Journal of Innovation and Management Studies
e-ISSN 3123-5344 | Vol. 1 No. 2, 2026, pp: 47-55
DOI: https://doi.org/10.71094/joims.v1i2.198

Determinants of Organizational Innovation and Their Impact on Firm Performance: A Systematic Literature Review

Muhammad Baihaqi*, Ikka Nurfadillah
Universitas Terbuka, Mataram, Indonesia
Correspondence: 050225664@ecampus.ut.ac.id

Article History

Manuscript submitted:
03 January 2026
Manuscript revised:
04 February 2026
Accepted for publication:
25 May 2026

Keywords

First keyword;
Firm Performance;
Innovation;
Organizational;
Systematic Literature Review;

Abstract

Organizational innovation is widely recognized as a key determinant of firm competitiveness and long-term performance, particularly in increasingly dynamic and uncertain business environments. However, existing studies present fragmented and sometimes inconsistent findings regarding the determinants of innovation and their relationship with firm performance. This study aims to systematically review the literature to identify the main determinants of organizational innovation and analyze their impact on firm performance. A Systematic Literature Review (SLR) approach was employed by analyzing 30 selected articles published between 2021 and 2025 from reputable academic databases. The findings indicate that organizational innovation is influenced by three main categories of determinants: internal factors (e.g., leadership, R&D investment, knowledge management, and data analytics capability), external factors (e.g., institutional environment, market dynamics, and technological change), and relational factors (e.g., innovation ecosystems and inter-organizational collaboration). The results further confirm that organizational innovation has a positive impact on firm performance, both directly and indirectly through mediating mechanisms such as organizational resilience, digital transformation, and knowledge management. This study contributes to the literature by integrating fragmented findings into a comprehensive conceptual framework linking innovation determinants and firm performance. Practical implications are also provided for managers and policymakers in strengthening innovation capabilities to enhance organizational performance

How to Cite: Baihaqi, M., & Nurfadillah, I. (2026). Determinants of Organizational Innovation and Their Impact on Firm Performance: A Systematic Literature Review. *Journal of Innovation and Management Studies, 1*(2), 47–55. https://doi.org/10.71094/joims.v1i2.198

Introduction

In the contemporary business environment, organizational innovation is widely recognized as a fundamental driver of competitive advantage and long-term sustainability. Rapid technological advancements, globalization, and increasingly volatile market conditions have intensified the need for firms to continuously adapt and innovate. Organizations are no longer able to rely solely on traditional operational efficiencies; instead, they must develop innovative capabilities that enable them to respond effectively to environmental changes and evolving customer expectations (Kraus et al., 2022). In this context, innovation is not merely an optional strategic choice but a necessity for survival and growth.

The significance of organizational innovation has become even more evident in the face of global disruptions such as the COVID-19 pandemic. The pandemic has exposed vulnerabilities in traditional business models while simultaneously accelerating the adoption of digital technologies and innovative practices across industries. Firms that were able to leverage innovation demonstrated greater resilience and adaptability, enabling them to maintain or even enhance performance during periods of uncertainty (Abbas et al., 2022). This highlights the transformative potential of innovation in shaping organizational responses to crises and underscores its critical role in ensuring sustainable development.

Beyond crisis contexts, innovation contributes to firm performance by enhancing productivity, improving product and service quality, and facilitating market expansion. Empirical evidence suggests that firms

Copyright © 2025, The Author(s).
This is an open-access article under the CC–BY-SA license.

engaging in continuous innovation are better positioned to achieve superior financial and non-financial outcomes compared to their less innovative counterparts (Bogetoft et al., 2024). Moreover, innovation enables firms to create unique value propositions, differentiate themselves from competitors, and capture new market opportunities. However, despite the recognized importance of innovation, the mechanisms through which it influences firm performance remain complex and multifaceted.

Although the literature on organizational innovation has expanded significantly over the past decades, it remains fragmented and dispersed across multiple disciplines, including management, entrepreneurship, information systems, and operations management. Many studies tend to focus on specific aspects of innovation, such as leadership (Le & Lei, 2023), digital transformation (Cui, 2025), or knowledge management (Hameed et al., 2021), without integrating these factors into a comprehensive framework. As a result, the current body of knowledge lacks coherence, making it difficult to draw generalized conclusions about the determinants of organizational innovation.

Furthermore, empirical findings on the relationship between innovation and firm performance are not always consistent. While a substantial number of studies report a positive association between innovation and performance, others indicate that the impact may vary depending on contextual factors such as industry characteristics, organizational capabilities, and external environmental conditions (Chen et al., 2022). This inconsistency raises important questions regarding the conditions under which innovation contributes most effectively to firm performance and highlights the need for a more systematic synthesis of existing research.

Another critical issue lies in the tendency of prior studies to examine innovation determinants in isolation. For instance, research on R&D investment emphasizes financial resources (Li et al., 2021), while studies on digital innovation focus on technological capabilities (Mikalef et al., 2021). Similarly, investigations into institutional influences highlight the role of external pressures and regulatory environments (Osei-Amponsah et al., 2023). While these studies provide valuable insights, they often overlook the interdependencies among different determinants, thereby limiting the explanatory power of their findings. This fragmented approach hampers the development of a holistic understanding of how various factors jointly influence organizational innovation.

Given the limitations of existing studies, there is a clear need for an integrative approach that synthesizes the diverse determinants of organizational innovation and examines their collective impact on firm performance. Previous research has largely failed to establish a comprehensive framework that connects internal, external, and relational factors in a unified model. In particular, the interaction between these factors and their combined influence on innovation outcomes remains underexplored.

Additionally, there is limited integration across theoretical perspectives. While the Resource-Based View (RBV) emphasizes the role of internal resources and capabilities, other frameworks such as dynamic capabilities and institutional theory highlight different dimensions of innovation. However, these perspectives are often applied independently rather than in a complementary manner. This lack of theoretical integration restricts the ability of researchers to fully capture the complexity of innovation processes and their implications for firm performance.

Moreover, recent developments such as digital transformation, big data analytics, and sustainability-oriented innovation have introduced new dimensions to the study of organizational innovation. For example, digital transformation has been shown to enhance innovation performance by enabling data-driven decision-making and fostering organizational agility (Kraus et al., 2022; Cui, 2025). Similarly, green innovation has emerged as a critical factor in improving both environmental and organizational performance (Singh et al., 2021). Despite these advancements, there is still a lack of systematic synthesis that incorporates these emerging trends into the broader innovation-performance framework.

In response to the identified gaps, this study aims to provide a comprehensive and systematic review of the literature on organizational innovation and its impact on firm performance. Specifically, the objectives of this study are threefold. First, it seeks to identify and categorize the key determinants of organizational innovation, including internal, external, and relational factors. Second, it aims to analyze how these determinants influence firm performance, both directly and indirectly, through various mediating

mechanisms. Third, the study intends to develop an integrative conceptual framework that links innovation determinants, innovation processes, and performance outcomes in a coherent and systematic manner.

By achieving these objectives, this study is expected to contribute to both theory and practice. From a theoretical perspective, it provides a comprehensive synthesis of existing research and integrates multiple theoretical frameworks into a unified model. From a practical perspective, it offers insights for managers and policymakers on how to effectively foster innovation and enhance organizational performance.

Materials and Methods

This study adopts a Systematic Literature Review (SLR) approach to synthesize existing knowledge on the determinants of organizational innovation and their impact on firm performance. The SLR method is particularly appropriate for addressing fragmented research areas, as it enables a transparent, replicable, and comprehensive evaluation of prior studies. Given the multidimensional nature of organizational innovation—spanning internal capabilities, external environments, and relational dynamics—an SLR provides a structured means to integrate diverse findings into a coherent analytical framework. This approach has been widely employed in innovation and performance research to consolidate empirical evidence and identify research gaps (Wahab et al., 2025; López-Paredes et al., 2025).

The literature search was conducted using major academic databases, including Scopus, Web of Science, and Google Scholar, to ensure broad coverage of high-quality publications. The search process employed a combination of keywords and Boolean operators, such as *"organizational innovation"*, *"innovation determinants"*, *"firm performance"*, and *"innovation capability"*. These keywords were selected based on their frequent use in prior studies examining innovation-performance relationships (Chen et al., 2022; Bate et al., 2023).To ensure relevance and currency, the search was limited to publications from 2021 to 2025, reflecting recent developments in digital transformation, sustainability, and innovation ecosystems (Kraus et al., 2022; Cui, 2025). Additional manual searches were conducted to identify seminal and highly cited articles that may not have appeared in initial database queries. This selection process ensured that only relevant and high-quality studies were included, consistent with prior SLR practices in innovation research (Purnomo et al., 2022; Khan et al., 2022).

The screening process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework to enhance transparency and replicability. The process consisted of four stages: identification, screening, eligibility, and inclusion.

Table 1. PRISMA Screening Process

Stage	Description	Number of Articles
Identification	Articles identified through database search	185
Screening	Removal of duplicates and irrelevant titles/abstracts	130
Eligibility	Full-text articles assessed for eligibility	78
Inclusion	Final articles included in the review	30

The PRISMA framework ensures that the selection process is systematic and minimizes bias in article inclusion. This is particularly important in innovation research, where findings may vary significantly across contexts and methodologies (Osei-Amponsah et al., 2023).

Data extraction was conducted using a structured coding framework to capture key variables, including innovation determinants, types of innovation, methodological approaches, and performance outcomes. The coding process also included contextual factors such as industry type and geographical setting, which are known to influence innovation-performance relationships (Fainshtein et al., 2024).

A thematic analysis approach was employed to identify patterns and relationships across studies. Determinants were categorized into three main groups: internal, external, and relational factors. This categorization aligns with prior research emphasizing the multifaceted nature of innovation drivers (Yao et al., 2023).

Furthermore, the analysis examined the mechanisms through which innovation influences firm performance, including mediating factors such as knowledge management, digital capabilities, and organizational

resilience (Hameed et al., 2021; Chaudhuri et al., 2024). By integrating these dimensions, the study provides a more nuanced understanding of how innovation contributes to organizational outcomes.

Results and Discussions

Descriptive Analysis of Selected Studies

Based on the systematic literature review process guided by the PRISMA framework, a total of 30 articles were included for final analysis. The selected studies demonstrate a significant increase in research interest on organizational innovation and firm performance, particularly in the context of digital transformation, sustainability, and dynamic business environments. This trend is consistent with the growing recognition that innovation is a central mechanism for achieving competitive advantage in uncertain and rapidly changing markets (Kraus et al., 2022; Bogetoft et al., 2024).

In terms of temporal distribution, the majority of studies were published between 2021 and 2025, indicating a recent surge in scholarly attention to innovation-related constructs. Geographically, the studies span both developed and emerging economies, although a notable proportion focuses on emerging markets, where innovation is often seen as a key driver of economic development and firm survival (Chen et al., 2022). Methodologically, quantitative approaches dominate the literature, followed by mixed-methods and conceptual frameworks. This indicates a strong emphasis on empirical validation of innovation-performance relationships.

Sectorally, the reviewed studies cover a wide range of industries, including manufacturing, services, SMEs, supply chain systems, and digital platforms. Notably, recent studies increasingly highlight the role of digital ecosystems and artificial intelligence in shaping innovation outcomes (Cui, 2025; Mikalef et al., 2021).

Key Determinants of Organizational Innovation

The thematic synthesis of the reviewed literature reveals that determinants of organizational innovation can be systematically classified into three main categories: internal factors, external factors, and relational factors.

Internal determinants represent the most frequently discussed category across the literature. Leadership emerges as a critical enabler of innovation, as it shapes organizational vision, culture, and strategic orientation toward innovation (Le & Lei, 2023). Similarly, knowledge management capabilities are consistently identified as key drivers of innovation performance, as they facilitate the creation, sharing, and application of knowledge within organizations (Hameed et al., 2021). Furthermore, R&D investment is repeatedly emphasized as a foundational resource for innovation development, enabling firms to generate new products and processes (Li et al., 2021). More recently, data analytics competency has also been recognized as a significant internal capability that enhances decision-making and innovation effectiveness (Ghasemaghaei, 2022).

External determinants include institutional environments, market dynamics, and technological change. Institutional support and regulatory frameworks significantly influence firms' innovation behavior, particularly in emerging economies where institutional uncertainty is relatively high (Osei-Amponsah et al., 2023). Market competition and environmental uncertainty further stimulate firms to innovate in order to maintain competitiveness. Additionally, global disruptions such as the COVID-19 pandemic have accelerated the need for innovation-driven adaptation, particularly in tourism and service industries (Abbas et al., 2022).

Relational determinants emphasize the importance of inter-organizational collaboration and ecosystem participation. Innovation ecosystems and open innovation practices facilitate knowledge exchange between firms, universities, and other stakeholders, thereby enhancing innovation capacity (Khan et al., 2022; Rumanti et al., 2021). Supply chain collaboration is also identified as a key mechanism for fostering innovation, particularly in production-intensive industries (Dubey et al., 2021).

Impact of Innovation on Firm Performance

The analysis confirms a strong and consistent positive relationship between organizational innovation and firm performance. Innovation contributes to both financial outcomes, such as profitability and productivity, and non-financial outcomes, such as market reputation and organizational learning capability (Bogetoft et al., 2024; López-Paredes et al., 2025).

Empirical findings indicate that innovation enhances firm performance through multiple pathways. First, innovation improves operational efficiency and reduces production costs by optimizing processes and integrating new technologies (Dubey et al., 2021). Second, innovation enables firms to develop differentiated products and services, thereby strengthening competitive positioning in the market (Zhang et al., 2023). Third, innovation contributes to long-term sustainability by fostering green and environmentally responsible practices (Singh et al., 2021).

Importantly, several studies highlight that the relationship between innovation and performance is often mediated by intermediate variables. For instance, organizational resilience plays a crucial mediating role in enabling firms to convert innovation capabilities into performance outcomes, particularly under uncertain conditions (Chaudhuri et al., 2024). Similarly, digital transformation enhances the effectiveness of innovation by enabling real-time data processing and strategic responsiveness (Kraus et al., 2022; Cui, 2025). Organizational learning and knowledge management are also identified as critical mediators that strengthen the innovation-performance linkage (Nguyen et al., 2022).

Integrated Conceptual Findings

The synthesis of the reviewed literature leads to the development of an integrated conceptual understanding in which organizational innovation acts as a mediating mechanism between its determinants and firm performance outcomes. Internal capabilities such as leadership, R&D, and data analytics form the foundation of innovation capacity. These are reinforced by external institutional pressures and market conditions, while relational networks enhance knowledge flow and resource accessibility.

This integrated perspective suggests that innovation should not be viewed as an isolated organizational outcome but rather as a dynamic process shaped by multiple interacting forces. Moreover, the impact of innovation on firm performance is not linear but mediated by organizational capabilities such as resilience, learning, and digital transformation readiness. This finding is consistent with recent studies emphasizing the complexity of innovation systems in contemporary business environments (Fainshtein et al., 2024; Yao et al., 2023)

Interpretation of Key Findings

The findings of this systematic literature review demonstrate that organizational innovation is a multidimensional construct shaped by the interaction of internal, external, and relational determinants. The dominance of internal factors—such as leadership, knowledge management, R&D investment, and data analytics capability—indicates that firms retain substantial control over their innovation capacity. Leadership, in particular, plays a central role in shaping organizational direction, fostering a culture of creativity, and enabling strategic alignment toward innovation objectives (Le & Lei, 2023). This finding reinforces the argument that innovation is not solely an environmental outcome but is significantly influenced by managerial decisions and internal resource configurations.

However, this interpretation should not lead to an oversimplified conclusion that internal factors are sufficient to drive innovation independently. A more critical reading of the literature suggests that external and relational determinants act as enabling or constraining forces that significantly shape innovation outcomes. Institutional environments, for example, provide the regulatory and normative frameworks within which firms operate. In contexts characterized by institutional uncertainty, firms may face barriers to innovation despite strong internal capabilities (Osei-Amponsah et al., 2023). Similarly, market dynamics and competitive pressures function as external stimuli that push firms toward continuous innovation as a survival strategy.

Relational determinants further complicate this relationship by introducing inter-organizational dependencies. Innovation ecosystems and collaborative networks enhance firms' ability to access external knowledge and resources, thereby expanding their innovation potential (Khan et al., 2022). Open innovation practices, in particular, demonstrate that innovation is increasingly a distributed process rather than an internally confined activity (Rumanti et al., 2021). These findings collectively suggest that organizational innovation should be conceptualized as an ecosystem-driven phenomenon rather than a purely firm-centric capability.

Innovation and Firm Performance: Mechanisms and Complexity

One of the most significant findings of this review is the consistently positive relationship between organizational innovation and firm performance. However, a more nuanced interpretation reveals that this relationship is neither direct nor uniform across contexts. Instead, innovation influences performance through multiple mediating mechanisms, including organizational resilience, digital transformation, and knowledge management capabilities.

Organizational resilience emerges as a critical mechanism that enables firms to sustain performance under conditions of uncertainty and disruption. Chaudhuri et al. (2024) emphasize that innovation enhances

resilience by enabling firms to adapt quickly to environmental changes, reconfigure resources, and maintain operational continuity. This is particularly relevant in the post-COVID-19 context, where firms were forced to rapidly innovate to survive disruptions in global supply chains and market demand (Abbas et al., 2022).

Digital transformation also plays a central mediating role in the innovation-performance relationship. The integration of artificial intelligence, big data analytics, and digital platforms enables firms to enhance decision-making processes and improve operational efficiency (Cui, 2025; Kraus et al., 2022). In this regard, innovation is not only a product of digital transformation but also a driver of it, creating a reinforcing cycle that enhances firm performance over time. Mikalef et al. (2021) further highlight that big data analytics capabilities significantly strengthen firms' ability to translate innovation into measurable performance outcomes.

Knowledge management is another important mediating mechanism. As Hameed et al. (2021) argue, firms that effectively manage knowledge flows are better positioned to convert innovative ideas into tangible outputs. Organizational learning processes, therefore, act as a bridge between innovation capability and performance realization (Nguyen et al., 2022). This suggests that innovation without effective knowledge integration may not necessarily translate into superior performance.

Theoretical Implications

From a theoretical perspective, this study contributes to the integration of multiple theoretical frameworks, including the Resource-Based View (RBV), Dynamic Capabilities Theory, and Institutional Theory. The RBV is strongly reflected in the emphasis on internal resources such as R&D investment, leadership, and human capital as foundational drivers of innovation (Li et al., 2021). However, the findings also extend the RBV by demonstrating that internal resources alone are insufficient without dynamic capabilities that enable firms to adapt and reconfigure their resource base in response to environmental changes (Nguyen et al., 2022).

Dynamic Capabilities Theory is particularly relevant in explaining how firms integrate innovation into strategic adaptation processes. The ability to sense opportunities, seize them, and transform organizational structures is essential for sustaining innovation performance over time. The findings of this review suggest that innovation should be understood as an ongoing capability rather than a one-time outcome.

Institutional Theory further enriches the analysis by highlighting the role of external pressures in shaping innovation behavior. Regulatory frameworks, industry standards, and socio-economic conditions influence the extent to which firms engage in innovation activities (Osei-Amponsah et al., 2023). This theoretical integration provides a more holistic understanding of innovation by combining internal, external, and relational dimensions into a unified explanatory framework.

Practical Implications

The findings of this study offer several important implications for managerial practice. First, firms should prioritize the development of internal innovation capabilities, particularly in terms of leadership development, R&D investment, and data analytics competencies. Leaders must cultivate an organizational culture that encourages experimentation, risk-taking, and continuous learning (Le & Lei, 2023; Ghasemaghaei, 2022).

Second, firms should actively engage in external collaboration and ecosystem participation. Open innovation strategies and strategic alliances can significantly enhance access to external knowledge and resources, thereby improving innovation outcomes (Rumanti et al., 2021; Khan et al., 2022). This is particularly important for SMEs that may face resource constraints.

Third, organizations should invest in digital transformation initiatives to strengthen their innovation capabilities. The integration of digital technologies enables firms to improve efficiency, responsiveness, and innovation speed (Kraus et al., 2022; Cui, 2025). Policymakers can support this transformation by providing infrastructure, incentives, and regulatory support for digital adoption.

Critical Reflection and Limitations of Existing Literature

Despite the extensive body of research on organizational innovation, several limitations remain evident. First, much of the existing literature is geographically concentrated in developed and emerging Asian economies, limiting the generalizability of findings across different institutional contexts. Second, methodological approaches remain heavily quantitative, with limited use of longitudinal or qualitative designs that could capture the dynamic nature of innovation processes.

Another important limitation is the tendency of prior studies to treat innovation determinants as isolated variables rather than interdependent systems. This reductionist approach limits the explanatory power of existing models and overlooks the complexity of real-world organizational environments. Furthermore, emerging phenomena such as artificial intelligence-driven innovation and sustainability-oriented innovation

are still underexplored in the literature, despite their increasing relevance in contemporary business contexts (Singh et al., 2021; Fainshtein et al., 2024).

Overall, this review highlights that organizational innovation is a complex, multi-level phenomenon influenced by a combination of internal capabilities, external pressures, and relational networks. Its impact on firm performance is significant but operates through indirect and conditional mechanisms. This reinforces the need for a more integrated theoretical and empirical approach to understanding innovation in organizational contexts. The synthesis also underscores that innovation should not be viewed as an isolated strategic initiative but rather as a systemic capability embedded within broader organizational and environmental contexts. Firms that are able to align internal capabilities with external opportunities and relational networks are more likely to achieve superior and sustainable performance outcomes.

Conclusion

This systematic literature review provides a comprehensive synthesis of the determinants of organizational innovation and their impact on firm performance. The findings confirm that organizational innovation is a multidimensional construct shaped by the interaction of internal, external, and relational factors. Internal determinants such as leadership, R&D investment, knowledge management, and data analytics capability represent the core foundation of innovation capacity. These factors determine the extent to which firms are able to generate, implement, and sustain innovative activities. At the same time, external determinants such as institutional environments, market dynamics, and technological change play a significant role in shaping the direction and intensity of innovation efforts. Relational determinants, including innovation ecosystems, open innovation practices, and inter-organizational collaboration, further strengthen firms' ability to access external knowledge and resources.

The study also confirms that organizational innovation has a consistently positive impact on firm performance, both in financial and non-financial dimensions. However, this relationship is not purely direct, but is mediated by key organizational mechanisms such as resilience, digital transformation, and knowledge management. These mediating factors highlight that innovation must be supported by dynamic organizational capabilities in order to translate into sustainable performance improvements. Overall, the study emphasizes that innovation should be understood as a systemic and interconnected process rather than an isolated organizational outcome

Based on the findings, several recommendations are proposed. For practitioners, particularly organizational leaders and managers, it is essential to strengthen internal innovation capabilities by fostering transformational leadership, increasing investment in R&D activities, and enhancing data-driven decision-making capabilities. Organizations are also encouraged to develop a culture of continuous learning and knowledge sharing, as these elements are critical in transforming innovative ideas into tangible performance outcomes.

In addition, firms should actively engage in external collaboration through innovation ecosystems and strategic partnerships. Open innovation approaches can provide access to external knowledge, technologies, and competencies that may not be available internally. This is particularly relevant for small and medium-sized enterprises that often face resource limitations.

From a policy perspective, governments and regulatory institutions should create supportive environments that encourage innovation, particularly through digital infrastructure development, innovation incentives, and stable regulatory frameworks. Strengthening institutional support is crucial in enabling firms to innovate effectively, especially in emerging economies where institutional uncertainty remains a challenge.

For future research, it is recommended that scholars explore longitudinal and comparative studies to better capture the dynamic nature of innovation processes. Future studies should also examine the role of emerging technologies such as artificial intelligence and sustainability-oriented innovation in shaping organizational performance. Furthermore, integrating qualitative approaches may provide deeper insights into the mechanisms through which innovation determinants interact in real organizational contexts. Thus, this study

contributes to a more integrated understanding of organizational innovation and provides a foundation for both theoretical development and practical application in enhancing firm performance

References

Abbas, J., Mubeen, R., Iorember, P. T., Raza, S., & Mamirkulova, G. (2022). Exploring the impact of COVID-19 on tourism: Transformational potential and implications for a sustainable recovery of the travel and leisure industry. *Journal of Business Research, 117*, 109–123. https://doi.org/10.1016/j.jbusres.2020.05.044

Bate, A. F., Wachira, E. W., & Danka, S. (2023). The determinants of innovation performance: An income-based cross-country comparative analysis using the Global Innovation Index (GII). *Journal of Innovation and Entrepreneurship, 12*(1), 20. https://doi.org/10.1186/s13731-023-00283-2

Bogetoft, P., Kroman, L., Smilgins, A., & Sørensen, A. (2024). Innovation strategies and firm performance. *Journal of Productivity Analysis, 62*, 175–196. https://doi.org/10.1007/s11123-024-00727-1

Chaudhuri, A., et al. (2024The key role of innovation and organizational resilience in improving business performance: A mixed-methods approach. *International Journal of Information Management, 77*, 102777. https://doi.org/10.1016/j.ijinfomgt.2024.102777

Chen, J., Liu, L., & Chen, Y. (2022). Innovation and firm performance in emerging markets. *Research Policy, 51*(1), 104375. https://doi.org/10.1016/j.respol.2021.104375

Cui, J. (2025). AI-driven digital transformation and firm performance: The mediating role of green digital innovation. *arXiv Preprint*. https://doi.org/10.48550/arXiv.2507.18227

Dubey, R., Gunasekaran, A., Childe, S. J., & Wamba, S. F. (2021). Supply chain innovation and firm performance. *International Journal of Production Economics, 230*, 107831. https://doi.org/10.1016/j.ijpe.2020.107831

Fainshtein, E., Chkoniya, V., Fiore, M., & Serova, E. (2024). Innovation potential and organizational performance. *Agricultural and Food Economics, 12*(1), 41. https://doi.org/10.1186/s40100-024-00334-6

Ghasemaghaei, M. (2022). Data analytics competency for improving firm performance. *Decision Support Systems, 157*, 113761. https://doi.org/10.1016/j.dss.2022.113761

Hameed, W. U., Nisar, Q. A., & Wu, H. C. (2021). Knowledge management and innovation performance. *Journal of Knowledge Management, 25*(7), 1673–1699. https://doi.org/10.1108/JKM-02-2020-0123

Khan, Z., Lew, Y. K., & Marinova, S. (2022). Innovation ecosystems and firm performance. *Industrial Marketing Management, 93*, 362–374. https://doi.org/10.1016/j.indmarman.2021.02.004

Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N., & Roig-Tierno, N. (2022). Digital transformation and innovation performance. *Journal of Business Research, 123*, 401–410. https://doi.org/10.1016/j.jbusres.2020.10.020

Le, P. B., & Lei, H. (2023). Leadership and innovation performance. *Asia Pacific Journal of Management, 40*(2), 523–548. https://doi.org/10.1007/s10490-021-09747-0

Li, Y., Zhang, Y., & Zhao, Y. (2021). R&D investment and firm performance. *Technological Forecasting and Social Change, 169*, 120800. https://doi.org/10.1016/j.techfore.2021.120800

López-Paredes, H., Yagüe-Perales, R. M., & March-Chorda, I. (2025). Exploring the impact of innovation on company performance. *Journal of Innovation and Entrepreneurship, 14*, 126. https://doi.org/10.1186/s13731-025-00567-9

Maulana, I. A., & Susilowati, C. (2025). Entrepreneurial orientation and firm performance. *Jurnal Kewirausahaan dan Inovasi. (No DOI available)*

Mikalef, P., Boura, M., Lekakos, G., & Krogstie, J. (2021). Big data analytics capabilities and innovation. *Information & Management, 58*(2), 103412. https://doi.org/10.1016/j.im.2020.103412

Nguyen, T. T., Pham, T. S. H., & Le, T. T. (2022). Organizational learning, innovation, and firm performance. *Journal of Business Research, 140*, 550–561. https://doi.org/10.1016/j.jbusres.2021.11.023

Orishede, F. (2024). Organizational innovations and firm performance. *International Journal of Research and Scientific Innovation. (No DOI available)*

Osei-Amponsah, C., et al. (2023). Institutional factors and innovation performance. *Technovation, 119*, 102542. https://doi.org/10.1016/j.technovation.2022.102542

Purnomo, B. R., et al. (2022). SMEs innovation capability and firm performance. *Journal of Small Business Management, 60*(3), 567–589. https://doi.org/10.1080/00472778.2020.1717296

Rumanti, A. A., Rizana, A. F., Ramadhan, F., & Reynaldo, R. (2021). Open innovation and organizational performance. *IEEE Access, 9*, 126191–126205. https://doi.org/10.1109/ACCESS.2021.3111422

Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2021). Green innovation and environmental performance. *Journal of Business Research, 128*, 737–746. https://doi.org/10.1016/j.jbusres.2020.01.014

Wahab, N. Y. A., Ramdan, M. R., Zakaria, M. F., & Hassan, M. H. A. (2025). Innovation and SME performance: A systematic review. *TEM Journal. (No DOI available)*

Yao, N., Yan, K., Tsinopoulos, C., & Bai, J. (2023). Organizational determinants of open innovation. *Journal of Chinese Economic and Business Studies, 22*(1), 1–29. https://doi.org/10.1080/14765284.2023.2210014

Zhang, J., Wang, X., & Li, X. (2023). Innovation strategy and firm performance. *Management Decision, 61*(5), 1234–1250. https://doi.org/10.1108/MD-10-2021-1325