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Innovation, knowledge, judgment, and decision-making as virtuous cycles^{\star}

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ABSTRACT

The management of information technologies facilitates knowledge creation. In the most competitive, complex, and turbulent environments, knowledge is the most important resource for firms and countries to develop. In such environments, organizations must use their knowledge to improve their competitive position. With the support of the Journal of Business Research, the 2017 Global Innovation and Knowledge Academy (GIKA) Conference is proud to announce a special issue on "Innovation, knowledge, judgment, and decision-making as virtuous cycles." This special issue comprises outstanding contributions selected from papers that were presented at the 2017 GIKA Conference, held at ISEG Lisbon School of Economics and Management, Lisbon, Portugal, from June 28 to 30, 2017. This special issue contributes to research on strategic relationships between knowledge management processes, innovation, and decision-making. The initial submissions underwent double-blind peer review, with 34 articles accepted for publication in this special issue.

1. Introduction

The technological revolution that has characterized this era is that of information technologies (ITs). ITs have radically changed the way we access and process information. The management of ITs and the ways in which ITs interact with people have become highly sophisticated, facilitating knowledge creation in organizations and society (Adner & Kapoor, 2010). Accordingly, knowledge management has become a key element in management (Hall & Andriani, 2003; Huarng, 2010; Roy & Sarkar, 2016). New ways of creating and transferring technical and organizational knowledge have been studied with great interest (Soriano & Huarng, 2013). When environments become more competitive, complex, and turbulent, knowledge is the most important resource for the development of firms and countries. Organizations should exploit their knowledge to improve their competitive position (Huarng, Yu, & Lai, 2015). Thomas, Sussman, and Henderson (2001) have shown that organizations can leverage ITs in the distillation effort, integrating them with processes for generating, storing, and transporting rich, de-embedded knowledge across multiple levels of the organization. Knowledge asymmetries are thus created, which leads to differences in organizational performance.

Knowledge management in organizations must be strategically oriented to two activities: decision-making and innovation (Huarng & Mas-Tur, 2015; Kim & Huarng, 2011; Nicolas, 2004). These two activities should always form the basis of knowledge management to ensure it makes sound economic sense (Huarng & Ribeiro-Soriano, 2014). For example, Alkhuraiji, Liu, Oderanti, and Megicks (2016) studied the impact of knowledge management processes among public and private organizations in Saudi Arabia, finding that it develops new, structured knowledge network models that link knowledge to organizations for strategic decision-making in innovative, implementable IT projects.

This special issue contributes to the field by presenting research that supports the strategic relationships between knowledge management processes, innovation, and decision-making. Studies have shown that to build a knowledge network that supports strategic decision-making in IT projects, it is crucial to consider the alignment of external and internal organizational factors. These factors include organizational strategy, organizational culture, organizational capacity, and knowledge management infrastructure (Alkhuraiji, Liu, Oderanti, Annansingh, & Pan, 2014; Nielsen, 2005). Therefore, the scope encompasses network- and organizational-level studies as well as studies on government policies that are designed to foster innovation through knowledge ecosystems. The topics cover problems, solutions, and other issues that relate to knowledge management processes, including knowledge management and innovation, knowledge management and decision-making, strategy in knowledge management, knowledge transfer and innovation ecosystems, institutional foundations for innovation-based economies, and the adaptation processes of organizations in knowledge management.

The 2017 GIKA Conference took place at ISEG Lisbon School of Economics and Management, Lisbon, Portugal, from June 28 to 30, 2017. The Conference attracted more than 600 submissions, 300 of which were accepted for presentation. Anonymous peer reviewers recommended only 34 of

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these articles for this special issue. These 34 selected articles are briefly introduced below.

2. Contributions to the special issue

Thirty-four articles in this special issue analyze and explore different aspects that deal with the topic of the special issue. These articles are presented in three sections: innovation processes, judgment, and decision-making.

2.1. Innovation processes

Innovation, together with globalization, has become a key concept in economics. In the field of innovation and technology, the classic maxim of "adapt or die" is highly applicable to businesses, especially considering the turbulent, fiercely competitive environment in which organizations currently find themselves. In the first article in this special issue, "Strength of the Association between R&D volatility and firm growth: The roles of corporate governance and tangible asset volatility," Patel, Guedes, Soares, and da Conceiçao Gonçalves analyze the role of R&D volatility in firm performance and confirm that PEE volatility and corporate governance complement R&D in boosting firm performance. In "Knowledge absorptive capacity and innovation performance: A multi-mediating analysis," Xie identifies positive relationships between four dimensions of knowledge absorptive capacity and innovation performance. The results offer insights on the importance of improving absorptive capacity to improve knowledge transfer between firms but also within the company. Lee and Hallak's study is titled "Investigating the mediating role of education on a structural model of a restaurant performance using multi-group PLS-SEM analysis." Using survey data from 198 restaurants in Australia, the authors report a positive relationship between the owners' ESE and innovation activities and firm performance. The research presents theoretical contributions regarding innovation and firm performance and the use of PLS-SEM analysis, as well as practical contributions regarding the use of entrepreneurship training programs.

In the next article, Kostis, Kafka, and Petrakis address "Cultural change and innovation performance." The results of a study of 34 countries show that culture and innovation are positively related. The study also provides insight into positive and negative dimensions of culture in relation to innovation. Graña, Benavides-Espinosa, and Roig Dobon analyze the "Determinants of silent and explicit industrial design," using a sample of firms operating in Argentina. After examining how the relationships between six dimensions affect the use of design, the authors identify three groups of dimensions that relate to the use of design. The research presents implications for improving firm competitiveness.

"Building small firm performance through intellectual capital development: Exploring innovation as 'the black box'" by McDowell, O'Peake, Coder, and Harris uses survey data for 460 small business owners to show a positive relationship between human capital, organizational capital, and business performance. The article also investigates the influence of these capital components on innovation and stresses the importance of seeking talented employees to improve firm performance. Lenka, Parida, Sjödin, and Wincent's contribution is titled "Exploring the microfoundations of servitization: How individual actions overcome organizational resistance." The study contributes to the literature by identifying the individual actions that employees take to overcome organizational resistance and the factors that lead to the use of these tactics. The article depicts the relationship between individual-level tactics and organizational-level outcomes.

In the next contribution, Jahanmir and Cavadas study the "Factors affecting late adoption of digital innovations," using data from a sample of graduate students. The results confirm that negative word of mouth, negative attitude toward customer innovativeness, and other factors are strong determinants of late adoption. The results provide important insights for companies to design their technologies to meet the needs of early and late adopters. In "The role of ICT and innovation in enhancing organizational performance: The catalyzing effect of corporate entrepreneurship," Yunis, Tarhini, and Kassar propose and test a framework to analyze the relationship between ICT adoption and organizational performance, with corporate entrepreneurship as a mediator. Also on the topic of innovation and firm performance, "Regional innovation and firm performance," by Burrus, Graham, and Jones uses regression analysis to show that regional innovation culture is positively related to firm performance, especially for process improvement. In "Drivers of pharmaceutical packaging innovation: a customer-supplier relationship case study," Lorenzini, Mostaghel, and Hellström perform an in-depth case-study analysis to identify technology and legislation as highly relevant drivers of packaging innovation. Furthermore, they establish the basis for further research in the area and provide manufacturers with key information to enhance their policies. "Service advantage built on service capabilities: An empirical inquiry of international new ventures" by Martin, Javalgi, and Ciravegna addresses high-tech international new ventures and advances the literature by analyzing an integrative model of the service advantage of these ventures.

2.2. Knowledge management

In the second section, the articles focus on the relationship between management and knowledge. This relationship is fundamental because knowledge creation is closely linked to the management of the firm and the firm's innovative activity. Thus, through entrepreneurship, knowledge creation contributes to society in a variety of ways.

Kraus, Kallmuenzer, Stieger, Peters, and Calabrò investigate firm performance in "Entrepreneurial paths to family firm performance." By applying fuzzy-set qualitative comparative analysis to survey data from family firms in Austria, the authors obtain different configurations of antecedents that lead to positive family-firm performance. Implications suggest the need to encourage the professionalization of entrepreneurial behavior. "Consumer engagement and the relationship between involvement, engagement, self-brand connection, and brand usage intent" by Harrigan, Evers, Miles, and Daly uses PLS-SEM to analyze survey data on tourism to contribute to the literature. The results also show that consumer engagement in a brand leads to brand self-connection and use. In "High performance work system and performance: opening the black box through the organizational ambidexterity and human resource flexibility," Úbeda-García, Claver-Cortés, Marco-Lajara, Zaragoza-Sáez, and García-Lillo analyze human resources' relationship with firm performance in the Spanish hotel industry. Using SEM analysis, the authors confirm the role of organizational ambidexterity and human resource flexibility as mediators of performance.

In the next contribution, Ballestar, Grau-Carles, and Sainz present their research on "Customer segmentation and e-commerce: Applications to the cashback business model." The authors use two-step cluster analysis to group customers according to their commercial behavior and their role in the cashback social network. This research explores implications for managers dealing with customers with different characteristics in a developing area. Von Schéle and Haftor present "Temporal workload in economic organizations: A hidden non-linear condition of economic efficiency," exploring the limitations of the current conception of time and proposing a model that accounts for time perception and time distortion that allows practitioners to tackle economic inefficiencies. In "What's in the parcel locker? Exploring customer value in e-commerce last mile delivery," Vakulenko, Hellström,

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