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The Relationship Between Organizational Innovation Capability and Organizational Effectiveness: The Mediating Role of Innovation Culture*

Borsa Örgütsel İnovasyon Yeteneği İle Örgütsel Etkinlik Arasındaki İlişki: İnovasyon Kültürünün Aracılık Rolü

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ÖZ

Araştırma, bir kuruluşün inovasyon kültürünü analiz ederek inovasyon potansiyeli ile etkinlik arasındaki ilişkinin varlığını, yönünü ve kapsamını tespit etmeyi amaçlamaktadır. Bu özgün araştırma, hem yerel hem de uluslararası bağlamlarda kuruluşların etkinlik ve yenilikçiliğini incelemiştir. Anket verilerini analiz etmek için basit ve çoklu doğrusal regresyon, ANOVA, tanımlayıcı istatistikler, açıklayıcı faktör analizi, bağımsız örneklem t-testi ve Pearson korelasyon analizi kullanılmıştır. Demografik farklılıklar çeşitli kategorilerde gözlemlenmiştir. Bu araştırma, inovasyon kültürünün örgütsel performans ve inovasyon üzerindeki etkisini incelemektedir. Regresyon analizi, p-değerinin de gösterdiği gibi, İEK ile İE arasında istatistiksel bir korelasyon olduğunu ortaya koymuştur. Sonuçlar, performansı artırmak ve hızla gelişen iş ortamında başarılı olmak için kuruluşların yenilikçi bir kültür geliştirmeleri gerektiğini göstermektedir.

ABSTRACT

The research aims to ascertain the presence, orientation, and extent of the association between innovation potential and efficacy by analyzing an organization's innovation culture. This distinctive investigation investigated the efficacy and innovation of organizations in both domestic and international contexts. Simple and multiple linear regression, ANOVA, descriptive statistic, explanatory factor analysis, independent samples t-test, and Pearson correlation analysis were employed to analyze the questionnaire data. Demographic disparities were observed in a variety of categories. This investigation examines the impact of innovation culture on organizational performance and innovation. The regression analysis revealed a statistical correlation between OIC and OE, as evidenced by the p-value. The results indicate that in order to enhance performance and thrive in a rapidly evolving business environment, organizations must cultivate an innovative culture.

1. Introduction

The correlation between an organization's ability to innovate and its overall performance is crucial in the realms of business and management. Forward-thinking enterprises

recognize the importance of possessing innovation potential, which refers to the ability to consistently produce and execute new ideas, products, and services. It was argued that this skill was crucial for both sustained growth and economic gain (Zhang, 2010; Jimenez-Jimenez & Sanz-

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Valle, 2011). However, it was argued that a company's culture has a substantial impact on promoting and facilitating innovation (Damanpour, 2010; Subramaniam & Youndt, 2005).

It has been argued that an organization's culture had a substantial impact on the connection between innovation potential and organizational success (Anderson, Potočnik & Zhou, 2014; West & Farr, 1990). This culture promotes experimentation via its ideals, rituals, and actions. This project seeks to create an environment that motivates people to conceive and execute creative ideas. Tangible results such as higher productivity, satisfied customers, and greater market share would be the direct consequences of this (Zhou & Shalley, 2003; Anderson et al., 2014).

Several research have shown that there are several advantageous aspects to this complex interaction. These results highlight the importance of sharing knowledge in building the link between cooperation and creative thinking. It was founded that innovation direction has a substantial effect on organizational culture (Valencia et al., 2011). Furthermore, organizational culture influences practical competence, which in turn impacts the success of the firm. Research suggests that transformational leadership has the potential to cultivate favorable mental qualities in employees, which may subsequently enhance creativity. In their study, the correlation between knowledge management and creative leadership was examined, and they explored how shared culture affects the effect of these two attributes on innovation (Nguyen et al., 2021). Novel perspectives on the impact of brain functions on the success of a firm are offered (Yoo & Lee, 2018). The objective of their study is to demonstrate a correlation between a company's performance and its potential for technological innovation by investigating the role of corporate metacognition as a facilitator. It is indicated that the company's capability for innovation and subsequent success are directly influenced by the ability to disseminate information.

It has investigated the correlation among open creativity, group ambidexterity, and economic success. The authors provide a technique for moderated discourse that helps us understand how open innovation might enhance corporate success. It is stated that corporate innovation acts as a connection between corporate culture and financial performance (Uzkurt, 2013). This illustrates that each of these criteria has a direct impact on the performance of a firm. A second critical area of study is analyzing the interplay between marketing, technical improvements, and organizational culture. According to literature, creating a supportive environment is essential for speeding up the growth process in businesses. It is proposed that innovation is a key factor in improving a company's success (Imran, 2021). The role of innovation as a mediator in the connection between business culture and success is investigated in their study (Imran et al., 2021). In addition, illustrate the impact of an organization's emotional characteristics on its ability to innovate by using organizational commitment and

learning as examples. These studies illustrate the complex correlation between an organization's ability to innovate, the conducive creative environment it cultivates, and its overall effectiveness. In order to maintain a competitive edge in the fast-paced business landscape of today, a comprehensive understanding of these connections must be had by companies (Wang & Ahmed, 2007; Damanpour & Aravind, 2012). Cultivating a deliberate culture that fosters innovation, experimentation, and risk-taking may enhance a business's creative capabilities. This allows individuals to transform imaginative ideas into concrete accomplishments, which motivates them to continue progressing and doing even more.

2. Conceptual framework

2.1. Organizational innovation capability

In order to promote innovation, improve performance, and maintain a competitive edge in swiftly evolving markets, it is essential for businesses to possess the capacity to innovate. The firm's resource-based approach elucidates that this capability is a result (Damanpour, 1991; Tidd & Bessant, 2009). The organization's capacity to create and implement innovative products, services, methods, and structures that set it apart from its industry peers was illustrated. The firm's overall performance was not only improved by the successful adoption of new ideas, but long-term competitive advantages were also gained. The study's results underscore the critical importance of organizational innovation skills in eliciting favorable responses from the encompassing environment. Consequently, organizational performance may be enhanced, and long-term competitive advantages may be achieved over competitors. It was discovered that organizations can rapidly adjust to changing consumer demands and technological advancements. This enables the preservation of their competitive edge in the industry (García-Morales et al., 2011).

Numerous critical attributes were identified that enhance an organization's capacity to innovate (Zhou, 2012; Zhang & Wu, 2013). A firm's success is contingent upon the following: effective knowledge management systems, a culture that encourages experimentation and risk-taking, a substantial allocation of resources (financial, technical, and human), and strong leadership support for innovation.

The establishment of a positive environment that fosters the development of novel ideas and the promotion of innovative behaviors was considered essential to be influenced by leadership. It was proposed that the establishment of a supportive culture within an organization enables the assumption of responsibility for the generation and execution of distinct concepts by team members, thereby enhancing the industry's overall innovation potential (Zhang & Wu, 2013). This not only exacerbates an already precarious situation but also expands the overall potential for innovation.

Additionally, the successful implementation of knowledge management systems is essential for a corporation's

innovation, as the two are inextricably linked. Businesses that can efficiently access, distribute, and utilize information may have their problem-solving capabilities improved and market demands effectively addressed (Zhou et al., 2012). It was contended that the efficient translation of creative ideas into tangible outputs that enhance a company's overall performance is contingent upon the integration of knowledge management into innovation processes.

Furthermore, the interplay between knowledge management and innovation capability was explored, with emphasis placed on the need for a conceptual framework to delve into the firm's innovation capability through a knowledge management lens (Ahmad, 2023).

In order to enhance an organization's innovation potential, active collaboration with individuals and organizations both within and outside the organization was imperative (Powell et al., 1996). Partnerships and cooperative networks enable businesses to acquire information, experience, and resources that exceed their own limitations, as indicated by research. It was asserted that innovative concepts could be generated by organizations that implemented an open innovation management strategy through the utilization of a diverse array of perspectives and capabilities, which enhanced the organization's capacity to innovate (Laursen & Salter, 2006).

A model to evaluate the impact of business analytics capabilities on firm performance, with innovation capabilities playing a mediating role, was suggested (Alaskar, 2023). The influence of the organizational context on innovation capacity building and the importance of interactions between management and employees in fostering an ambidextrous working culture were discussed (Brix, 2019).

Furthermore, it had contended that the ability to effectively manage innovation was a critical skill for successfully transforming early concepts into commercial products or services. These abilities encompassed the capacity to cultivate and capitalize on ideas, as well as to generate and assess them. Firms that effectively managed innovation were more likely to realize the benefits of their innovative abilities, resulting in long-term growth and a competitive advantage (Dodgson et al., 2008).

The most critical factor in determining a company's capacity to innovate is the presence of a comprehensive framework that incorporates leadership, organizational culture, resources, knowledge management, collaboration, and successful innovation management methodologies. The capacity to cultivate perpetual innovation, adjust to market conditions, and ultimately acquire long-term competitive advantages was held by firms (Damanpour & Schneider, 2009). This can be accomplished by fostering specific qualities in their employees.

2.2. Organizational effectiveness

Organizational efficiency is a crucial and intricate concept since it significantly influences an organization's long-term functioning and its capacity to adjust to changing circumstances. In order to maintain strategic coherence, it was necessary for strategic goals and objectives to be first accomplished and for activities to be ensured to be in line with the purpose and vision statements (Cameron, 1986; Kesler & Kates, 2011). This alignment promotes collaboration towards common objectives by focusing organizational attention and enhancing the transparency of decision-making processes.

Another crucial aspect of a strong firm is the efficient usage of resources. In order to achieve the intended results, production, cost-efficiency, and resource allocation were required to be optimized by organizations (Scott & Davis, 2007; Rue & Byars, 2009). Ensuring competitiveness and long-term market viability relies heavily on effective resource management, as it fosters both operational and financial sustainability.

It was crucial for organizational performance to be relied upon by organizations to effectively respond to changing market circumstances and technological advancements, primarily depending on flexibility and inventiveness (Damanpour, 1991; O'Reilly & Tushman, 2004). Organizations that cultivate a culture of innovation and adaptability are better equipped to sustain a lasting competitive edge, therefore increasing the likelihood of seizing opportunities and mitigating risks.

Moreover, the integration of conceptual models with practical executions to drive operational efficiency and innovation across sectors was stressed on cross-industry frameworks for business process reengineering. This integration was considered crucial for ensuring organizational agility and adaptability (Papoola, 2024).

Furthermore, the overall performance of an organization was greatly influenced by its ability to acquire and use information. (Senge, 1990; Argyris & Schön, 1996). Continuous learning facilitates the development of intellectual resources and promotes the exchange of best practices within the organization. Knowledge management systems enhance operational efficiency and foster innovation by providing rapid access to relevant data and intelligent analysis, hence bolstering decision-making. The welfare and satisfaction of its personnel were found to greatly influence the overall performance of a company (Judge & Watanabe, 1993; Guest, 2004). In addition to increasing output, a dedicated and passionate workforce fosters creativity and innovation. Companies that prioritize the well-being and professional growth of their workers create a conducive work environment that promotes exceptional performance and the retention of highly skilled people.

The ultimate measure of a company's efficiency was found

in its adherence to moral principles and its ability to meet the needs of its stakeholders (Aguinis & Glavas, 2012). Creating strong connections with stakeholders, such as customers, suppliers, and the local community, fosters trust and elevates the company's reputation. Adhering to moral principles ensures that legal obligations are met and promotes transparency, therefore allowing the firm to attain long-term sustainability and sustainable growth.

Frameworks for designing organizational cultures focused on innovation were proposed by studies, with emphasis placed on the importance of factors such as organizational commitment, public service motivation, and perceived innovative culture (Felizzola, 2023).

Key elements of organizational efficiency are strategic alignment, optimal resource use, creativity and adaptability, knowledge management, stakeholder satisfaction, employee well-being, and ethical behavior. Through the integration of many components into a unified framework, firms may efficiently handle complexity and achieve a sustainable competitive advantage in an increasingly globalized and competitive corporate landscape.

The notion of organizational learning and innovation capability as fundamental pillars for enhancing firm performance was encompassed within the framework (Al-Juoori et al., 2021). By emphasizing the impact of organizational learning practices on performance, the importance of continuous improvement and adaptation within organizations was underscored by the framework.

2.3. Innovation culture

In developing a conceptual framework for innovation culture, various factors that influenced organizational innovation were considered. The role of intrapreneurs in shaping organizational culture towards open innovation dynamics (Chandler & Krajcsák, 2021). It was suggested that intrapreneurs could influence culture through symbols, language usage, and legitimacy. The importance of individuals within the organization in fostering an innovative culture was highlighted.

Leadership styles and organizational culture were also crucial aspects considered in promoting innovation (Saeed et al., 2022). Their study underscored how innovation could be encouraged through proactive mindsets and a culture that supported taking risks and moving initiatives forward. This indicated that leadership and culture played significant roles in fostering innovation within organizations.

To establish a model for fostering an innovation culture within organizations, various elements highlighted in the literature were considered. The CREATE model as a framework for building an innovation culture was introduced (Villaluz & Hechanova, 2019), with an emphasis placed on the significance of ownership and leadership in this process. The importance of creating a culture that encouraged the utilization of different technologies to drive innovation success was further stressed (Okanga, 2023).

Additionally, characteristics based on organizational archetypes and organizational culture models to create a radical innovation culture model were proposed (Valencia & Hernández, 2018).

A model to assess and enhance the ability to innovate was devised (Rodríguez and et al., 2014). This framework incorporates a model that presents a concise overview of the attributes and variables that influence the process of innovation. This framework facilitates the systematic comprehension of the ability to generate innovative ideas. The structural elements of innovation capability in organizational contexts that promote innovation were examined (Nielsen & Momeni, 2016). The assessment of creative abilities and their outcomes was examined (Saunila & Ukko, 2012). The research emphasizes the need for using a well-designed framework and assessment system to drive organizational success via motivation.

The importance of cultural practices in influencing innovation outcomes was highlighted (Nor, 2024). The author underlined the need for disseminating implicit knowledge to enhance innovation capabilities, especially in small and medium-sized enterprises. Frameworks that provided a comprehensive understanding of methods to improve the effectiveness of innovation and properly assess the capability of innovation processes were provided (Saunila, 2016; Narcizo, 2017). Utilizing these frameworks might have many advantages, particularly for tiny organizations.

The need for many creative skill categories to achieve long-term success was emphasized by the study through the analysis of different locations and scenarios (Helge & Breunig, 2017).

These academic publications significantly enhance our understanding of the strategies that firms might use to foster a culture of creativity. Organizations may foster continuous innovation and quick growth by including structural elements, adopting knowledge-sharing strategies, using assessment methodologies, and considering several perspectives.

2.4. Literature review

The multitude of significant elements that impact an organization's ability to innovate and the consequences of innovation on the overall performance of the firm give rise to intricate dynamics. Organizational innovation competence was referred to as an organization's capacity to consistently develop, adapt, and use new ideas, methods, technologies, or products and services (Wang & Ahmed, 2007). This capability had to be possessed by firms in order to gain a competitive edge and adapt to changing circumstances. An amicable and adaptable atmosphere was created as a vital approach by transformational leaders to stimulate creativity and enhance company efficiency. Additionally, the company's level of originality was greatly determined by its culture. Ultimately, the overall performance of the organization was enhanced by a robust

culture that fostered innovation. An individual who had ingenuity, flexibility, and a willingness to embrace uncertainty was highly praiseworthy. Research had shown that possessing a notable ability for innovation had a beneficial impact on an organization's overall competitiveness, market share, and financial success (Damanpour, 1991). Promoting innovation might enhance a company's adaptability to shifts in client preferences, technical advancements, and market needs (Jansen et al., 2006).

The connection between a company's ability to innovate and the overall performance of the business might have been impacted by the internal innovation initiatives (Damanpour & Aravind, 2012). Innovation functioned as a mediator by having the potential of creative skills transformed into tangible outcomes (Zhu et al., 2006). The primary benefits are enhanced product quality, reduced costs, and heightened customer pleasure. Furthermore, innovation empowers firms to navigate uncertainty by bolstering their ability to adjust to evolving market circumstances and seize new opportunities. The claims presented in this study were validated (Tellis et al., 2009; Subramanian & Nilakanta, 1996). Cultivating a corporate culture that fosters cooperation, allocates funds for research and development, and fosters inspiration would enable successful management of innovation (West & Farr, 1990). Organizational innovation capability was recognized as a key determinant of organizational effectiveness. A positive relationship between organizational innovation capability and organizational performance was consistently shown by research (Štreimikienė, 2019; Dev, 2018). This capability allowed organizations to continuously innovate to adapt to changing market environments and improve their strategies, systems, and structures to support innovation ("Measuring the Organizational Innovation Capabilities (A Case Study of SMEs in the in the Food Industry in Surabaya, Indonesia), 2019; Bazrkar et al., 2022). It was important to note that organizational innovation capability encompassed both product and process innovation, both of which contributed to superior firm performance (Dev, 2018).

It was argued that a conducive atmosphere for fostering innovation and motivating people to experiment with novel techniques in order to accomplish their duties was created by transformational leaders (Gumusluoğlu & İlsev, 2009). This outcome underscores the importance of leadership in determining the capacity of an organization for innovation. Research that examined the role of innovation as a mediator between corporate culture and financial performance was conducted (Uzkurt, 2013). The findings clearly illustrated the positive correlation between organizational culture, innovation, and firm success. This collaboration ensures the success and financial well-being of the organization. Their investigation yielded this understanding. However, the impact of internal innovations on the company's culture is minimal. This setting highlights the role of innovation as a driving force, therefore emphasizing the need for improving

organizational efficiency. The impact of transformational leadership on organizational performance was confirmed (Morales et al., 2012). The objective of this study was to assess the impact of transformational leadership on a company's capacity to innovate and learn. The study had unequivocally shown that transformational leadership had a significant positive impact on organizational performance. The evidence for this assertion was derived from the significant effects of organizational learning and innovation.

It was examined how innovation acts as a mediator in the relationship between organizational performance and organizational culture (Imran, 2021). The inquiry was carried out inside the financial sector of Pakistan. It was emphasized the significance of innovation in the relationship between performance and organizational culture (Imran et al., 2021). It had explored the correlation between radical innovation and company culture and then investigated how creative activity might facilitate communication (Valencia et al., 2017). Specifically, their focus was on the impact of creative expression on communication. It was revealed the substantial impact of organizational culture on individuals' willingness to participate in creative activities and use their creative aptitude. This facilitates the management of how culture influences the creation of new goods. The study findings provide insight into the intricate interplay between innovation potential, organizational culture, leadership styles, and overall firm success. The firm places tremendous importance on cultivating a creative culture, promoting excellent leadership, and using innovation to enhance organizational efficiency.

2.5. Hypotheses

Hypotheses to be tested are listed below:

H1: There is a positive and significant relationship between organizational innovation capability and organizational effectiveness.

H2: Innovation culture mediates the relationship between organizational innovation capability and organizational effectiveness.

The research endeavors to provide a strong basis for understanding the dynamics operating within organizations through the empirical testing of these hypotheses. This will facilitate the development of evidence-based strategies that promote innovation and improve overall performance.

3. Methodology

A quantitative method known as the relational screening model was used in this study (Karasar, 2004). This model is designed to ascertain the level of variation that exists among the variables and to identify any common variation that may exist. When it comes to unknown concepts, it is generally accepted that they need to be established and backed by original scientific study. In spite of the fact that the concept of innovation and culture has a great deal of significance in

the corporate world, there is a dearth of relevant research that supports it, particularly in the context of the national level. The primary objective of this study is to investigate the connection that exists between the ability of companies to bring about innovation and the overall performance of such businesses. An investigation on the influence of the culture of innovation on the perspectives of employees working in hotels in Turkey and Iran will be carried out in order to accomplish this goal. In the research model, the modified version of the "OE" scale, which was first established by Mott (1972), was used. Additionally, the English version of the "IC & OIC" scale, which was developed by Calik (2017), was also utilized. Prior to the collection of data, the investigation was granted authorization to conduct ethical research by the Istanbul Aydın University Rectorate, Social and Human Sciences Ethics Committee (Date/Decision No: 19.04.2024).

3.1. Population and sample

The objective of scientific research is to select samples that are highly representative of the general population, thereby guaranteeing the production of reliable and precise findings.

It is imperative to select the most suitable sample for the intended purpose. The universe is defined as a collection of entities that exhibit comparable properties and whose research findings are widely acknowledged. Participants in this investigation are personnel of establishments located in Turkey and Iran. The online research groups, which were composed of employees with a variety of job titles from numerous hotels in Turkey and Iran, were sent the Google forms we devised as a method of data collection. In total, we received 104 responses. Consequently, no questionnaire has been identified as either incomplete or erroneous. The researchers in this study employed the simple sampling approach and discovered that the commonly recognized criteria of having a sample size that is at least five times the number of elements included in the scale were surpassed. The sample size has been achieved, superseding the threshold for statistical acceptability by more than fivefold, thereby eclipsing the 21 items of the scale. Table 1 contains frequencies and percentages that can be analyzed to gain a comprehensive comprehension of the demographic characteristics of the sample.

Table 1: Presents The Frequency And Percentage Of Classification Questions About The Gender Identity, Age, Education, Work Experience

		Frequency (N)	Percent (%)
Age	18-28	40	38,8
	29-39	30	29,1
	40-50	16	15,5
	50 and above	17	16,5
Gender	Male	48	46,6
	Female	55	53,4
Education	Primary school	1	1,0
	High school	2	1,9
	Associate degree	5	4,9
	Bachelor's degree	13	11,3
	Master's degree	44	42,7
Work experience	Doctorate degree	16	16
	0-3 years	16	15,5
	4-7 years	32	31,1
	8-11 years	23	22,3
	12 or more	32	31,1

3.2. Data collection tool

In the course of this investigation, a questionnaire was used, and the quantitative research method was chosen as the method of choice. For the purpose of gathering information on demographic traits, the questionnaire has four questions that do not allow for open-ended responses: age, gender, education, and job experience. the English version of the "IC & OIC" scale, which was produced by Calik (2017), as well as the MODIFIED version of the "OE" scale, which was established by Mott (1972).

In contrast to the "oic & ic" scale, which has a total of nine things, the "OE" scale only has eight items. On a Likert scale with five points, the sentences in both scales are assessed accordingly: 1 for strongly disagreeing, 2 for disagreeing, 3 for neutral, 4 for agreeing, and 5 for strongly agreeing.

3.3. Analysis of data

The data collection process for the study was carried out using the standard format of an electronic questionnaire. The construct validity of the measures was evaluated via the use of a confirmatory factor analysis of the second level after the

first one. In order to examine the data, descriptive statistics were used. A computation was made using the expressions that were used in the questionnaire in order to determine the frequency (f) and percentage (%) values of the responses that were provided by the sample group. In addition, the research used a variety of statistical techniques, such as simple linear regression, Pearson correlation analysis, one-way analysis of variance (ANOVA), multiple regression, and independent sample t-test, in order to coincide with the objectives of the research. Through the presentation of the results in complete tables that include all of the necessary information, the goal is to simplify the process of analyzing and comprehending the data. The scope of this investigation was restricted to the tourism sector since the majority of the participants were hotel employees in Turkey and Iran. It is possible that future research may concentrate on broadening coverage on a national and global scale, which has the potential to stimulate employment in the tourist industry as well as other areas of study.

4. Results

For the purpose of determining the frequency, standard deviation, percentage, and mean values of the demographic data included in the measuring equipment, descriptive

statistical techniques were used. The kurtosis and skewness coefficients are statistical instruments that are well known in the field of social science research. These coefficients are used in order to evaluate the normal distribution. According to Hair, Black, Babin, Anderson and Tatham (2013), the ideal threshold values for absolute skewness and absolute kurtosis, which show the normal distribution of items in a measuring device, are 3.0 and 10.0, respectively. These values are representative of the normal distribution of items. A kurtosis value of ± 1.0 is considered to be extremely suitable for the majority of psychometric applications by the majority of researchers. In spite of this, it is often considered acceptable to have a value that falls within the range of ± 2.0 ; however, this is dependent upon the particular application. The kurtosis and skewness values are within the range of +2 to -2, which is suggestive of a normal distribution. Mallery and George (2012) found that these values were within this range. This range is considered suitable. The results shown in Table 2 demonstrate that the Cronbach's alpha internal consistency reliability values of the three components of the measuring equipment are higher than the thresholds that were previously accepted.

Table 2: Normality Analysis

	Organizational innovation capability	Organizational effectiveness	Innovation culture
A	0,617	0,779	0,682
Skewness	-0,545	-0,490	-0,490
Kurtosis	0,215	0,856	0,853

The inquiry employed the one-factor analysis of variance (ANOVA) statistical method and the t-test for independent samples to investigate the influence of participant demographic data on variations in the scale items (Buyukozturk, 2012). Pearson correlation analysis was implemented to ascertain the interdependence of the measurement equipment's components.

The validity and reliability of a variety of sub-factors and variables can be evaluated using statistical factor analysis. At present, the components they endorse are designated through the use of sub-factors and elements. The reliability of these components is subsequently assessed, and the interconnection between them is subsequently assessed. Furthermore, it provides coefficient scores for other types of inductive research, such as regression analysis, which examines the relationship between the dependent variable, organizational efficiency, and independent factors, such as an organization's capacity for innovation. This type of research examines concepts such as regression. Conversely, component analysis evaluates variables solely through the use of a correlation matrix and an alpha value. The variables' independence and reliability have not been verified. A variety of methodologies may be employed during the

process of factor analysis. The burden factors in this investigation are determined using the Principal Component Factoring model.

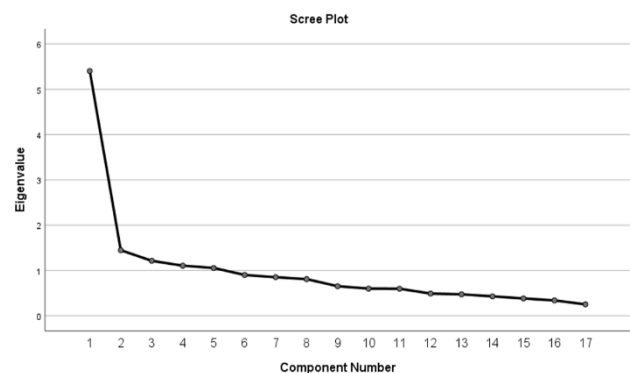
The Kaiser-Meyer-Olkin test is employed to determine whether a group is sufficiently large. The measurement scale of the KMO is 0 to 1. If the value is zero, the sum of the correlations for each component exceeds the total number of correlations. We contend that factor analysis is inappropriate in this particular situation. The distribution of R numbers becomes more concentrated when the values are near 1. According to Kaiser, readings that exceed 0.5 are considered acceptable. The likelihood of a favorable outcome for this investigation is high, as indicated by the KMO score of 0.824.

Bartlett's test is employed to evaluate the similarity between the identity matrix and the original association matrix. Every element in a matrix will have a value of zero if it is identical. The most critical criterion to evaluate in order to determine the accuracy of this concept is the significance level of this table. The P-value's relevance at both the 0.05 and 0.001 levels of significance is evident in the data presented in Table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,824
Bartlett's Test of Sphericity	Approx. Chi-Square	502,166
	df	136
	Sig.	0,000

Eigenvalues are useful for determining the intrinsic value of data, since they indicate the degree to which all of the data points and components are connected to one another. The initial Eigen values represent the number of indicators and questions that we have at the beginning of the factor analysis process, which is seventeen pieces of information. Nevertheless, in order to establish factor loading and classify them into key components, it is essential to distinguish between significant indications and acceptable indications. One way to do this is by using a scree plot and adhering to established guidelines for the extraction of eigenvalues. Within the framework of the Kaiser Criterion, it is necessary for eigenvalues to possess a minimal variance of 1 in order to be considered acceptable. If the sample size is more than 250 and the mean of the communalities is greater than 6.0, then this criterion is considered to be reasonable. The scree plot that displays the 17 first Eigen values of this research is shown in Figure 1. This chart is suited for this investigation because it is suitable for this investigation. The values of the eigenvalues are higher than 1. The first five were selected on the basis of the factor loadings that they had.

Figure 1: Scree plot for initial eigen values

In line with the Kaiser Normalization for Eigenvalues, the first five components that have Eigenvalues that are greater than one are chosen. It is clear from the left column of table 4 that the Eigen values that were generated for five different components did not appropriately represent the proportion of variance that corresponded to those components. Following the calculation of the rotating sum of squares for extracted variance in this stage, the data will be fitted to each component in order to get the desired results. Increasing the degree to which the variance percentages may be compared is the purpose of this adaption technique.

Table 4: Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings ^a	
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5,402	31,777	31,777	5,402	31,777	31,777	2,797
2	1,448	8,515	40,292	1,448	8,515	40,292	3,245
3	1,214	7,139	47,431	1,214	7,139	47,431	2,567
4	1,107	6,509	53,940	1,107	6,509	53,940	2,544
5	1,055	6,207	60,146	1,055	6,207	60,146	2,937

The data were sorted by size for each component. The numbers 1 to 5 in columns represent 5 distinct components.

By employing oblique rotation, the primary objective is to

accurately align each indicator with a single component or factor.

Table 5: Pattern Matrix^a

	Component				
	1	2	3	4	5
OEprod2	0,773				
OIC4	0,640				
IC5	0,568			0,491	
OEadap3		-0,747			
OEadap2		-0,722			
OEadap1	0,436	-0,648	-0,330		
IC1		-0,568		0,411	
OEflex2		-0,303			
OIC2			0,820		
OIC1			0,674		
OEprod1		-0,402	0,511		
IC3				0,646	-0,382
IC2				0,631	
OIC3				0,506	
OEprod3					-0,771
IC4					-0,724
OEflex1					-0,591

Note: Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. ^aRotation converged in 18 iterations

In light of the variables that are shown in table 5, it is possible to draw the conclusion that the model that was selected for this investigation, which is based on five dimensions, is appropriate for acceptance. This is due to the fact that practically all of the elements are loaded in their respective components with large coefficient values.

Therefore, we are able to utilize the findings of this factor loading that we have recorded as regression scores in order to examine the influence that each dimension has on organizational performance as a dependent variable in a regression analysis.

Table 6: Independent samples t-test for comparing participants according to genders on factor levels in the measurement tool

	Group	N	Mean	Standard Deviation	t	Df	p*
Organizational innovation capability	Male	48	3,5521	0,84419	1,576	101	0,118
	Female	55	3,2636	0,99235			
Innovation culture	Male	48	3,5208	0,87201	1,982	101	0,050
	Female	55	3,1600	0,96256			
Organizational effectiveness	Male	48	3,4826	0,82602	0,850	101	0,398
	Female	55	3,3374	0,89860			

The table presents the results of an independent samples t-test, which examines the differences between participants based on their gender across three component levels: Organizational Innovation Capability, Innovation Culture, and Organizational Effectiveness. The average scores for men (M = 3.5521, SD = 0.84419) and females (M = 3.2636, SD = 0.99235) in the Organizational Innovation Capability

category did not show a significant difference (t(101) = 1.576, p = 0.118). This suggests that there is no statistically significant difference between the genders in this particular situation. Similarly, there was no significant difference in the average scores for Organizational Effectiveness between men (M = 3.4826, SD = 0.82602) and females (M = 3.3374, SD = 0.89860), as shown by a t-value of 0.850 and a p-value

of 0.398. The findings of the Innovation Culture analysis showed a small but statistically significant difference between men ($M = 3.5208$, $SD = 0.87201$) and females ($M = 3.1600$, $SD = 0.96256$), $t(101) = 1.982$, $p = 0.050$. This indicates a little but meaningful difference in the culture of invention across genders. Overall, the research suggests that gender does not have a substantial influence on the effectiveness and capacity to generate new ideas inside an

organization. However, there is a little discrepancy in the innovation culture that exhibits a bias towards males. Among the individuals participating in the research, no significant difference was found in any of the five factors according to gender. (* $p < 0.05$).

Table 7: Anova test for comparing participants by education groups on factor levels in the measurement tool

		Sum of Squares	Df	Mean Squares	F	Sig
Organizational innovation capability	Between Groups	8,076	5	1,615	1,941	0,095
	Within Groups	80,729	97	0,832		
	Total	88,805	102			
Innovation culture	Between Groups	7,733	5	1,547	1,844	0,111
	Within Groups	81,375	97	0,839		
	Total	89,108	102			
Organizational effectiveness	Between Groups	10,164	5	2,033	2,985	0,015
	Within Groups	66,050	97	0,681		
	Total	76,214	102			

Among the participants participating in the study, there was a significant discrepancy in one of the criteria. Nevertheless, given the values for organizational innovation capacity ($p = 0.095$), innovation culture ($p = 0.111$), and organizational effectiveness ($p = 0.015$) were within the acceptable range, it was considered suitable to carry out Post Hoc Tests. Because there was a little variation in the sizes of the samples in each

group, Gabriel was selected as the preferred choice in the Post Hoc Tests (Field, 2013:460). Post hoc tests are not performed for OE since there is at least one group with less than two instances, as demonstrated by the p-value obtained from the ANOVA test. Among the individuals participating in the research, no significant difference was found in any of the five factors according to education. (* $p < 0.05$).

Table 8: Anova test for comparing participants according to work experience on factor levels in the measurement tool

		Sum of Squares	Df	Mean Squares	F	Sig
Organizational innovation capability	Between Groups	1,951	3	0,650	0,741	0,530
	Within Groups	86,853	99	0,877		
	Total	88,805	102			
Innovation culture	Between Groups	0,833	3	0,278	0,312	0,817
	Within Groups	88,275	99	0,839		
	Total	89,108	102			
Organizational effectiveness	Between Groups	1,300	3	0,433	0,572	0,634
	Within Groups	79,914	99	0,757		
	Total	76,214	102			

Among the individuals participating in the research, no significant difference was found in any of the three factors according to work experience.

No significant disparity was observed in any of the three parameters across different age groups among the participants involved in the investigation.

Table 9: Anova test for comparing participants according to age on factor levels in the measurement tool

		Sum of Squares	Df	Mean Squares	F	Sig
Organizational innovation capability	Between Groups	1,121	3	0,374	0,422	0,738
	Within Groups	87,648	99	0,886		
	Total	88,805	102			

Innovation culture	Between Groups	2,604	3	0,868	0,993	0,399
	Within Groups	88,504	99	0,839		
	Total	89,108	102			
Organizational effectiveness	Between Groups	0,458	3	0,153	0,199	0,897
	Within Groups	75,756	99	0,756		
	Total	76,214	102			

Table 10: Correlation coefficients, mean and standard deviation values of the dimensions of the scale

Pearson Correlation	OIC	OE	IC
OIC	1	.605**	.587**
OE	.605**	1	.614*
IC	.587**	.614*	1
Mean	3,3981	3,4051	3,3282
Standard Deviation	0,93308	0,86440	0,93467

A correlation analysis was carried out in order to determine the correlations that exist between the major variables. The correlation coefficients between organizational innovation capability, organizational efficacy, and innovation culture at the $p < .05$ level are shown in Table 9. These correlations imply that there is statistical significance between these three factors. According to the findings of the study, there is a substantial and beneficial association between the desired effectiveness of a firm among its staff and the organization's

capacity to innovate. Furthermore, a substantial and positive correlation was discovered between the organization's innovation capabilities and its culture of innovation via the use of statistical analysis. In the course of conducting an inquiry into the relationship between organizational performance and innovation culture, it was discovered that there exists a significant positive association, with a statistical significance level of $p < .01$, which this criteria accepts the H1.

Table 11: Simple linear regression analysis on the prediction of participants' organizational innovation capability perception on the level of organizational effectiveness

Variable	B	Standardized β	Std. Error	F	R	r^2	p^*
Organizational effectiveness	1,500		0,258	14,155			0,000
Org. innovation capability	0,561	0,605	0,073	29,497	0,605	0,366	0,000

Table 12: Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27,921	1	27,921	58,395	.000 ^b
Residual	48,293	101	0,478		
Total	76,214	102			

According to the summary table of the analysis of variance (ANOVA), the organizational commitment displays a total variation of 76,214. A total of 27,921 out of 76,214 observations are explained by the regression model, which accounts for about 36% of the total variance. Given that the p -value of the model is statistically significant and the F statistic value is considerable, it is clear that we need to go forward with our alternative hypothesis (H1). Therefore, it is reasonable to draw the conclusion that the capacity for organizational innovation has a significant impact on the organizational effectiveness of personnel working in the tourism business in Iran and Turkey. The reference may be found in their work (Judd, McClelland, & Carey, 2017). To

put it another way, the independent variable of coping skills is accountable for 36 percent of the total variability in the dependent variable across all functions. An investigation of the idea that the presence of an innovation culture does not serve as a mediator in the connection between the ability of an organization to innovate and the performance of the organization was the purpose of this section.

This section contains a summary of the findings that were obtained from a multiple regression analysis. The purpose of this research is to evaluate the direct influence that organizational innovation capacity has on organizational performance, as well as the possible role that innovation

culture might play as a mediator in this relationship.

Table 13: Correlation of multiple regression

		OE	OIC	IC
Pearson Correlation	OE	1,000	0,605	0,614
	OIC	0,605	1,000	0,587
	IC	0,614	0,587	1,000
Sig. (1-tailed)	OE		0,000	0,000
	OIC	0,000		0,000
	IC	0,000	0,000	
N	OE	103	103	103
	OIC	103	103	103
	IC	103	103	103

Table 14: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,015	0,263		3,868	0,000
	OIC	0,346	0,083	0,374	4,149	0,000
	IC	0,364	0,083	0,394	4,372	0,000

Note: ^a Dependent Variable: OE

The regression study's results are illustrated in the coefficient table, which emphasizes significant discoveries. The p-value of 0.000 is indicative of the significance of the constant, which has a B value of 1.015, a standard error of 0.263, and a t-value of 3.868. The Other Independent Variable (OIC) is a predictor with a B value of 0.346, a standard error of 0.083, and a standardized coefficient (Beta) of 0.374. The t-value for OIC is 4.149, which is statistically significant at a p-value of 0.000. According to Table 13, the correlations for OIC are noteworthy, with a zero-order correlation of 0.605, a partial correlation of 0.383, and a part correlation of 0.303. The independent variable (IV) has a standardized coefficient (Beta) of 0.394, a standard error of 0.083, and a B value of 0.364. With a p value of 0.000, the t value for this variable is 4.372, suggesting a high level of statistical significance. Furthermore, it exhibits powerful correlations, such as a zero-order correlation of 0.614, a partial correlation of 0.401, and a partial correlation of 0.319. The results indicate that both OIC and IC are significant predictors in the model, with IC having a slightly greater influence, as evidenced by its beta value and correlation data.

Table 15: ANOVA for multiple regression

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35,671	2	17,835	43,992	.000 ^b
	Residual	40,543	100	0,405		
Total		76,214	102			

Note: ^a Dependent Variable: OE. ^b Predictors: (Constant), IC, OIC

The regression analysis yielded statistically significant results for the selected model. The regression sum of squares is 35.671, and the residual sum of squares is 40.543, yielding a total sum of squares of 76.214. The distribution of degrees of freedom is 2 for regression and 100 for residual, resulting in a total of 102. The regression's mean square is 17.835, but the residual's mean square is 0.405. The F-statistic obtained has a significance level (p-value) of 0.000 and a value of 43.992. This indicates that the regression model has a statistically significant impact, verifying that the explanatory variables used in the model effectively forecast the dependent variable.

Table 16: Model summary for multiple regression

Model Summary ^b					Change Statistics				
Model	R	R ²	Adj. R ²	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.684 ^a	0,468	0,457	0,63673	0,468	43,992	2	100	0,000

Note: ^a Predictors: (Constant), IC, OIC. ^b Dependent Variable: OE

A robust positive association between the predictors and the dependent variable OE is indicated by the correlation coefficient (R) of 0.684. Obtaining a R Square score of 0.468 suggests that the model can explain 46.8% of the variation in the dependent variable OE, indicating a substantial level of explanatory ability. The Adjusted R Square, which has a value of 0.457, offers a more precise measurement by accounting for the number of predictors in the model. The residuals' substantial standard deviation is suggested by the model's Standard Error of the Estimate, which is 0.63673. This represents the average distance between the regression line and the observed values. The model is statistically significant, as evidenced by the F Change statistic of 43.992 and its associated significance (Sig. F Change) of 0.000. This confirms that the predictors collectively make a substantial contribution to the prediction of the dependent variable OE (p-value < 0.05).

The outcomes of the regression analysis seem to give support for your hypothesis that there is a strong and robust link between organizational innovation capacity (OIC) and organizational effectiveness. On the other hand, the regression analysis reveals that the predictors OIC and IC have a significant positive effect on OE, which verifies the validity of the model with regard to the topic at hand.

According to the relevant findings;

H1: There is a positive and significant relationship between organizational innovation capability and organizational effectiveness. ACCEPT

H2: Innovation culture mediates the relationship between organizational innovation capability and organizational effectiveness. ACCEPT

5. Conclusion, discussion and recommendations

Whether there was a connection between the success of a hotel and the ability of its staff to come up with new ideas and solutions was the question that was investigated in this research. The purpose of this study was to determine the exact effect that a new working environment had on the connection between the two variables in question. A significant amount of research had been conducted in the subject of literature on various topics, including the effectiveness of organizations, the organizational potential for innovation, and the predominant culture of creativity inside businesses. The results of the analysis indicated that there was a dearth of research, especially devoted to the link between the effectiveness of an organization and its

potential for innovation.

The fact that a significant body of research had not been published in the national literature did not change this reality. The purpose of this inquiry was to investigate the relationship that existed between a complete collection of literature, accurate statistical data, and a wide variety of applications that were used in the actual world. In order to study the connection, the objective of this inquiry was to investigate it. An examination of this kind had never been carried out before. It had been established via research that there was a considerable association between the overall performance of a firm and its capacity for creating new things. It had been established that this association represented a statistically significant relationship. In addition, the findings of the study showed that the link was affected by the existence of a culture that encouraged or made it easier for individuals to express themselves creatively. The relevance of an organizational innovation environment in establishing the link between an organization's innovation capabilities and its degree of success when identifying the correlation between the two was shed light on by the study (Fan, 2024). This culture is distinguishable from others in a number of ways, including the fact that it is supported by colleagues in a collegial manner, that management provides effective oversight, and that the company offers considerable help. By incorporating these three different types of assistance, the firm is able to improve its capacity for innovation, which ultimately leads to increasing levels of success. The accomplishment of this achievement is a consequence of the combined efforts of these three different types of help coming together.

It was discovered that a culture of innovation served as a mediator between the learning and performance of a company. Consequently, this was the conclusion reached (Isa & Muafi, 2022). It was over the course of their inquiry that they arrived at this ultimate conclusion. The function of innovation as a mediator between the development of organizational culture and the achievement of business goals was studied (Uzkurt et al., 2013). The study was undertaken in terms of the relationship between the two. The investigation received information from the United States Department of Agriculture (USDA), which was part of the probe. According to the findings of the investigation that they carried out, the implementation of organizational innovations has led to a decrease in the influence that organizational culture has on the performance of the firm in a variety of areas. It was suggested that the amount of

success achieved by the business might have been improved by fostering a culture of creativity among its individuals working for the organization (Imran, 2021). There was a certain idea that Imran had. The promotion of the adoption of innovative ideas and processes across the whole of the business is one strategy that might be used in order to attain this purpose. It was suggested that organizational metacognition was a crucial component of the successful exploitation of creative talents in real-world circumstances, which ultimately led to enhanced performance results (Yoo & Lee, 2018). Efficiency is maximized with the implementation of this. The function that creative behavior played as a mediator between the innovation performance of businesses and the different features of organizational structures was investigated through an experiment that was carried out (Dedahanov, 2017). The role of creative activity was specifically explored by the researcher within the framework of the link between the innovative conduct and the relationship. The major purpose of their research was to study the association between businesses and creative behavioral patterns in order to improve the process of innovation. The relationship that existed between organizational culture, operational efficiency, and the management of knowledge was investigated with the purpose of Puryantini et al. (2018). The purpose of this inquiry was to ascertain the nature of the connection that exists between these three components in order to better understand their interaction. In order to get a full understanding of the role that innovation plays as a mediator in this particular setting, the researchers carried out an analysis that was comprehensive in nature. It was decided that the investigations would get a significant amount of attention, and this decision was brought about. The relevance of organizational learning and a creative culture as significant elements affecting the link between the performance of a firm and the leadership styles employed by Rehman et al. (2019). They underlined the crucial relevance of each of these aspects to the system as a whole throughout their presentation. They emphasized the relevance of these two components in connection to the larger context that was being discussed. It was discovered that the only factor that acts as a mediator between the influence of organizational culture and the accomplishment of organizational goals is the sharing of information (Alnesr & Ramzani, 2019).

This is the conclusion that they came to. As was noted before, this conclusion was arrived at by deducing it from the results gained by the researchers.

The findings of this analysis provided crucial understanding of the intricate relationship that existed between the overall performance of an organization, the culture of innovation among its employees, and the business's capacity to innovate. The formation of a culture that fostered innovation was found to have a substantial impact on determining the level of success that a firm achieved. Various elements that had the ability to impact the formation of this culture were identified. Successful leadership styles, organizational structures that stimulated innovative thinking, and

information management systems were among these elements. When a company placed a high priority on the development of an innovative culture, the possibility of making improvements to the performance outcomes of the organization was raised. For this reason, it was deemed very necessary for enterprises to make the cultivation of a culture that fostered innovation a top priority, efficiently allocate resources for information management, and align their leadership styles in order to successfully promote innovation and improve the performance of the company.

In the modern-day corporate environment, the ultimate factor that determined success and longevity was the interplay between organizational efficiency, a progressive culture, and the capacity to nurture innovation. The most important aspect was the link between these factors. After a corporation had demonstrated its capacity for innovation, this discussion took place following the presentation. The creation of novel goods and the enhancement of existing procedures were two scenarios in which this expertise was found to be particularly important.

Innovation management methods have the ability to develop a culture of creativity inside a business (Bayhan & Korkmaz, 2021). This is one of the possible benefits of using these strategies. There is a correlation between the presence of this culture and the promotion of corporate ideals as well as the improvement of performance. The significance of certain cultural elements in the process of fostering creativity inside businesses was successfully established (Škerlavaj et al., 2010). This category comprises a broad variety of characteristics, such as an atmosphere that is favorable to invention, adaptability, collaboration, and transparency and authenticity in communication. Furthermore, it has been observed that transformational leadership is essential in order to cultivate an innovative culture inside the firm. A style of leadership that promotes the formation of norms that stimulate creative thinking and provide chances for significant learning was exhibited (Omaka, 2019). On account of this, this specific style of leadership provides a number of key advantages. The benefits of cultivating an innovation culture were made instantly obvious due to the pragmatic character of the gains (Tienne & Mallette, 2012). An increase in the organization's general operational efficiency, the development of innovative items, and the growth of existing businesses are all things that are going to take place. In order for businesses to improve their inventiveness and competitiveness, a shift from traditional organizational cultures to more creative cultures needed to be made (Al-Khatib et al., 2021). In order for enterprises to improve their technical skills, it is necessary for them to accomplish this change. In order for organizations to successfully adapt to changing conditions and achieve success, they need to make the creation of an innovation culture a top priority. The potential to act as a strategic intervention that may ensure the continuing existence of a firm, accelerate its advancement, and successfully manage change was held by the establishment of creative cultures (Kalyani, 2011). The creation of an atmosphere that

encouraged creative thinking among workers was found to make it easier for employees to come up with ideas that improved the overall performance of the firm (Hanifah, 2019). It had been suggested that companies had the ability to dedicate resources to training programs that emphasize innovation, cultivate an inventive culture as a basic business concept, and encourage the execution of emerging ideas (Sattayaraksa & Boon-itt, 2017). In addition, these ads need to stimulate the adoption of new trends that are developing. It is suggested in the study article titled "Transformational Leadership, Knowledge Sharing, and Innovation Capability: An Empirical Study from Lao Firms" that managers should make the growth of creative behaviors and innovation among their staff a priority. This paper was released in 2021.

In addition, the study recommends that chief executive officers should foster an innovative culture inside their respective organizations. In addition, businesses have the potential to improve their individual and collective creative capacities via the use of information cooperation, which ultimately results in an increase in their total capacity for innovation (Leron & Bacongus, 2020). In order for innovation to be encouraged by businesses, high priority should have been placed on essential attributes such as expertise, guidance, support, and flexibility (Bryson, 2013). A better understanding of this association was gained by considering the fact that the growth of innovation was dependent on these characteristics. Furthermore, the purpose of unearthing and protecting the sensitive information that was disguised within corporate cultures could be accomplished by developing both compliance and innovation, all while preserving the stability of cultural advancement. This goal was achieved by ensuring that the spread of the culture continued in a consistent manner. The detection and safeguarding of nonverbal information were made possible by this strategy. Specifically, the results of the research project concerning organizational innovation capacity, organizational efficiency, and innovation culture highlighted the relevance of these characteristics in determining the lifespan and success of a corporation. According to the findings of the research that was carried out, the relevance of these traits in terms of their potential to influence the longevity and effectiveness of organizations was highlighted. Within the context of the present business climate, companies were found to have the potential to improve their competitive edge, optimize their performance, and encourage innovation. This aim could be accomplished by allocating financial resources to leaders who were advocates of innovation, establishing a climate that encouraged the introduction of fresh thoughts, and ensuring that information was widely available. All of these goals were deemed achievable.

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