

**THE ROLE OF CRITICAL SUCCESS FACTORS OF
INNOVATION MANAGEMENT ON EMPLOYEE
PERFORMANCE: A STUDY OF SERVICE
ORGANIZATIONS IN BANGLADESH**

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Abstract

A strong link exists between innovation management and employee performance in service businesses in Bangladesh, highlighting essential success factors such as R&D investment, information systems, and leadership styles that improve innovation capacity. This study employs a quantitative methodology, gathering data from 212 managers across diverse service firms, and subsequently scrutinizing it through correlation, regression, and reliability assessments. The results show a positive correlation between the three principal features. Leadership styles in information systems and R&D are identified as the primary factors affecting innovation management, which in turn significantly impacts employee performance. In contrast, innovation management has a direct impact on employee performance, explaining a considerable portion of its variance. The results underscore the relationship among leadership, technology adoption, and research expenditure in fostering innovation and enhancing competitiveness. By accurately identifying and addressing these success drivers, service firms in developing nations like Bangladesh can improve their innovation capabilities, achieve sustainable economic growth, and boost their overall organizational performance.

Keywords: innovation management, employee performance, R&D investment, information systems, leadership styles, service organizations, Bangladesh.

1. Introduction

Innovation is related to a safe future. Organizations want to attain market leadership. To maintain market leadership, organizations have to constantly develop or modify their current business practices; these practices will lead to organizational success. People assert that a company's failure to innovate leads to its demise. Globalization creates worldwide competition. Organizations must understand their customers'

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desires and needs in order to provide them with valuable products and services. An inventive corporation contends in the fluid and changing commercial environment. Innovation can adapt to alterations in the internal or external environment, therefore impacting the entire ecosystem. All organizations must possess access to technology that facilitates the development of technology-intensive radical innovations in the long term. Numerous studies indicate that an organization's information technology competency is perceived as the overall capacity of the corporation to use technology that successfully supports innovation management. Ultimately, it will enhance an organization's capacity for innovation (Acosta-Prado et al., 2021).

Nevertheless, just access to technology is inadequate; it must be integrated into novel goods. Innovative products are crucial for establishing a competitive advantage and can substantially enhance a firm's growth and profitability. Despite the acknowledgement of innovation in products as a crucial source of competitive advantage, companies continue to face challenges in establishing efficient and effective procedures and management practices for new service organization development. Achieving successful innovation is inherently challenging for most organizations due to its complexity. The integration of new concepts, along with effective innovation management, is crucial for sustaining long-term innovation (Ahmed, 1998a; Adams et al., 2006). An innovation can include a new product or service, an improved industrial technique, or a redesigned administrative system. It has been argued that a service organization must demonstrate innovation to survive in a challenging environment. An innovation can include a new product or service, an advanced industrial technique, or a restructured administrative system. It has been argued that service organizations must demonstrate innovation to survive in a turbulent environment. Therefore, research aimed at understanding the factors that foster innovation capabilities within organizations and their impact on performance should be prioritized in the field of organizational innovation. Innovation aptitude is generally regarded as a complex concept, and there is no standardized method for its evaluation due to the diverse perspectives in innovation management. Consequently, the word "innovation capability" has been delineated in several manners. An organization's ability to innovate refers to its capacity to produce new outcomes. We deem a corporation's ability to generate innovations essential for its success. The crucial success criteria of service organization significantly influence an organization's innovation and innovative performance. A service organization must first identify and then properly manage resources to cultivate innovation within the organization and enhance its performance. Organizations must invest significantly to cultivate an inventive atmosphere and recruit individuals with creative intelligence.

Numerous elements can influence or govern an organization's innovations. We refer to these elements as essential success factors because they significantly enhance the development of innovative activities in innovation management. We need these vital success elements to foster a firm's innovativeness. These elements also influence an organization's success or failure, and they are pertinent to enhancing organizational performance. Olsson et al. (2010) describe a corporation's innovation capability at several levels and from multiple viewpoints. It refers to a firm's innovation capability refers to its capacity to perpetually generate ideas in response to an evolving environment. Critical elements encompass organizational structure, leadership style,

research and development (R&D) investments, organizational learning, strategy, culture or practices, and collaboration, among others. Organizations must handle these variables efficiently and effectively in order to cultivate an innovative environment and achieve market leadership. Leadership is crucial for effecting the desired transformation by realigning the existing culture with a new one and cultivating people within the organization (Nafei et al., 2012). Situational leadership (Hersey and Blanchard, 1993) posits that varying circumstances necessitate distinct forms of leadership.

This study uses the Resource-Based View (RBV) (Wernerfelt, 1984; Barney, 1991), which contends that leadership styles, information systems, and R&D investment are strategic organizational resources that support innovation management and improve employee performance.

Important factors such as R&D Investment, Leadership styles, information systems, Organizational Culture, organizational structure, and Creativity Management have not been extensively examined in this context. The essential components that guarantee successful and long-lasting innovation are known as Critical Success Factors (CSFs) in innovation management. These elements include customer focus, organizational culture, and leadership (Al Maazmi et al., 2024).

2. Theoretical Framework and Literature Examination:

2.1 R&D Investment

R&D comprises methodical research and creative endeavors to generate new knowledge and goods, improving employee performance and innovation management by fostering creativity, honing skills, and encouraging ongoing progress inside a company.

R&D encompasses innovative and methodical efforts aimed at augmenting the repository of information, including insights into humanity, culture, and society, as well as formulating novel applications of existing knowledge (OECD, 2015). In recent times, companies have become increasingly reliant on external sources of information for their research and development processes to generate and exploit innovations (Calantone & Stanko, 2007). Economists have extensively studied the relationship between R&D spending and its outcomes (Mansfield, 1962).

R&D spending was positively correlated with a company's capacity for innovation and expansion, according to Griliches (1986). Bound et al. (1984) identified a robust correlation between R&D expenditure and the quantity of patents. Recent empirical studies indicate a procyclical trend in R&D investment and innovation (Barlevy, 2007; Griliches, 1990). The adoption and utilization of innovation is a significant and enduring scientific inquiry, considered a well-established area within information systems research (Chan et al., 2010).

2.2 Information Systems

An information system is a cohesive framework of individuals, technology, and procedures that improves innovation management and employee performance through facilitation of collaboration, data-informed decision-making and streamlined workflows. A database is a system that collects, manages, archives, analyzes, and

disseminates information for a specific purpose. (Laudon, K. C., & Laudon, J. P. 2020). The creation of original concepts is the cornerstone of innovation. Science and technology generally play a significant role in this scenario. Scholars have emphasized the significance of nurturing relationships to promote technological advancements (Holmen et al., 2005) and improve company innovation (Hausman, 2005). Recently, digital technologies, and information distribution have enhanced open innovation. Innovation is a way for firms to adapt to technology advancements (Santoro et al. 2018). Digital innovations encompass a range of technologies, such as software use, AI, the IoT, blockchain system and cloud computing (Makridakis 2017; Viriyasitavat et al. 2019). Digital innovation helps enabling organizational innovation. The digital ecosystem has enabled novel opportunities for knowledge sharing and collaboration. In addition to facilitating remote cooperation, digital tools and platforms facilitate the sharing of data, research findings, and insights across partners and collaborators (Hilbolling et al., 2020). Yoshikuni et al. (2021) predict higher innovation performance by the implementation of IT systems for superior innovation management. Innovation management systems incorporate efficient information technology (IT) solutions. Their knowledge assets have become increasingly sophisticated, offering value that warrants further exploration (Garcia-Perez et al., 2020).

2.3 Leadership Styles

Leadership is the capacity to guide a group towards the realization of a vision or certain goals. Leadership styles denote the approaches via which a leader influences their subordinates. They range from authoritarian to democratic to laissez-faire, each affecting group dynamics and output in unique manners. (Lewin, K., Lippitt, R., & White, R. K., 1939). Senior management employing an effective leadership strategy fosters an innovative environment within the organization. It involves empowering the individual to exploit his cognitive abilities and participate in activities that promote creativity; yet, such an outcome is unachievable in the workplace without the support and involvement of leadership (De Jong et al. 2007). Some research found that hierarchical relationships and values affect the characteristics of leadership style (Yang and Wang 2020). A certain leadership style improves employees' self-efficacy, prompting them to participate in feedback behaviors advantageous to both the leader and the organization, promoting organizational citizenship (Lou, Li, and Liu 2021) and inventive performance (Y. Tang 2005). Consequently, to foster innovation, leaders must inspire individuals to develop ideas through engagement in activities that investigate opportunities, pinpoint performance shortcomings, or devise solutions for challenges.

According to the theory of transformational leadership, leaders who display specific behaviors encourage their staff to think creatively, which in turn improves individual performance, fosters organizational innovation, and boosts overall performance (Colbert, Kristof-Brown, Bradley, & Barrick, 2008). Keller (1992) demonstrated that transformational leadership markedly improved the performance of R&D team members at a renowned research and development organization. The factors influencing innovation and creativity in the workplace—vision, support for invention, autonomy, encouragement, appreciation, and challenge—are intricately associated with transformational leadership behaviors (Elkins and Keller, 2003).

Democratic, empathetic, and participatory leadership qualities were found to positively correlate with subordinate creativity by Hage and Dewar (1973). Redmond et al. (1993) found that followers were more creative when leaders encouraged them to solve problems constructively and raised their self-efficacy.

2.4 Innovation Management

It is essential to clarify what "new" means in the context of innovation. Innovation involves the commercial and practical application of ideas or inventions. This equation illustrates the relationship between the two variables: Innovation combines theoretical ideas, technological advancements, and market application. Innovation involves generating ideas, advancing technology, producing, and marketing new or enhanced products, industrial processes, or tools. The stage-gate model is an early model of innovation and it shows the new product development (NPD) and its benefits. This model has been fully validated by (Cooper and Edgett; 2012).

Innovation management is a collection of tools that foster collaboration between managers and staff or users to improve their shared understanding of processes and objectives. Innovative management allows a business to take advantage of external or internal opportunities to use its creativity to create new ideas, processes, or products. It is not limited to research and development only. It involves all levels of employees or users to creatively contribute to the advancement and promotion of a product or a service of an organization. Innovation is essential for differentiation and hence for competitive advantage and innovativeness has a positive effect on business performance (Yamin et al., 1997).

Recently, many sectors and organizations have highlighted the importance of integrating knowledge from outside sources, such as stakeholders, experts and users, to foster innovation (Hafeez et al., 2018; Storvang et al., 2020). The consistency of innovation of companies especially in the short run seems to affect the stability of this bond (Bianchini and Pellegrino, 2019).

According to recent research, businesses that use a variety of innovation techniques see increased growth and market share since the development of complementary inventions promotes a more unified and methodical innovation capabilities within organizations (Bianchini et al., 2018; Arranz et al., 2019). Innovation is a multifaceted process with interrelated subprocesses rather than a solitary undertaking. It includes coming up with a novel idea, making a special gadget, or opening up a new market. Implementing cutting-edge technologies or management techniques related to new goods or procedures is known as organizational innovation. The innovation strategies used by businesses have essentially not changed despite significant changes in the corporate environment (Wind and Mahajan 1997).

It entails overseeing all operations essential to "unveil something innovative," which includes brainstorming, development, prioritization, implementation, and the tangible execution, such as the release of new products or the establishment of new internal workflows.

2.5 Employee Performance

Performance refers to the execution of a function or task. It denotes the proficiency with which a person does the assignment. Specialists from diverse fields focus on workforce productivity.

Employee performance signifies the effectiveness with which an organization achieves its goals, including financial results, market achievements, and stakeholder benefits. It outlines the degree to which personnel and groups achieve an organization's goals, hence improving its overall success, effectiveness, and expansion. Innovation management elevates employee productivity by cultivating novel concepts, optimizing processes, and refining products or services to achieve enhanced overall results (Wakiso, 2025).

Employee performance involves the effective utilization of human resources to achieve organizational goals. Cultivating a culture of innovation among managers and employees benefits the development and longevity of their organizations (Wan et al., 2003). Some argue that due to heightened competition and shorter product life spans, a firm's ability to innovate is becoming more vital for improving performance and maintaining a competitive advantage (Artz et al., 2010). Hall (2008) investigated the impact of performance measurement systems on management and determined that measurement influences managers' thought processes and motivation. Woodside (2005), aiming to expand on the conclusions of Hult et al. (2004), suggests that the impact of innovativeness on business performance could be indirect and recommends examining customer orientation as a significant variable. Innovativeness is a crucial factor influencing employee performance (Hult et al., 2004). Innovative firms have superior productivity and economic growth compared to non-innovative firms (Cainelli et al., 2004). Both technical and organizational innovations are crucial prerequisites for enhancing performance and augmenting the firm's value (Llorens Montes et al., 2005). Organizational innovations create an appropriate environment for other types of innovation and significantly influence innovative performance (Gunday et al. 2011). Managers must acknowledge and oversee innovations to enhance their operational effectiveness (Gunday et al., 2011).

2.6 Theoretical Integration

The purpose of this study is to investigate the relationship between employee performance and innovation management in the Bangladeshi service firms from the perspective of Resource-Based View (RBV) and Dynamic Capabilities Theory. The RBV argues that competitive advantage based on valuable, rare, inimitable and non-substitutable (VRIN) resources and talents is durable (Barney, 1991). Previous studies have examined the impact of internal resources on employee performance and innovative capabilities through the perspective of RBV (Acosta-Prado et al., 2021). This study identifies R&D investment, information systems and leadership approaches as strategic organizational resources that improve employee performance and innovation management.

The Dynamic Capabilities Theory posits that organizations enhance innovation management and employee performance by integrating and reconfiguring these strategic resources in response to changing business contexts (Teece et al., 1997). Therefore, RBV and Dynamic Capabilities Theory is a suitable theoretical framework to explain how strategic organizational resources lead to innovation management and further employee performance.

2.7 Research Gap

Numerous studies indicate that the Critical Success Factors (CSFs) of knowledge management substantially influence organizational effectiveness. Certain research indicates that management and technology innovation influence organizational performance. Upon examining the aforementioned literature, it has been determined that the majority of research findings pertain to the influence of the interplay of management, knowledge management, and innovation management methods on organizational performance. No studies have been identified that demonstrate the impact of crucial success factors in innovation management on employee performance within service organizations in Bangladesh. There is significant opportunity to investigate the influence of essential success variables on innovation management and staff performance.

The study contributes theoretically by extending RBV and Dynamic Capabilities Theory by applying them to explain how critical success factors of innovation management influence employee performance. Practically, it helps service organizations in Bangladesh improve innovation management and increase employee performance.

3. Research Questions

Research questions related to the research objectives are as follows:

- RQ1. What are the key factors for innovation management and performance of service organizations in Bangladesh?
- RQ2. Is the impact of critical success factors on innovation management significant or not?
- RQ3. How does innovation management influence employee performance?

4. Objectives of the Research

The specific objectives of the research are:

- i) to identify the factors of service organizations those, have influence on innovation management and employee performance in Bangladesh;
- ii) to investigate the significant impacts of different key factors on the innovation management of the organization; and
- iii) to examine the impacts of innovation management on employee performance.

5. Research Hypotheses

This research will develop hypotheses to investigate how critical success factors in innovation management affect employee performance in service organizations in Bangladesh.

- H1:** There is a significant relationship between R&D investment and innovation management.

- H2:** There is a significant relationship between information systems and innovation management.
- H3:** There is a significant relationship between leadership style and innovation management.
- H4:** There is a significant relationship between innovation management and employee performance.

6. Model Development

The conceptual model of this study is based on the Resource-Based View and Dynamic Capabilities Theory, which shows R&D investment, information systems, and leadership styles as key factors influencing innovation management and employee performance. These theories explain how the study variables are related to each other.

The researcher has developed a model to understand the research work easier way. Basically, the model is the reflection of the whole research work.

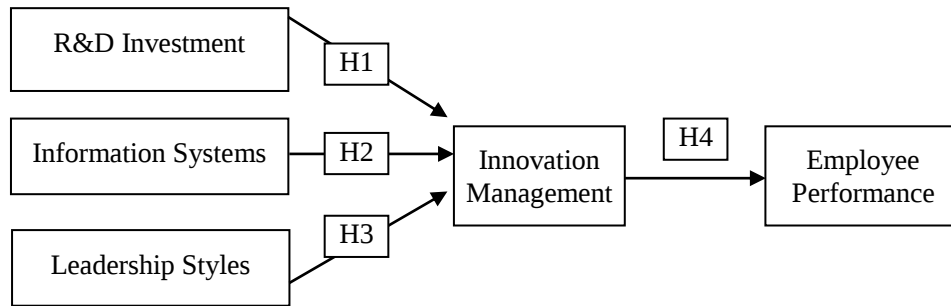


Figure-1: Conceptual framework (Compiled by authors)

7. Methodology

The researcher will utilize a systematic approach to tackle the research issues. This study will solely utilize a quantitative research design. Primary data will be collected via a well-crafted questionnaire. The project's complete techniques can be concisely stated as follows:

7.1 Data Acquisition

The research is conducted solely within the service organizations of Bangladesh. The study will employ a quantitative approach in fulfilling the study's objectives. Relevant data will be collected only from primary sources.

7.2 Sample Size of Respondents

Approximately 212 samples will be surveyed and this includes top and middle level managers of service organizations. This demographic analysis ensures the diverse coverage of the sizes and age groups of the organizations, thereby, enhancing the generalizability of the findings of the study. Overall, 48.1% of the respondents were from large organizations with more than 250 employees, 29.2% from small organizations with 1–50 employees, and 22.6% from medium-sized organizations

with 51–250 employees. Participants were aged as follows: 51.9% were aged between 31 and 50 years and 44.3% were aged between 21 and 30 years. Only 3.8% were 51 and above. The data obtained from questionnaire interviews will be entered into SPSS for analysis. One-way ANOVA, dependent t-tests, Pearson correlation matrices and multiple linear regression analysis will be used to investigate the relationship between variables. Descriptive statistics will be used to compute mean, percentage and standard deviation. Data analysis will then lead to the presentation of results. This analysis will enable the assessment of the impact on the performance of the employees.

7.3 Guarantee of data reliability

The following measures will be taken to ensure validity and reliability: The pilot study makes use of many data sources and the collection of original evidence guarantees the validity of the data and original citations from the documents increase the reliability of the data.

8. Results and Discussion

8.1 Descriptive Statistics

The examination of the variables reveals that the mean scores range from around 3.84 to 3.94 on a scale of 1 to 5. The means indicate comparatively high levels for all evaluated variables: AVG_RD (Mean = 3.87), AVG_IS (Mean = 3.94), AVG_LS (Mean = 3.92), AVG_IM (Mean = 3.84), and AVG_EP (Mean = 3.87). The standard deviations, ranging from 0.73 to 0.89, signify moderate variability in the responses of the 212 participants (Table 1).

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Rank (Mean)
AVG_RD	212	1.00	5.00	3.8691	.87435	3
AVG_IS	212	1.50	5.00	3.9351	.73640	1
AVG_LS	212	1.75	5.00	3.9151	.76031	2
AVG_IM	212	1.50	5.00	3.8443	.76308	5
AVG_EP	212	.00	5.00	3.8656	.88542	4
Valid N	212					

Source: Compiled by authors based on field survey.

8.2 Correlation Analysis

Research and Development (AVG_RD) has strong positive relationship with Information Systems (0.667), Leadership (0.634), and Innovation Management (0.636), and has moderate relationship with Employee Performance (0.581). More robust systems, leadership, innovation and performance are linked to augmented R&D. AVG_IS has a strong association with Leadership (0.710) and Innovation Management (0.691) and moderate correlation with Employee Performance (0.674).

Efficient information systems promote leadership, stimulate creativity, and improve performance. The Leadership Styles (AVG_LS) demonstrate a strong connection with Innovation Management (0.721) and Organizational Performance (0.698). Effective leadership augments innovation and performance. Innovation Management (AVG_IM) demonstrates a positive connection with Organizational Performance (0.595), indicating that improved innovation management leads to better results (Table 2). Employee Performance (AVG_EP) demonstrates a positive association with all components, suggesting that R&D, systems, leadership, and innovation synergistically improve organizational outcomes.

Table 2: Result of Correlation

	AVG_RD	AVG_IS	AVG_LS	AVG_IM	AVG_OP
Research and Development	1				
Information Systems	.667**	1			
Leadership Style	.634**	.710**	1		
Innovation Management	.636**	.691**	.721**	1	
Employee Performance	.581**	.674**	.698**	.595**	1
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Compiled by authors based on field survey.

Notes: Level of significance, $\alpha = 0.01$ (2-tailed)

8.3: Regression Analysis

8.3.1: Model Summery

Regression model-1 exhibits a strong connection between the predictors (average LS, R&D, and IS) and the outcome, with an R value of 0.778 (Result are shown in table 3). The predictors explain 60.5% of the variance in the outcome ($R^2 = 0.605$). The model exhibits a strong fit, with a low standard error of 0.483. Model-2 exhibits a moderate correlation shows R value is 0.595 (Table 3). The predictors explain roughly 35.4% of the variance in the outcome ($R^2 = 0.354$), with an adjusted R^2 of 0.351, indicating a reasonable model fit. The standard error of 0.713 signifies the average prediction error.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.599	.48306
2	.595 ^a	.354	.351	.71338
a. Predictors: (Constant), LS,RD and IS				
b. Predictors: (Constant), IM				

Source: Compiled by authors based on field survey.

8.3.2: ANOVA: (Analysis of Variance)

ANOVA-1 Result shows that the regression model is highly significant ($F = 106.172$, $p < 0.001$). The standard value of is ($F=2.25$). This means the predictors (LS, RD, IS) together explain a significant amount of variance in the dependent variable (IM), confirming the model's effectiveness (Table 4). The ANOVA-2 test indicates that the regression model predicting AVG_OP from AVG_IM is statistically significant ($F = 115.046$, $p < 0.001$). This means AVG_IM effectively explains a significant amount of the variation in AVG_OP.

Table 4: Results of ANOVA (Analysis of Variance)

- a. Dependent Variable: IM; Predictors: LS, RD and IS
b. Dependent Variable: EP; Predictors: (Constant), IM

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.326	3	24.775	106.172	.000 ^b
	Residual	48.537	208	.233		
	Total	122.863	211			
2	Regression	58.548	1	58.548	115.046	.000 ^b
	Residual	106.871	210	.509		
	Total	165.419	211			

Source: Compiled by authors based on field survey.

Level of significance, $\alpha = 0.01$ (2-tailed)

8.3.3: Ordinal Regression Analysis

The coefficients demonstrate that all three predictors, RD, IS, and LS, have a substantial positive impact on IM. LS exerts the most substantial influence ($\beta = 0.399$, $p < 0.001$), followed by IS ($\beta = 0.275$, $p < 0.000$) and RD ($\beta = 0.199$, $p < 0.000$). This metric indicates that progress in the management of innovations correlates with improvements in these factors. The innovation management significantly affects employee performance with a significant positive correlation ($\beta = 0.595$, $p < 0.000$). Higher IM levels are associated with higher EP scores (Table 5).

Table 5: Result of Ordinal Regression Analysis

Dependent Variable: Employee Performance

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Accepted / Rejected
		B	Std. Error	Beta			
1	(Constant)	.480	.193		2.491	.014*	Accepted

	R&D has positive impact on IM	.174	.054	.199	3.244	.001**	Accepted
	IS has positive impact on IM	.285	.070	.275	4.078	.000**	Accepted
	LS has positive impact on IM	.401	.065	.399	6.146	.000**	Accepted
2	(Constant)	1.212	.252		4.804	.000**	
	IM has positive impact on EP	.690	.064	.595	10.726	.000**	Accepted
1. Dependent Variable: IM							
2. Dependent Variable: EP							

Source: Compiled by authors based on field survey.

Notes: ** $P < 0.01$, * $P < 0.05$

8.4: Reliability Analysis

The reliability of the factors was confirmed by Cronbach's Alpha, with all values being within the allowed limits. The scores ranged from 0.796 (IS) to 0.877 (RD) (Table 6), indicating robust internal consistency across the four items within each factor.

Table 6: Reliability Analysis

Factors	Cronbach's Alpha	No. of Items
RD	.877	4
IS	.796	4
LS	.820	4
IM	.799	4
EP	.834	4

Source: Compiled by authors based on field survey.

8.5 Discussion

Research has shown that Research & Development (RD), Information Systems (IS) and Leadership (LS) have a significant and positive impact on Innovation Management (IM), Leadership being the most influential factor. The regression study indicated these three traits account for almost 60% of the variation in innovation management and thus their importance in fostering innovation in organizations. The interrelation of the variables was confirmed by the moderate to strong positive correlation of all variables. The most important relationship found was between leadership and innovation management, indicating that effective leadership is crucial for the encouragement of innovation.

Also, innovation management was found to be a significant determinant of employee performance (EP), explaining about 35% of its variability. This implies that better innovation processes result in better organizational outcomes. The reliability

assessment confirmed that all constructs used in the research were consistent and dependable, and Cronbach's Alpha values were well above the allowed limit. The results show that the best strategies to encourage innovation and thus improve employee performance are good leadership, investment in research and development and good information systems.

8.6 Theoretical Analysis Using Resource-Based View and Dynamic Capabilities Theory

The results represent empirical validation for the resource-based view by showing that the strategic worth of organizational resources is contingent upon their efficient application via innovation management. Leadership, research and development investment, and information systems are core synergistic strategic assets that increase innovation capacity, suggesting that employee performance is augmented not solely by individual resources but through their integrated utilization within organizational innovation frameworks.

The results further present the dynamic capabilities theory by demonstrating that innovation management serves as the organizational competency that converts strategic resources into enhanced employee performance. This research increases the use of the resource-based view and dynamic capabilities theory by presenting empirical data that demonstrates innovation management, which finally connects with strategic organizational resources to employee performance in service sectors. This provides a more detailed theoretical justification for how internal organizational resources generate value and enhance worker performance (Barney, 1991; Teece et al., 1997).

9. Conclusion

The study plan is tentative and will be constantly updated as per the directives of the supervisor and relevant academic staff. The researcher hopes that the findings would help service organizations to improve their innovation management methods to retain their most skilled employees, given the pressing nature of the issue in Bangladesh.

Innovative organizations are more productive than non-innovative organizations. Organizations can identify the success factors that are essential for adaptability and innovation, which are critical for future success. These critical success factors are crucial to organizations' ability to adapt to change and innovate, which are key to future success. However, the study is based on single-source self-reported data, which may lead to common method bias.

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