to their human resource capacity, organizational strength, leadership, technological expertise and strong brand recognition. Furthermore, Liu and Jiang (2020) assert that intellectual property serve three purposes for businesses: first, they improve business profitability and competitiveness; second, they help organizations respond to risks and adapt to environmental change; and third, they may be applied

to enhance staff training, workflows, and customer service protocols.

Cohen (2010), however, asserts that material assets have a functional function and are an important strategic resource that can have a major impact on organizational and financial outcomes. Facilities like machinery and systems are examples of physical assets, whereas knowledge, brands, and reputations are examples of intellectual assets (Ageeva et al., 2019).

### **Knowledge and Competence**

A corporation must be able to convert original concepts and knowledge into processes and finished goods that are advantageous to the enterprise and its stakeholders in order to be deemed innovative. According to Boomer (2004), understanding is a tactical advantage that promotes company advantage and sustainability. Few organizations are utilizing knowledge as a corporate advantage, according to Barclay and Murray (1997). According to them, knowledge can be defined as either a person's state of being, which includes ignorance, awareness, familiarity, comprehension, and facility, or as a body of information made up of facts, views, ideas, and theories. Successful organizations are people who has the ability to identify, appraise, create, and expand their knowledge assets in light of globalization (Rowley, 1999).

According to Drucker (1993), knowledge is the primary competitive advantage that corporations have over labor and capital. According to Tsoukas and

Vladimirou (2001), knowledge is tied to human behavior, and the transmission of information is protected by the views and commitments of the possessor. Furthermore, information systems for human resources have the benefit of offering a platform that enables people to exchange knowledge from a variety of industries, including finance, human resources, and manufacturing, Moussa and El Arbi (2020) assert.

Simmie et al. (2002) assert that knowledge is an essential component of innovation. Organizations can enhance workforce knowledge and gain a competitive edge, effectiveness, and ultimately growth through the use of competency and skills management (Draganidis and Mentaz, 2006). Hager and Gonczi (1996) competency was characterized as having desired qualities including skills, knowledge, and abilities. The phrases "competence" and "competence" refer to the functional and behavioral domains, respectively, and both highlight core competency, which is an essential organizational resource for gaining a competitive edge. But according to Haste (2009), competence also refers to the ability to respond appropriately to stimuli and process information in a way that makes sense. According to Teodorescu (2006), competence is the ideal performance outcome that results in the achievement of organizational objectives. While competences can lead to success, they do not ensure it. Rather, competence is determined by an organization's performance and outcomes, and an organization's competence is what leads to success.

## **Digital Technology**

Businesses that use digital technology well see improvements in their customer experience and business model change (Fitzgerald et al., 2014). In actuality, digital technology and Berger et al. (2019) assert that digitalization is presently the most significant factor influencing innovation and entrepreneurship. Digital technology can also improve processes and growth, although managers may become frustrated trying to grasp and use new technology (Fitzgerald et al., 2014). The ability to use cutting-edge digital technology is crucial, but understanding and proficiency with it are also critical components that contribute to material small and medium-sized businesses (SMEs) may be familiar with the fundamentals of digital technologies like laptops and emails, many may not be aware of the most recent advancements in mobile technology, cloud computing, big data, and the internet of things. According to Fitzgerald et al. (2014), managers have the belief that technology can improve processes and growth. Nevertheless, they may experience frustration when it comes to comprehending and utilizing new technology. Effectively adapting to new technologies can be advantageous for a business's existence because it impacts both the company and the customer. Even though SMEs understand that they must undergo a digital transformation, their lack of necessary experience makes the process tough. For some SMEs, digital technology could seem overwhelming, but with the correct knowledge and guidance, it can be managed. In order for businesses to

prosper in the modern world, digital technology adoption is essential.

## **Reputation**

A company's corporate reputation is defined by its outward appearance, line of business, and competitiveness in the marketplace (Foroudi, 2019, 2020). The scientific idea of reputation states that describes how people or organizations are recognized for who they are and how their activities are linked to other people, groups, or organizations.

Reputation is significant to key stakeholders individuals or groups that depend on the performance of the organization, and it influences how the business is perceived, either favorably or unfavorably. A critical intangible asset that influences stakeholders and workers is a company's reputation, and consumers' opinions worldwide. Maintaining a positive reputation for your company is a problem that requires effective management through advanced procedures and tools that align with your company's mission and values. According to Foroudi et al. (2016a, 2016b, 2016c), people spend a lot of money upkeep a positive reputation since reputation is valuable.

## **Performance**

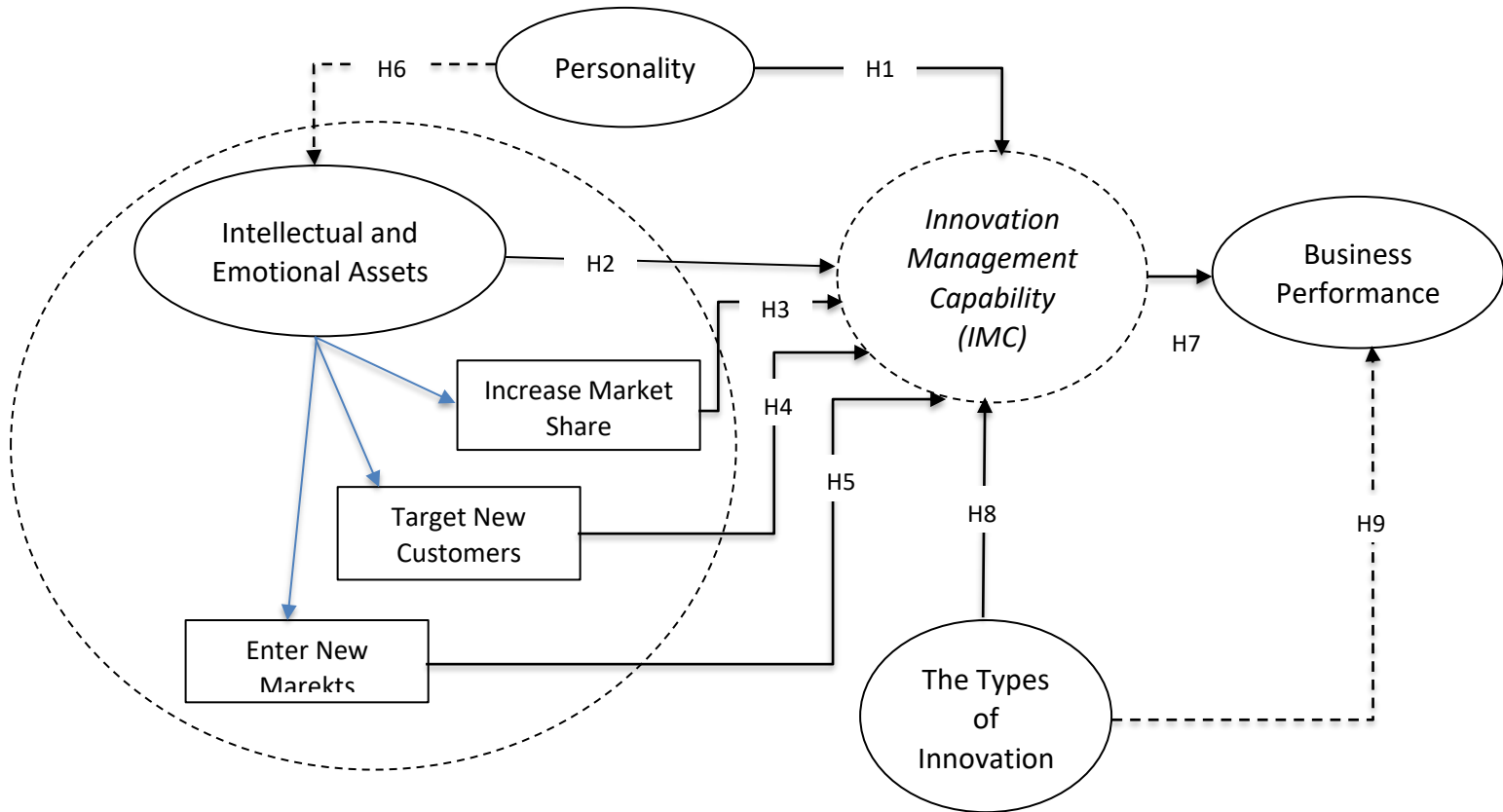
In order to attain exceptional business success, organizations must continuously convert their entrepreneurial attitude into strategic initiatives. According to Trkman (2010), business performance management is the endeavors of organizations to consistently enhance all significant

aspects of their operations. The working environment, the availability of supplies and infrastructure, marketing and entrepreneurial abilities, and Foroudi et al. (2020b) are all elements that affect business performance. argues that controlling factors like productivity, sustainability, and dependability will aid in achieving the best possible business output. However, Hurley and colleagues (2005) state that, in addition to the accomplishment of strategic and commercial objectives, the most significant factor influencing corporate performance is the ability to innovate. Consequently, even if the strategy offers a wide range of opportunities for improved performance and sustainability, a company must evaluate the significance of innovation within the strategy in order to outperform its rivals (Fong and Chang, 2012). A company must be able to support and guide innovations in order for it to innovate. Greater financial performance is supported by a firm's competencies and resources, claims Darroch (2005). Innovation management is an essential skill that a company must possess in order to facilitate innovation and the expansion of the company. Calantone et al. (2002) found a positive correlation

between innovation capability and company performance.

### **THEORITICAL MODEL**

A theoretical model was created by going over earlier research to show the concepts influencing and linking to IMC (Figure 1). The model lists the variables, such as personality, that are connected to intellectual and emotional capital, which includes digital technology, standing, and IMC-related knowledge and proficiency. The theoretical model that identifies the major study constructs linked to personality, IMC, performance, and mental and emotional resources is illustrated in Figure 1. An explanation of the important variables and their assumed connections is provided by a theoretical model (Carroll & Swatman, 2000). Because of the model, the qualitative research methods applied to explore the connections among important paradigms that are emphasized in the literature, will be put to the test. Additionally, the model, which is predicated on proving several propositions, aids in achieving the suggested study objectives.



**Fig. 1** Theoretical Model

The collection of claims relates to the theoretical subjects and emphasizes some guidelines that practitioners and decision-makers can use to promote innovation. Based on enabling conditions and IMC's actions, these proposals can potentially be viewed as a springboard for the development of more concepts.

**Personality and Innovation Management Capability**

As previously said, different societies view an entrepreneur's personality and traits as crucial to the success or failure of their business (Boz and Ergeneli, 2014). According to Trost et al. (2016),

managers' personalities and actions can motivate their teams to work creatively.

But there is a lack of research in the literature on how behavior and personality can potentially stifle creativity (Åmo and Kolvereid, 2005). Storey (2000) asserts that managerial viewpoints and innovation understanding are closely related. Nevertheless, personality qualities and team dynamics have made innovations implemented by UK organizations challenging. Therefore, in order to guide their teams and employees toward success in innovation, managers and leaders must possess the proper behavioral traits. This suggests that personality has an effect on IMC:

**H1:** *Positive correlation exists between IMC and personality.*

### **Knowledge and Emotional Assets and Innovation Management Capability**

Intellectual and emotional resources have a significant impact on the strategy and capacities of innovation, and innovation necessitates the application of intellectual activities including technical competence, brand power, and leadership (Sumita, 2008). According to Martín-de Castro et al. (2013), an organization's intellectual and knowledge assets have an impact on its ability to innovate. According to Subramaniam and Youndt (2005), an organization's ability to its intellectual capital and knowledge assets are intimately related to its ability to innovate. Distinctiveness is a source of intellectual assets, according to Sumita (2008) and a capability of creativity. Thus, the work adopts the notion that prior research think there is a connection between intellectual and emotional capital.

**H2:** *Intellectual and emotional capital have a good correlation with IMC.*

### **Knowledge and Competence and Innovation Management Capability**

It is determined that turning information into knowledge is a component of knowledge competency. An organization's goals serve as the foundation for orientation, and its competences represent its range of capabilities (Foroudi, 2020). Cooke (2005) contends that through market-oriented innovation, knowledge

competency produces better results. According to Lee and Sukoco (2007), the current economy indicates that because of the fierce competition, companies need to broaden and enhance their competencies on a constant basis to keep their competitive edge in innovation. Robinson et al. (2004) state that when an organization maintains its entrepreneurial mindset and knowledge management, new ideas and competencies tend to emerge. To use IMC to transform creative ideas into products, organizations need to have the necessary knowledge and skills (Lawson and Samson, 2001). Based on these factors, it is crucial to show that knowledge, competence, and innovation management capacity are related, as organizations need these attributes to support their capacity for innovation (Leiponen, 2006; Koskab, 2013):

**H3:** *The correlation between IMC, as well as expertise and knowledge is positive.*

### **Digital Technology and Innovation Management Capability**

Organizations must adjust to new digital technologies in order to avoid losing ground to rivals. Digital technology can improve processes and growth. According to Martín-de Castro et al. (2013), technological innovation is essential for improving products and processes, which makes organizations more efficient and profitable than those that do not innovate. Innovation and knowledge management are made possible by digital technology.

According to Joshi et al. (2010), in order for an organization to innovate and improve company performance, it must foster knowledge competency in digital technology. There have been several articles that emphasize the connection between digital technology and IMC of previous research (Nylén and Holmström, 2015), but further evidence is required to demonstrate that this relationship still exists:

**H4:** *IMC and digital technology have a beneficial synergy.*

### **Reputation and Innovation Management Capability**

A shared reputation for innovation inside an organization with the public and other stakeholders may be developed through the notion of organizational innovation (Courtright & Smudde, 2009; Direction, 2011). According to Mattera and Baena (2015), corporate social responsibility plays a crucial role in shaping an organization's reputation. It can also lead to creative problem-solving and heightened competitiveness. Reputation and IMC are hence related (Foroudi et al., 2016a, 2016b, 2016c). Companies who wish to be successful in enhancing their reputation in the current competitive climate must view this link as a valuable asset:

**H5:** *Reputation and IMC have a favorable association.*

### **Personality and Intellectual and Emotional Assetes**

Human capital, which includes an employee's intelligence, expertise, and experiences, is one of the components that make up intangible assets like intellectual and emotional capital (Bontis, 1998). Brooking (1996) defined intellectual property as a non-tangible resource made up of different components, one of which is human-centered, or psycho-social, or trait-based, as well as knowledge-and competence-centered. As to Ayranci and Çolakoglu (2014), there exists a correlation between the psychosocial elements present in the assets—both intellectual and emotional—of the company and the psycho-social capacity and management skills. According to Pownall et al. (2009), among an organization's emotional assets are the traits of its clients personalities including pride, joy, calmness, passion, determination, care, and trust. Given the clear underappreciated relationship between an individual's personality and their emotional and cognitive abilities (Kappagoda, 2013), this study aims to close this research gap by stating the following:

**H6:** *Intellectual and emotional strengths positively correlate with personality.*

### **Innovation Management Capability and Performance**

Because innovative businesses outperform non-innovating businesses in terms of productivity and economic growth, innovation management (IMC) is a critical component of an organization's success. Organizational performance and innovation are positively correlated, claim Mazzanti et

al. (2006). According to Hurley et al. (2005), the ability being innovative is the primary element influencing corporate performance, along with the accomplishment of strategic and commercial objectives. By putting into practice an innovation strategy that aligns with corporate strategy and then bolstering current resources to execute the plan, companies outperform their industry peers. As a result, it is determined that IMC and performance are related:

**H7:** *The performance of businesses and IMC are positively correlated.*

There are several types of innovation, including product, process, marketing, and organizational innovation, according to the Oslo Manual's definition (OECD, 2019). In addition, two further categories of technical breakthroughs are listed in UNE 166002 (AENOR, 2019). Previous various innovation determinants have a positive association and influence on innovation potential, according to a study by Mir et al. (2016). As a result, the paper says:

**H8:** *The company's IMC and the sorts of innovation have a good correlation.*

Moreover, the kinds of innovation can be used to improve business performance. According to earlier research on innovation and firm performance (Gunday et al., 2011; Mir et al., 2016; Celtekliligil and Adiguzel, 2019), process and product IMC significantly and favorably affect firm performance. Thus, the goal of this study is to establish a connection between company success and several

process types, such as organizational innovation and marketing, which are components of IMC:

**H9:** *The kinds of innovation and the effectiveness of the business are positively correlated.*

## METHODOLOGY

In order to determine we used interdisciplinary finding "what is significant and meaningful in the data" requires collecting qualitative data in order to comprehend categories, subjects, and patterns (Foroudi et al., 2017). Through in-depth interviews, the transdisciplinary qualitative data gathering was put into practice. Since in-depth interviews provide far more thorough information than other data gathering methods, such surveys, they were chosen (Jimenez et al., 2019). Additionally, they might foster a more informal atmosphere during the data collection process, making it more comfortable for interviewers and respondents to discuss their opinions over the course of completing a standardized survey (Andriotis et al., 2020).

50 (Fifty) comprehensive interviews with senior managers in Indonesia from a range of multinational firms, academics, managing directors, business owners and managers, managers of communication and design, marketing managers, directors of risk assurance, and top executives and design strategy managers comprised the primary data that we gathered. The majority of participants 32 were female, between the ages of 40

and 50, with postgraduate degrees. The length of the interview ranged from 45 to 120 minutes. Based on the subjective sensations and impressions of the participants, the results allowed us to get clear and distinct fresh proof of an issue and to produce broader understanding of the IMC, personality, knowledge and competence, digital technologies, reputation, and performance, as well as fresh empirical findings (Foroudietal., 2016a, 2016b, 2016c). A standardized interview administration technique was used in the qualitative research method to gain understanding of the business's driving forces and the analysis unit's perspective of itself. A set of definitions and relevant questions was part of the in-person, semi-structured, non-standardized interview technique that had to be covered in order to fully comprehend the findings of this study (Hussainetal., 2020; Foroudi et al., 2019a). The non-standardized semi-structured interview was selected due to its demonstrated versatility and flexibility (Ozdemiretal., 2020). Additionally, it works well with group and individual interviewing procedures due to its rigidity may be adjusted to suit the study's objectives and the questions being asked (Kallio, et al., 2016).

After analyzing earlier research, the development of the research qualitative approach in the Appendix involved recognizing the topics that needed to be covered. In order to obtain a more precise response, the researcher first developed broad questions from this and then subquestions. In accordance with recommendations made Foroudi et al. (2019b), a warm and inviting

environment was established, and every interview was captured on two recorders and verbatim transcribed, emphasizing the reliability of the data (Andriopoulos and Lewis, 2009) for evaluating the study's goals and guaranteeing dependability. A typical interview lasted about one hour.

Based on the recommendation of Creswell and Miller (2000), triangulation was employed to increase the validity and reliability of the study. The twice-read transcriptions from the taped interview, were used in the qualitative analysis. We created codes that are relevant for the associated literature by addressing the goals of the study, the issues raised, and/or significant patterns discovered in the texts. Subsequently, the investigator coded and categorized the information to facilitate searching and comparison-making. After that, the data was organized to put the research's components in order. For the purpose of interpreting the data and determining the correlations between codes, for data management, retrieval, and storage, NVivo software was used. The information pertained to the demanding nodes' content, which was evaluated for the thematic concepts' interrelationships. The nodes (themes) were then reviewed for coherence and the examination of qualitative data was carried out. Once the data collection process was completed, the outcomes were tested. The main claims that had a direct bearing on the goals of the research were changed. The results obtained from the open questions were quickly summarized and directly related to the study goals by identifying a key

phrase, leading to the development of a final theory.

### **FINDING AND DISCUSSION**

Through an examination of the literature, the idea behind the review argues that the ideas of IMC were not well defined or connected to other pertinent issues in the area. The conceptual model that divides the literature based on the findings of the qualitative analysis study from the main research is shown in Figure 1 in order to determine the gaps in the study. As per the research conducted by Miles and Huberman (1994), the data was analyzed, and this required comparing all of the information gathered with the theoretical framework for the IMC and other associated ideas. The semi-structured study approach made it simple to define the constructs being studied.

The connections between personality, knowledge and skill, digital technology, reputation, intellectual and emotional resources, important forms of creativity and commercial performance, and other theoretically acknowledged constructs are demonstrated by creating a conceptual model at the managers and expert level founded on the idea of resource advantage.

The study confirms previous research' findings that IMC employed by businesses can have an impact on business performance. Therefore, regardless of the nature of the competition among them, corporate management should regularly monitor and oversee the effectiveness of IMC.

Creative companies throughout the world that represent IMC show advancement in their sector. The qualitative research's data confirmed P1, which holds that personality and IMC have a favorable association.

The views of the managers during the interviews seem to be in line with Hsieh et al. (2011), some assert that the emergence of innovation depends on an entrepreneurial mindset. The statement highlights the qualities of taking calculated risks that are necessary while pursuing innovations that might enhance corporate success. This validates the analysis conducted by earlier studies in the subject.

In addition, according to the statistics, an entrepreneur's inspiration is formed to guide the team. This is consistent with Steel et al. (2011), who think that earlier studies have demonstrated a robust correlation between personality traits and creativity. This analysis makes it evident that P1 is supported by this.

The evidence supports P2, i.e., that intellectual and emotional capital and IMC have a positive connection.

According to in order to achieve IMC, the informants' intellectual and emotional resources are needed which is consistent with earlier studies conducted in this field. This perspective also suggests that, as previously determined by Martín-de Castro et al. (2013), knowledge and technology are both intellectual and emotional components. According to Bismuth et al. (2013), intellectual assets play a crucial role in company innovation and

value development. value generation (Hafeez et al., 2018; Bismuth and Tojo, 2008).

This study supports P2 and validates pertinent research in this field by demonstrating a direct correlation between IMC and intellectual and emotional resources.

The research data shows that P3 is supported, i.e., that knowledge and skill and IMC are positively correlated.

According to Farooq and Khan (2011), Khan (2012), and Asfaw et al. (2015), our study indicates that employees can learn information and that frequent, ongoing training is necessary to retain and enhance employee knowledge.

Moreover, the according to study, having the necessary knowledge and competency assets is necessary for carrying out IMC as previously demonstrated by Leiponen (2006) and Koskab (2013). Successful innovation is represented in the collaborative acquisition of knowledge and skills (Tamer Cavusgil et al., 2003). The qualitative study adds more credence to P3.

P4, which states that the study supports the notion that digital technology and IMC have a favorable link.

The researcher was able to validate the findings by taking into account the opinions of the interviewees. This helped to confirm that digital technology remains a valuable tool that aids in the daily operations of enterprises. vital resources that support

the daily operations of enterprises. Additionally, the notion implies that because digital technology fosters innovation, it affects IMC significantly. Actually, human creativity shapes innovation, which is based on the use of digital technology claims Tapscott (1996). Innovation and the application of digital technology are the foundations of human creativity. Based on this data, P4 is well supported.

The results of the interview highlight P5's strength, namely that reputation and IMC have a favorable correlation.

The findings support the findings of other pertinent studies carried out in a number of business sectors by indicating that reputation is an important asset that reflects the corporate image overall. A company's innovative reputation is highly valued, and it can serve as a source of both a long-term competitive advantage and a material asset (Henard and Dacin, 2010). Reputation has an impact on IMC, leading to the conclusion that P5 has support.

The research provides strong evidence in favor of P6, which holds that personality and intellectual and emotional resources have a favorable relationship.

Intellectual and emotional resources are related to personality, just as emotional resources are related to emotions and beliefs, the manager who was interviewed clarifies. Your staff members are your intellectual assets, and their personalities are highlighted. According to the remark, employees'

personalities are emphasized by their intellectual advantages, which in turn connect to their emotional assets. This appears to be consistent with research by Kappagoda (2013), which indicates that personality and intellectual and emotional resources have a relationship that is underappreciated. Furthermore, personality, emotional and intellectual capacity make up human capital and human capital are related, according to Carson et al. (2004). Qualitative research has indicated that P6 is supported.

The research substantiates the propositions P7, P8, and P9 indicate that IMC and performance are positively correlated, as are the types of innovation offered by the firm and IMC. They also indicate that there is a positive association between the categories of innovation and performance.

As indicated by earlier research, the examination of these claims clearly points to the influence of IMC on performance, as well as the types of innovation that have an impact on IMC and performance. Additionally, it broadens understanding of the connections between the chosen subjects, illustrating how modernity and competitiveness are critical to the survival and expansion of businesses. Innovation creation and the dissemination of new products, processes, and the foundation of change is business models and are crucial to both economic growth and corporate performance, according to Bismuth and Tojo (2008). The aforementioned observation highlights the correlation relationships between

IMC, innovation types, and performance, supporting P7, P8, and P9 and bolstering findings from Gunday et al. (2011), Mir et al. (2016), and Celtekligil and Adiguzel (2019).

#### **THEORITICAL CONTRIBUTIONS AND PRACTICAL IMPLCATIONS**

This study's primary goal was to fill in the gaps left by previous research on the effects the impact of personality on emotional and intellectual capital (IMC), the primary factors influencing IMC's intellectual and emotional capital, and the primary effects of IMC on performance.

This research establishes a framework that might be considered a first attempt to examine the items from the viewpoint of the multinational enterprises from the views of researchers and practitioners. It also contributes to the understanding of the features and potential impacts of IMC, a field that is comparatively understudied. Therefore, by demonstrating that IMC is impacted and affected differentially by other factors, the empirical data contribute to the body of knowledge pertinent elements that are dispersed throughout the organization.

The current study's primary goal was to conduct an empirical investigation of various claims made in the literature regarding the antecedents of company performance through IMC. The study's findings imply managerial implications for those in positions of decision-making who wish to understand the influence that IMC has on business performance

as well as the inextricable relationship between IMC and its antecedents' components, such as personality, knowledge and competence, digital technology, and reputation. Therefore, when it comes to IMC practice, managers, leaders, and staff should take note of the crucial implications of this study.

The primary goal of the current investigation was to carry out an empirical investigation of various claims made in the literature regarding the antecedents of company performance through IMC. The study's findings imply managerial implications for those in positions of decision-making who wish to understand the influence that IMC has on business performance as well as the inextricable relationship between IMC and its antecedents' components, such as personality, knowledge and competence, digital technology, and reputation. Therefore, when it comes to IMC practice, managers, leaders, and staff should take note of the crucial implications of this study. Furthermore, in order to help the organization achieve favorable business results, these practitioners must comprehend the various meanings connected to particular issues related with IMC items (Lawson and Samson, 2001; Teece, 2014).

The study's conclusions also show that corporate executives have to: first, take accountability for developing IMC within the organization; second, recognize employees' critical function in overseeing and directing the growth of innovation; third, make sure the organization has all the necessary

structures in place to implement well-thought-out techniques and tactics for innovation, utilizing personality, intellectual, and emotional resources; fourth, be ready to assess the kinds of innovation on IMC and how they affect business performance.

Therefore, the only businesses that have a greater chance of improving their performance are those that can draw in and retain the resources needed to strengthen their innovative capacities. When performances, IMC, human resources, and personality are considered together, a greater number of new procedures and processes that may have an effect on performances are really produced. In light of this, managers should focus more on IMC since it is the primary means by which the business can demonstrate the benefits of various forms of innovation for output, profitability, and market performance. The results of this study demonstrate that an organization can only improve performance and gain a sustainable competitive advantage through IMC. To put it briefly, in order to make IMC able to strengthen the edge over competitors and raise total profitability, managers must increase their field investments.

Put another way, from a managerial standpoint, the IMC framework extends beyond traditional methods of comprehending the competitive advantage associated with innovation. It does this by stressing not only the procedures necessary to attain success in a particular setting but also by attempting to suggest fresh ideas for

potential business opportunities that may arise when the market and technology undergo further irreversible change. As a result, the suggested framework aims to be a somewhat straightforward framework that may be used to explain a very complex problem: How can managers and decision-makers in a multinational corporation identify opportunities to enhance business performance, decide how to take advantage of these opportunities, and then consistently update the cornerstones of the company's success by utilizing intellectual and emotional resources (reputation, experience, and digital technologies), character attributes, and innovative forms? Although this is undoubtedly a difficult undertaking, IMC and other related ideas are essential for businesses, particularly in the dynamic world of today, as they constitute the foundation of long-term edge over competitors.

#### **CONCLUSIONS, RESEARCH LIMITATIONS AND FUTURE DIRECTIONS**

The study provides a basis for understanding how IMC is conceptualized and how it affects company performance. Nonetheless, the results must to be interpreted considering a number of essential constraints that are suitable for additional study. Because only two managers were examined in a single environment, the research's limitations show that the researchers were unable to gain a comprehensive understanding of the managerial perspective. Moreover, the executives under evaluation had a narrow perspective

because they were from a single industry. Nonetheless, to highlight the differences and similarities in business principles and procedures, the researchers selected the two managers working in the same sector. The findings might have been different if the study had been conducted in a different nation and in a different industry. IMC qualities may be more pronounced in a different context. The development of the research tools and evaluations was predicated on qualitative analyses from earlier studies conducted in many contexts. In order to gain greater understanding and expertise of the business process, the researchers in IMC may look into more executives from other industries in their future recommendations.

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