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## **EXPLORING THE DYNAMICS OF INNOVATION ANTECEDENTS AND OUTCOMES IN BUSINESS PERFORMANCE**

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### **ABSTRACT**

The current research critically addresses a significant gap in understanding the intricate dynamics between the drivers and outcomes of innovation within various organizational contexts. While innovation is widely recognized as a crucial driver for growth and competitiveness in the rapidly evolving business landscape, the specific mechanisms through which these drivers influence outcomes remain underexplored. This lack of detailed insight is a substantial barrier to effective strategy development and implementation, underscoring the importance of this study. The research aims to thoroughly explore key antecedents such as organizational culture, leadership, financial strategies, and external environmental conditions that promote an innovative environment. It also evaluates the extensive impact of these innovations on business performance, focusing particularly on market competitiveness, operational efficiency, and customer loyalty. By examining the connections between these factors, the study seeks to outline the pathways through which innovation enhances business performance across various industries and market conditions. The formulated research questions are designed to identify the principal antecedents of innovation, assess their broad impacts on business metrics, and ascertain under which circumstances these effects are maximized. This comprehensive analysis intends to bridge the theoretical and empirical gaps, providing insights that could guide both academic research and practical business strategy development in the realm of innovation management.

Keywords: innovation management; organizational performance; strategic innovation

### **INTRODUCTION**

Innovation is the main key in the business world, which is important to drive sustainability and growth. This acts as a powerful catalyst that drives improved business performance and competitiveness. The essence of innovation lies in its capacity to develop sophisticated processes, enhance products, create novel business models, and boost overall efficiency. These advancements are crucial as they help elevate an organization's position in the market and improve operational success (Tidd & Bessant, 2009). However, the path to innovation is fraught with challenges. It demands substantial investments and carries an inherent risk of failure, which could adversely affect a company's financial health and standing in the market (Schilling, 2013).

Moreover, integrating new technologies or processes within a business often mandates significant changes in organizational structure and culture, which can disrupt existing workflows and employee morale (Kanter, 2006). While the benefits of innovation, such as accessing new markets, augmenting market share, and fortifying customer relationships, are widely acknowledged, there is a discernible gap in the literature concerning the precise mechanisms through which various antecedents of innovation exert influence on these outcomes. Scholarly discussions frequently treat these antecedents and consequences in isolation, scarcely addressing their interdependencies or the specific conditions under which they optimally contribute to business success (Crossan & Apaydin, 2010).

This gap in academic discourse suggests a need for a more integrated approach that examines how different drivers of innovation interact within varied organizational contexts to affect business outcomes. Studies often highlight the role of organizational culture, strategic leadership, financial management, and external environmental factors as critical antecedents to innovation (Birkinshaw & Goddard, 2009; Teece, 2007). Each of these elements plays a distinct role in shaping the innovation landscape of a firm, yet how they collectively influence the innovation process remains underexplored. Building on the identified gaps within the extensive discourse on innovation, this systematic literature review is meticulously designed to deepen our comprehension of the multifaceted phenomenon of innovation within diverse business environments. The overarching objectives and research questions are specifically crafted to offer a comprehensive analysis that bridges theoretical concepts with empirical investigation, addressing both macro and micro aspects of innovation.

The primary aim of this review is to meticulously identify and elucidate the various antecedents of innovation that are prevalent within organizations. This involves an in-depth exploration of how foundational elements such as organizational culture, leadership, financial strategies, and external environmental conditions collectively create a fertile ground for innovative endeavors. Moreover, the review seeks to assess the wide-ranging consequences of innovation on business performance. This includes a focused examination of how innovation impacts market competitiveness, operational efficiency, and customer loyalty. An essential part of this analysis is to uncover the intricate interrelations between the antecedents and consequences of innovation. The goal here is to delineate the specific pathways through which innovation fosters notable enhancements in business performance, considering the variability across different industry sectors and market conditions.

In pursuit of these objectives, the review is guided by several critical research questions that aim to provide a nuanced understanding of the innovation process within business contexts. First, it seeks to determine the predominant antecedents of innovation in businesses and to understand how these factors synergistically create an environment that is conducive to innovation. Secondly, the review questions how innovation influences various dimensions of business performance, such as competitiveness, operational efficiencies, and customer engagement. This question is particularly crucial in understanding the direct and indirect benefits of innovation. Lastly, the review explores the dynamics between the antecedents and consequences of innovation to identify under what specific circumstances these relationships yield optimal benefits for enhancing business performance. By addressing these research questions, the review intends to fill the critical gaps in current knowledge, offering both academic insights and practical guidance for fostering innovation effectively within organizational settings. This systematic approach not only promises to contribute to the academic literature but also provides strategic implications for business leaders aiming to harness innovation for competitive advantage and sustainable growth.

## **METHOD**

The focus of this systematic literature review is on exploring Innovation Antecedents and Outcomes in Business Performance. The methodology encompasses a structured search and analysis process, adhering to stringent academic standards to ensure the thoroughness and relevance of the findings.

To be included in this review, articles must specifically address the antecedents and outcomes of innovation within the context of business performance. The articles should provide a comprehensive analysis of the topic and must have been published from 2020 onwards to ensure

the most current perspectives and data are considered.

In our study, we are focusing specifically on articles that thoroughly examine both the drivers and outcomes of innovation within the business landscape. To ensure the relevance and quality of our research materials, we have decided to include only those articles that offer a comprehensive analysis and have been peer-reviewed. This will help maintain the scholarly rigor of our review. Additionally, we are prioritizing the most recent studies by including articles published from the year 2020 onward, ensuring that our research reflects the latest developments and insights in the field of business innovation.

On the other hand, we will be excluding certain types of articles to maintain a clear and focused scope for our study. Articles that provide a broad discussion on leadership styles across various industries without directly addressing their impact on innovation will be excluded, as the link to innovation is essential for our research theme. Furthermore, we are excluding studies that present only abstracts or preliminary results without detailed findings, as our review requires in-depth data to perform a comprehensive analysis. This exclusion criteria helps us avoid superficial or incomplete sources, ensuring that our research is based on detailed and complete information.

The search process begins with the use of the google scholar database, utilizing the keyword "Innovation in Business Performance." Initial search results are meticulously filtered to eliminate duplicates and ensure diversity in the sources. The selection of articles is then refined based on the following inclusion criteria: 1) Full-text availability to ensure a comprehensive analysis of the content. 2) Relevance to the specific themes of innovation antecedents and outcomes. 3) Adherence to the publication year criterion of 2020 or later. Articles that only include abstracts or do not meet the specified criteria are excluded from further review.

Once the articles are selected, they undergo a detailed extraction process. This involves distilling crucial information related to the topics of innovation antecedents and outcomes in business performance. Key extraction criteria include: 1) The topic's relevance to the research focus. 2) The publication year, with a preference for articles published in or after 2020 to ensure the inclusion of the most up-to-date research. 3) The research methodology employed in the study, focusing on robust and well-defined approaches. 4) The implications of the research results, especially how they contribute to existing knowledge and practices in business innovation. This methodical approach ensures that the articles included in the review are not only current and relevant but also provide substantive insights into the dynamics of innovation within business settings, thus supporting the development of a comprehensive understanding of the subject.

## **RESULTS AND DISCUSSION**

Search results using the keyword "dynamics of innovation antecedents and outcomes in business performance" using the Google Scholer electronic data base. Search results using these keywords produce 152 articles. Then filtered the articles with inclusion and exclusion criteria and obtained 85 articles. Selection of the next article by eliminating duplicate articles with a result of 32 articles. Furthermore, the elimination of articles is carried out based on the complete composition, namely as many as 20 articles.

Table 1.  
Summary of Studies Reviewed

Study Reference	Name of Journal	Antecedents	Consequences
Likar et al., 2023	Journal of East European Management Studies	Smart innovation management, strategic investments	Improved business performance
Farida & Setiawan, 2022	Journal of Open Innovation	Business strategies leveraging innovation	Enhanced competitive advantages
Ahmed et al., 2020	Technology in Society	Innovative capabilities, process and product innovations	Improved firm performance
Lestari et al., 2020	IOP Conference Series	Market orientation, entrepreneurial orientation	Positive impact on business performance
Nunes & Pereira, 2020	International Journal of Innovation Management	Business model innovation	Positive impact on business performance, customer satisfaction
Kiiru et al., 2023	European Journal of Business and Management Research	Innovativeness in operations	Enhanced business performance
Sugiyanto & Wijayanti, 2023	International Research Journal of Business Studies	Innovativeness	Improved competitive advantage, business performance
Katila, 2021	Innovation for Sustainable Development Review – Belarus	Metrics for measuring innovation performance	Need for consistent measures to foster innovation
Firdaus & Sakinah, 2023	J-MAS (Jurnal Manajemen dan Sains)	Innovative work behavior	Positive link to business performance, competitive advantage
Sapaloglu & Bolatan, 2022	IEEE TEMSCON EUROPE	Effective R&D and innovative processes	Improved operational performance, productivity
Zimmermann et al., 2020	Journal of Purchasing and Supply Management	Supply chain strategies	Moderation between innovation capabilities and business performance
Lo & Kam, 2021	Sustainability	Specific innovation performance indicators	Enhancement of innovation in sector-specific contexts
Manji, 2022	Journal of Strategic Management	Various innovation strategies	Improved corporate performance
Herlinawati & Machmud, 2020	WSEAS Transactions	Innovation in products, processes, and distribution	Increased business performance
Marei et al., 2022	Uncertain Supply Chain Management	Innovation in service delivery	Enhanced customer satisfaction
Ammirato et al., 2021	Measuring Business Excellence	Drivers of business model innovation	Improvement in organizational performance
Beigi et al., 2021	Management and Business Research Quarterly	Management and business model innovations	Creation of a performance gap, sustainable competitive advantages
Zhou, 2023	Journal of World Economy	Dual innovation, financial slack	Enhanced business performance
Santoso et al., 2023	International Journal of Application on Economics and Business	Comprehensive innovation management model	Enhanced business performance
Guo & Gelegjamts, 2023	Academic Journal of Science and Technology	Innovation paths	Link to performance outcomes

Redefinition of Antecedents in Innovation: Innovation within organizations is a complex, multifaceted phenomenon influenced by various internal and external factors. Historically, innovation research primarily focused on the role of R&D and technological advancements.

However, recent studies increasingly recognize that innovation is not merely about technology but also about the culture, structure, leadership, financial strategies, and external interactions that enable the effective integration and utilization of technological capabilities.

**Development of Antecedents Innovation:** The academic landscape has evolved to understand that innovation is deeply embedded in the organizational context. The classical view of innovation being driven by individual inventiveness has shifted towards a more systematic approach that considers broader organizational elements:

- a) **Organizational Culture and Structure:** The significance of an innovation-supportive culture and structured environment is emphasized in newer studies like those by Likar et al. (2023) and Ammirato et al. (2021). This perspective underlines that without a conducive organizational ethos and a well-designed structural framework, innovation efforts can be stifled.
- b) **Leadership:** Leadership's role in fostering an innovative culture has gained extensive recognition. Research such as that by Zimmermann et al. (2020) and Santoso et al. (2023) illustrates that leadership extends beyond traditional management functions to actively shaping innovation strategies and nurturing an environment that encourages creative thinking and problem-solving.
- c) **Technology and Process Innovation:** While the adoption of new technologies remains a cornerstone of innovation, the integration and innovative application of these technologies are now seen as equally vital. Studies by Herlinawati & Machmud (2020) and Lo & Kam (2021) demonstrate that technology alone does not lead to innovation; rather, it is the innovative application of technology that enhances performance and efficiency.
- d) **Financial Resources and Management:** The strategic allocation of financial resources to support innovation-related activities has been spotlighted in recent research, such as by Zhou (2023). This view posits that financial management plays a critical role in enabling or hindering innovation depending on how resources are allocated and managed.
- e) **External Influence and Market Conditions:** The influence of external factors, including government policies and market conditions, on innovation has been increasingly acknowledged. Research by Sugiyanto & Wijayanti (2023) reflects this by illustrating how external support and pressures can catalyze or constrain organizational innovation efforts.

**Redefinition of Innovation Consequences:** Innovation's impact on business is traditionally measured through direct financial metrics such as ROI or profit margins. However, the modern academic discourse extends this view to incorporate broader organizational and market impacts, reflecting a more holistic understanding of innovation's consequences. These include not just financial outcomes but also competitive positioning, customer relationships, market dynamics, and operational efficiencies.

**Development of Innovation Consequences:** The academic perspective on the consequences of innovation has evolved to recognize the following multidimensional impacts:

- a) **Enhanced Business Performance:** Initially focused primarily on financial metrics, the current understanding includes broader performance indicators such as operational efficiency and market share. Studies like those by Kiiru et al. (2023) and Lestari et al. (2020) demonstrate that innovation drives significant improvements across these varied dimensions.
- b) **Increased Market Competitiveness:** The discourse has expanded to detail how innovation contributes not just to maintaining but actively enhancing competitive advantage. Research by Manji (2022) and Zimmermann et al. (2020) illustrates how strategic innovation leads to market differentiation and a strengthened competitive position.
- c) **Customer Satisfaction:** Traditionally, customer satisfaction was not a direct consideration in innovation studies. However, as shown by Marei et al. (2022), the modern approach

integrates customer satisfaction as a critical outcome, linking it directly to innovation's impact on customer loyalty and market penetration.

- d) Market Expansion and Accessibility: The role of innovation in facilitating market expansion and improving accessibility is a relatively new area of focus. Guo & Gelegjamts (2023) emphasize how innovation opens new markets and enhances product accessibility, contributing to geographical and demographic market expansion.

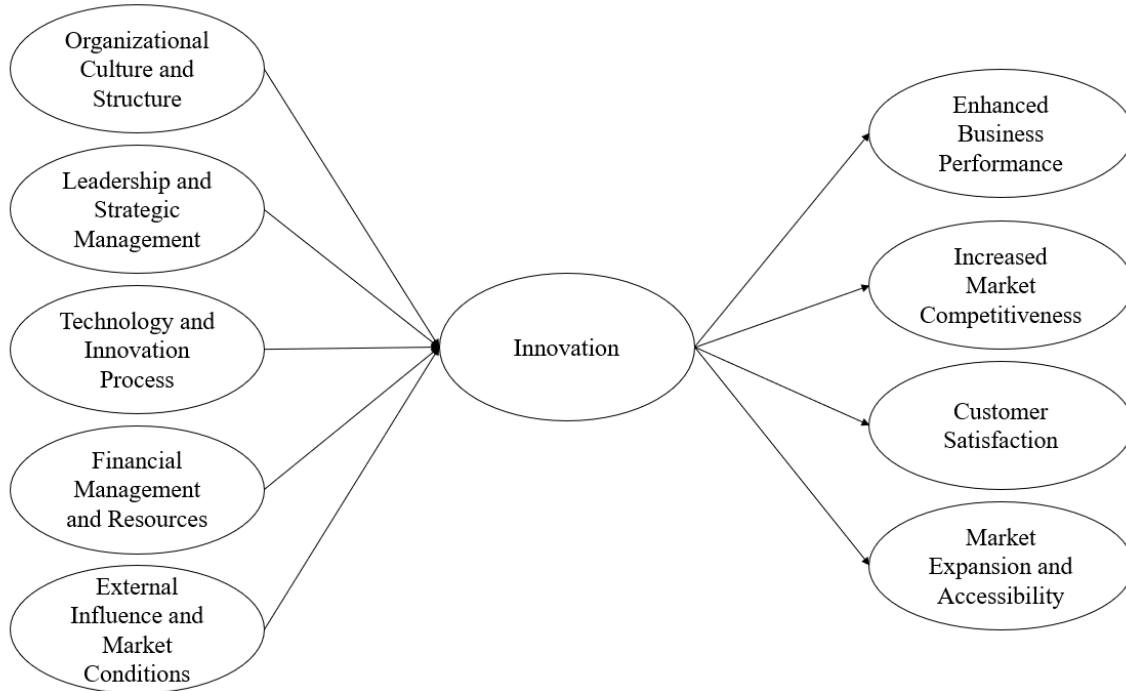


Table 2. Antecedents And Consequences of Innovation

The illustration effectively maps out the antecedents and consequences of innovation within a business context, providing a visual synthesis of how various elements contribute to and result from innovation. This depiction underscores the complexity inherent in understanding and harnessing innovation for business success.

### Theoretical Contributions

The systematic review significantly enriches theoretical discussions within the field of business innovation by illustrating the complex interplay between multiple antecedents and their impact on innovation outcomes. This analysis reinforces the dynamic capabilities framework, highlighting how firms must continuously adapt their strategic management practices to thrive in fluctuating markets (Teece, 2007). By exploring how businesses integrate, build, and reconfigure both internal and external competencies, the review provides empirical backing to the theory that dynamic capabilities are crucial for leveraging innovation for competitive advantage. Furthermore, the review extends the innovation diffusion theory by not only focusing on the adoption rates of specific innovations but also on how these innovations are strategically implemented to maximize business performance. This nuanced approach to innovation diffusion offers a deeper understanding of the mechanisms through which innovations contribute to organizational success, moving beyond mere adoption to consider effective implementation and integration into core business processes. Additionally, the review contributes to the resource-based view (RBV) of the firm by highlighting the role of organizational resources such as culture, leadership, and financial management as key assets that can be leveraged for innovation. This perspective underscores the strategic importance of resource allocation and management in fostering an environment conducive to innovation.

## **Practical Implications**

From a practical standpoint, the findings of this review underscore the necessity for organizations to adopt a holistic approach to innovation management. It suggests that successful innovation is not solely the product of technological investments but also the result of cultivating a supportive organizational culture that encourages risk-taking and creativity. This finding is pivotal for practitioners, as it directs them to consider the broader organizational context in which technological tools are deployed. The critical role of leadership highlighted in the review points to the need for leaders to not only endorse innovation initiatives but also actively participate in creating a strategic alignment that weaves innovation into the fabric of the organizational strategy. Leaders are shown to be instrumental in breaking down resistance to change and fostering an organizational ethos that supports continual innovation. Moreover, the review advises businesses to maintain agility, adapting their innovation strategies in response to ever-changing market conditions and external pressures. This agility is crucial for staying relevant and competitive in highly volatile markets. By aligning innovation strategies with market dynamics, firms can better anticipate and respond to changes, thereby securing a sustainable competitive edge.

This systematic review, while comprehensive, is subject to a few key limitations that may influence the interpretation and application of its findings. First, the reliance on published academic studies introduces potential publication bias. This bias arises because studies that report positive or significant results are often more likely to be published than studies with negative or inconclusive outcomes. This can skew the review towards more favorable interpretations of the impact of innovation on business performance. Second, the diversity of industries covered in the review presents challenges in generalizability. Different sectors have unique innovation dynamics, influenced by varying regulatory, technological, and market conditions. Consequently, findings applicable in one industry, such as technology or healthcare, may not hold in others like manufacturing or services, due to these sectors' distinct operational and competitive landscapes. Additionally, there is often an overemphasis on quantitative measures of success, potentially overlooking qualitative aspects of innovation such as employee satisfaction, cultural integration, and customer experience. These qualitative outcomes can be crucial for sustainable business practices but are harder to measure and thus less frequently reported.

## **Future Research**

Addressing the limitations noted above, future research should broaden the scope of studies considered. Including grey literature, such as industry reports, white papers, and conference proceedings, could provide a more balanced view by incorporating findings and insights from non-peer-reviewed sources that might report on negative outcomes or ongoing challenges that have not yet reached academic publication. Longitudinal studies are particularly important for understanding the long-term effects of innovation antecedents on business performance. Such studies could help determine the sustainability of innovation impacts, observing how initial benefits may evolve or diminish over time. This approach would provide deeper insights into the enduring value of innovation investments and strategies. The increasing importance of digital transformation as a driver of innovation also warrants deeper exploration. Future studies could focus on how digital technologies act as catalysts for new types of innovation processes and business models, examining sectors that are at varying stages of digital maturity. Understanding these dynamics can inform strategies that are responsive to the accelerating pace of digital change. Comparative studies across different geographical regions could also provide valuable insights. Such research would clarify how cultural, economic, and regulatory environments shape innovation strategies and outcomes, highlighting successful practices that

are context-sensitive and could be adapted to different settings.

Moreover, future research should aim to develop more nuanced frameworks for measuring the impact of innovation that incorporate both quantitative and qualitative outcomes. This could involve developing new metrics that capture the broader effects of innovation on all stakeholders, including employees, customers, and communities, thereby providing a more holistic view of innovation's impact. In conclusion, while this review provides valuable insights into the antecedents and consequences of innovation, the field of innovation research is ever-evolving. Continual updates and expansions of the research base are essential to keep pace with the rapid changes in technology, market conditions, and global business practices. Addressing these research gaps will not only enhance academic understanding but also provide practical guidance for organizations striving to harness innovation for competitive advantage and sustainable growth.

## **CONCLUSION**

The conclusion of this systematic review, which examined twenty studies on the antecedents and consequences of innovation in business, offers comprehensive insights into how various factors within organizations drive and are driven by innovation. This review has identified key antecedents such as organizational culture and structure, leadership and strategic management, technology and innovation processes, financial management and resources, and external influence and market conditions. These elements collaboratively create an environment that fosters innovation, enhancing business performance across several dimensions including financial outcomes, operational efficiency, market competitiveness, customer satisfaction, and overall productivity.

This research underscores the intertwined nature of innovation's drivers and outcomes, reinforcing theories such as the dynamic capabilities framework and innovation diffusion theory within contemporary business contexts. It highlights that effective innovation management requires more than just investments in technology; it necessitates a holistic approach involving strategic leadership, a supportive organizational culture, and adaptive financial strategies that respond to both internal needs and external pressures.

These findings contribute significantly to academic discourse on business innovation by providing a detailed examination of the mechanisms through which innovation influences organizational success. For practitioners and business leaders, the insights offer actionable guidance on structuring their organizations to better harness the potential of innovation for competitive advantage and sustained growth. Future research should extend these findings by exploring how these antecedents and consequences evolve with technological advancements and changing market dynamics, ensuring that the theoretical and practical applications of innovation in business remain relevant and impactful. This study not only fills existing gaps in academic literature but also equips business strategists with the knowledge to navigate the complex landscape of global competition and innovation-driven change.

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