Journal of International Business and Management 6(2): 01-12(2023)
Print ISSN: 2616-5163
Online ISSN: 2616-4655

Research Publishing Academy (RPA)
London, United Kingdom (UK)

JIBM
Journal of International Business and Management (JIBM)
Journal Homepage: https://rpajournals.com/jibm

The Effect of Organizational Resources and Capabilities on Organisational Performance of Large-Scale Manufacturing Sector in Jiangsu Province, China

Linli Pan[1]
Alireza Mohammadi[2*]
Amer Hamzah Jantan[3],
He Sun[4]
City University, Petaling Jaya, Malaysia[1,2,3]
School of Physical Education Institute, Zhengzhou University, China[4]

Abstract

This article aims to draw a conceptual framework for the determinants influencing organisational performance in China's Large-Scale Manufacturing (LSM) sector. By referring to the present literature and utilising Resource-Based View (RBV) Theory, the authors illustrate a conceptual framework with knowledge integration and information technology infrastructure as a key influence on organisational performance. Knowledge integration and information technology infrastructure have a significant potential impact on the organisational performance of the large-scale manufacturing sector in China. The proposed conceptual framework will be empirically useful for future research in the organisational performance of large-scale manufacturing firms and similar contexts.
Keywords: Organisational resources, Organisational performance, Operational capabilities

DOI: https://doi.org/10.37227/JIBM-2022-11-5592

Introduction

The company's performance is the major variable of interest to scholars in the field of business and management in today's competitive business climate (Pollanen *et al.*, 2017; Herciu and Şerban, 2018; Kalogiannidis, 2021). Researchers are interested in the mechanisms used to shape, improve, and sustain an organisation's performance to give long-term benefits in the form of growth and profitability (Hassan, 2018). The competitive business environment has induced researchers and managers to find new approaches that increase the organisation's performance (Hosseini et al., 2020).

Globalisation is a primary reason for most recent discoveries (Bianchi and Labory, 2018; Joensuu-Salo et al., 2018; Rautalin, Alasuutari and Vento, 2019). It influences growth speed, leading many business owners to consider upgrading or replacing outdated methods (Kaplan et al., 2019). The survival of any innovation and technology rests mostly on the employees of specific organisations. (Amoako, Richard et al.,2022). With networking sites

that allow individuals to communicate via innovation, Information and Communication Technology (ICT) provides a new way for modern employment development (Law, Leung and Chan, 2019; Chege, Wang and Suntu, 2020). In the Technology Acceptance Model (TAM), individual high-tech competence and trust play a critical role in adopting new technology (Amoako, Richard et al.,2022). However, factors such as entrepreneurial innovation and the business environment influence the relationship between data and Information Technology (IT), innovation, and organisational performance (Yunis, Tarhini and Kassar, 2018; Carmona-Rivera et al., 2021). ICT innovation opens doors and lays the groundwork for new commercial ventures (Dangwal and Lalima, 2017; Chege, Wang and Suntu, 2020).

Problem Statement

Despite Large-Scale Manufacturing subcomponents to China's industrial prosperity, the sector's performance has been relatively low for 2020. The industry's annual growth rate has been declining during the past few years, partially due to the Coovid-19 Pandemic. In fact, ideally, LSM growth should have improved this year and bolstered total GDP.

The proportion of China's LSM's manufacturing value added in GDP has dropped from 32.06% in 2011 to 26.18% in 2021 due to the Novel coronavirus, leading the proportion of manufacturing value added in GDP to reach 27.4%. (National Bureau of Statistics., 2021). Furthermore, according to Van Diessen et al. (2015), employing technology for limited efficiency and continual development can minimise distractions and boost performance. Similarly, Mangla et al. (2015) underlined that human capital is one of the elements that might impact the manufacturing sector's success. Rasul et al. (2021) also stated that trained and informed staffs are critical to improving the industrial sector's output. Finally, it was suggested that the industrial sector's performance be enhanced through a conscientious employees, technology, and a quality management approach. Moreover, he suggests that industry and academics collaborate to fix the situation.

There are three subgroups of organisational capacities, including operations, dynamic, and power identifiers (Ambrosini & Bowman, 2009; Inan & Bititci, 2015; Newey & Zahra, 2009). Operational capabilities are the normal capabilities that enable an organisation to conduct its core active operations while also allowing for continual development by making the company more productive economically (Wu et al., 2010).

Dynamic capabilities refer to the process of integrating and changing current (operational) assets to achieve dynamic improvement. Learning abilities are linked to expressive or high-level talents (Inan & Bititci, 2015). In the context of China's manufacturing industry, which demonstrates the necessity for knowledge sources and ongoing development. The current research looks at how resources lead to skills and, in return, improved organisational performance. As a result, this research looks at the role of core competencies in mediating the relationship between a company's resources and efficiency. The hidden component in describing the formation and preservation of strategic edge is operational capabilities, which are characterised as zero systems of a manufacturing company (Peteraf et al., 2013; Wu et al., 2010).

Furthermore, operational competencies allow businesses to carry out their primary operational tasks. These regular competencies focus on constantly improving the company's work (Dangol & Kos, 2014; Helfat & Winter, 2011). Furthermore, the researcher noted that operational resources and capabilities provide a competitive edge since operational capabilities allow a firm to manufacture cheaply and fast (Dangol & Kos, 2014; Inan & Bititci, 2015; Saran et al., 2021).

Despite the significance of operations strategy, the number of agencies interested in them is relatively low. The majority of previously conducted literature has focused on the relationship between business resources and innovation strategies and output (Expósito & Sanchis-Llopis, 2019; Jové-Llopis & Segarra-Blasco, 2018). On the other hand, performance measures meet the continuously changing atmosphere and enable radical innovation (Shams et al., 2021). Consequently, many academics have used core competencies as a precedent while investigating operational capacities (Benitez et al., 2018; Liu & Atuahene-Gima, 2018; Müller et al., 2021). On the other hand, the relationship between resources and ability to execute has been overlooked.

Similarly, many research studies on innovation and organisational performance have been carried out. As a result, the function of operational capabilities as a mediating factor is explored in this research. To the best of our knowledge, there is little contribution to measuring the influence of human capital, IT facilities, IT relationships, and strategic alignment, on organisational performance with the mediating role of operations, particularly in developing economies, that must contest in a competitive business environment. Operational skills, competent and informed personnel, IT technology, a partnership with telecommunications, and strategic alignment are all factors to consider. As a result, the current research was carried out aiming to determine the influence of organisational resources on organisational performance, as well as the mediating of operations, in China's LSM industry, which is stagnant.

Research Questions

The present study aims answers to the following research questions.

1. What is the influence of human capital, IT infrastructure, and knowledge integration on the organisational performance of the large-scale manufacturing sector of China?
2. What is the relationship between operational capabilities and the organisational performance of the large-scale manufacturing sector of China?
3. What is the influence of human capital, IT infrastructure, and knowledge integration on the operational capabilities of China's large-scale manufacturing sector?
4. Do operational capabilities mediate the relationship between human capital and organisational performance?
5. Do operational capabilities mediate the relationship between IT infrastructure and organisational performance?
6. Do operational capabilities mediate the relationship between knowledge integration and organisational performance?

Objectives of Study

The present study's main objective is to assess organisational resources' effect on effectiveness. The paper investigates the importance of operational competencies in mediating the link between organisational assets (human capital, IT equipment, IT relationships, and knowledge integration) and organisational success. The specific objectives of the study are:

1. To examine the influences of human capital, IT infrastructure, and knowledge integration on the organisational performance of the large-scale manufacturing sector of China.
2. To assess the relationship between operational capabilities and organisational performance of the large-scale manufacturing sector of China.
3. To examine the influences of human capital, IT infrastructure, and knowledge integration on the operational capabilities of China's large-scale manufacturing sector.

4. To assess the mediating role of operational capabilities on the relationship between human capital and organisational performance.
5. To examine the mediating role of operational capabilities between IT infrastructure and organisational performance.
6. To assess the mediating role of operational capabilities between knowledge integration and organisational performance.

Scope of the Study

The present study aims to explore a research gap on the influence of organisational resources on organisational performance. As a result, the prevailing research focuses on the effects of human capital, IT infrastructure, IT relationships, and strategic alignment on organisational effectiveness in the LSM sector, with its micro (including textiles, food service, drug companies, compounds, and non-metallic items) through the mediating mechanism of operational decisions in the LSM sector, and with its sub-sectors (including cloth, food and beverages, medicine, chemicals, and non-metallic products, etc.). For this reason, the LSM organisations in Jiangsu, China, are the study's primary audience. Jiangsu is China's second, advanced industrial province of China, accounting for 10% of the China's GDP (National Bureau of Statistics., 2021).

Significance of the Study

This research demonstrates how organisational resources may impact and lead to an organisation's performance improvement. Previous research has demonstrated that operational capabilities necessitate human capital resources (Gupta, 2016; Dessart, 2017), informational technology resources (Tatto and Menter, 2019) and knowledge integration (Patiar and Wang, 2020; Vonderlin et al., 2020). As a result, this research illuminates the method through which strategic factors contribute the most to generating exceptional performance.

By identifying the elements that influence organisational effectiveness, the study contributes to the corpus of knowledge. It is scientifically explored based on prior researchers' suggestions on the influence of human capital, IT infrastructure, and knowledge integration on company effectiveness (Li and On Cheung, 2018; Byte, 2021). Furthermore, the study investigates the significance of operational functions in mediating the relationship between human capital, IT infrastructure, knowledge integration, and organisational performance (Yang, Feng and MacLeod, 2017; Qi, Yu and Ploeger, 2020).

Literature Review

The present study draws a framework with regard to the previously conducted research articles that mainly use RBV as their underpinning theory. The conceptual framework is displayed in Figure 1. Human capital, a compensation system pool, is inextricably linked to its performance. Several academics have experimentally explored the link between intellectual resources and organisational effectiveness in the past and discovered a considerable positive association between the two (Ventura and Prata, 2021).

Human Capital and Organisational Performance

Various research has been conducted to examine the relationship between human resources and organisational performance empirically. Takeuchi et al. 2019, for example, discovered a positive and substantial link between human capital and organisational effectiveness. Similarly, the Crane and Hartwell (2019) study looked at the link between human capital and performance. Shaker Al-Qudah et al. (2020) analysed the impact of strategic human

resources planning on the organisational of Jordanian public shareholding companies. The result of the study showed that adopting the strategic human resources planning dimensions help an organisation's overall productivity, employee satisfaction, and reduced operating costs. Furthermore, Vonderlin et al. (2020) conducted a meta-analysis of 261 pilot projects that looked at the human capital category and organisational performance.

A meta-analysis of 120 papers that experimentally explored the connection between social capital and organisational performance was conducted by Zhang et al. (2020). The findings demonstrate a significant relationship between human capital and a business's financial and operational performance. Aside from that, several others have been conducted to determine the interaction between individual capital and operational commitment. The study by Zhang et al. (2020) examined the link between human capital and financial success. Similarly, McDowell et al. (2018) investigate the link between intellectual capital and financial success in organisations. Stocks, assets, and other market-based metrics are part of its financial element. On the other hand, many academics link productive capacity to non-financial dimensions of organisational effectiveness (Expósito & Sanchis-Llopis, 2019).

In their study, Novita and Husna (2020), discovered that human capital plays a favourable influence in performance enhancement. Conversely, Boldureanu et al. (2020) discovered that human capital had a strong positive relation with a bank's business success. Furthermore, Lu, Contini et al. (2020) discovered that social resource is an indication of a company's business in the Chinese insurance business.

Likewise, a study conducted in Belgium and Luxembourg by Yong et al. (2019) discovered that an organisation's human capital leads to favourable performance outcomes. According to Garza-Reyes et al. (2018), wealth creation aspects have a substantial positive link with organisational performance. Furthermore, his research shows that using human capital is critical in evaluating a company's effectiveness. Several articles discussed the significant role of human capital in organisational performance. Moreover, human capital has been discovered to be directly linked to financial performance (Yong et al., 2019) and an initial variable to augment organisational performance (Nathan et al., 2020). According to Malik and Garg (2020), human resources have a debating role in mediating the relationship between leadership development methods and organisational performance. According to his findings, human capital mediates the link between leadership development techniques and organisational performance in a significant and positive way which is challenged in other studies in a similar context.

The previous literature emphasises the impact of human capital on organisational effectiveness, stating that there is still a gap in the reviewed research regarding how human capital influences productivity and performance, especially in the context of the declining LSM sector. As a result, this research focuses on the role of human capital in organisational performance.

IT Infrastructure and Organisational Performance

The IT supplies (such as IT infrastructure), according to supporters of RBV, are a type of corporate resource that transformed into expensive, scarce, distinct, and incomparable commodities, which become the basis of competitiveness and better performance (Muo & Azeez, 2019). If the data in the system correspond to the users' needs and requirements, and if the company's technical support meets the users' normative expectations, the results will be reflected in the company's business performance. (Balić, Amer., 2022) IT infrastructure potentially boosts performance, which is a precious, uncommon, distinct, and permanent

asset. Furthermore, it has been suggested that different organisational resources might influence the company's efficacy and output (Rasul et al., 2021).

Furthermore, Some studies have confirmed a direct relationship between IT and business performance.(Alghorbany, A., 2022) . Patiar and Wang (2020) investigated the relationship between IT resources and enterprise performance. Furthermore, according to his research, IT-based resources like IT infrastructure are important to an entity's economic success. Meanwhile, Schaefer (2020) looks at the link between IT architecture and competitiveness, using knowledge capabilities as a mediator. His research found IT infrastructure learning strategy influences a bank's competitiveness. Similarly, Fleșeriu et al. (2020) investigate the link between IT infrastructure and organisational performance. According to his research findings, IT infrastructure has a substantial positive connection with performance. Furthermore, according to his research, IT architecture is critical in improving a company's efficiency. The authors and several government entities in the industry of the Country have previously advocated that information systems are essential to improve the LSM sector's performance. Technological innovation is linked to a company's productivity and is thought to aid the firm in carrying out business processes. As a result, research into the relationship between computer technology and firm growth in China's manufacturing sector is required.

Knowledge Integration and Organisational Performance

Knowledge application is a critical organisational activity since it leads to better performance. It has been demonstrated that knowledge application improves an organisation's economic and non-performance. Furthermore, it is vital to enhance the agency's performance. Furthermore, both the experience and understanding and resource-based perspectives imply that resources, mainly knowledge-based resources, help the organisation attain higher performance (Alrowwad et al., 2020). The link between knowledge integration and performance has been statistically studied in a number of prior studies.

For example, Mishra et al. (2019) empirically explored the effect of knowledge integration on performance. Similarly, Waterbury (2018) looked at the link between inclusion and knowledge production, as well as the financial success of a business. Pop et al. (2020) investigated the link between integration and productivity in a prior study. Hooijberg and Watkins (2021) similarly looked at the combination of technology as a prerequisite for performance. Tsai and Fleșeriu et al. (2020) experimented with investigating the link between integration and performance.

Despite the research mentioned earlier, a few others have looked at the link between knowledge integration and consistent performance. The interaction impact between achieving the strategic goal and organisational innovation is significant. It also confirmed that the positive relationship between achieving the firm's strategic goal and organisational productivity would be stronger when organisational innovation is higher (Obaid, Nasrullah 2022). According to a study by Sun et al. (2019), knowledge integration can lead to better performance. Chams and García-Blandón (2019) also claimed that knowledge management and organisational performance have a good link. His research looked at 134 Taiwanese high-tech businesses and discovered that intellectual capital considerably impacted organisational. This research study analysed the correlation between knowledge integration and organisational performance in relation to the previous discussion that emphasised the importance and significance of knowledge integration to maximise organisational

performance, particularly in the context of the LSM sector in China. The research framework is presented below concerning the literature discussion.

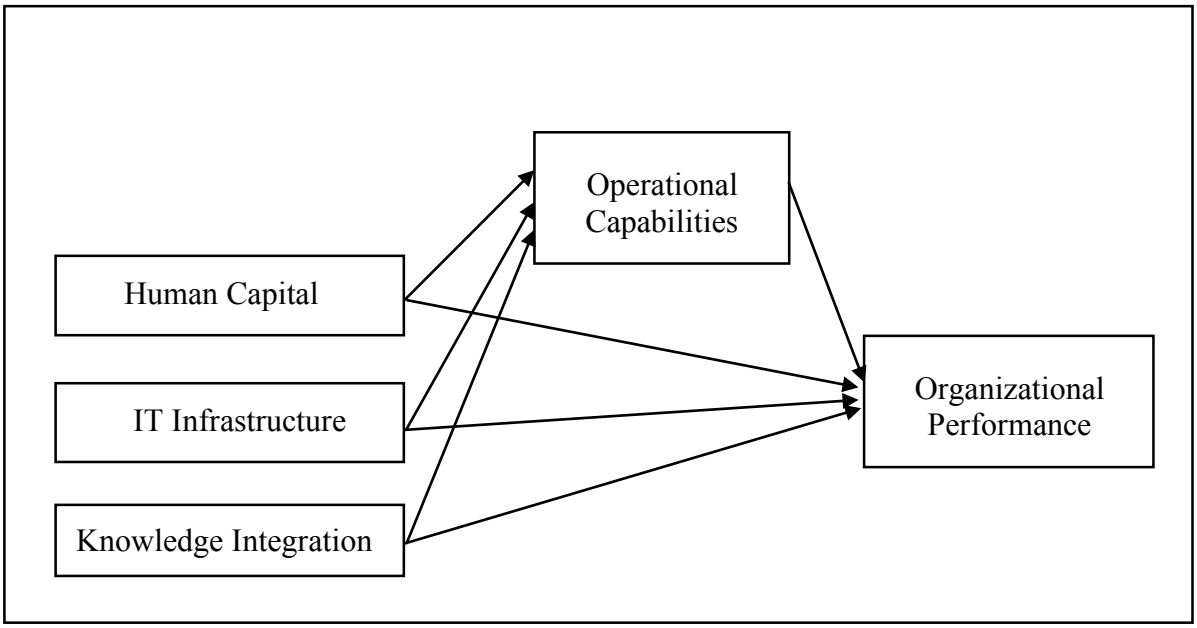

Figure 1 : Research Framework

With regard to the literature discussion, the following hypotheses are developed for the present study:

H1: Human capital significantly influences the Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H2: IT infrastructure significantly influences the Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H3: Knowledge Integration significantly influences Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H4: Human capital significantly influences the Operational Capabilities of Large-Scale Manufacturing in Jiangsu Province, China.

H5: IT infrastructure significantly influences the Operational Capabilities of Large-Scale Manufacturing in Jiangsu Province, China.

H6: Knowledge Integration significantly influences the Operational Capabilities of Large-Scale Manufacturing in Jiangsu Province, China.

H7: Operational capabilities significantly influence the Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H8: Operational capabilities mediate the relationship between Human capital and Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H9: Operational capabilities mediate the relationship between IT infrastructure and Organisational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

H10: Operational capabilities mediate the relationship between Knowledge Integration and Organizational Performance of Large-Scale Manufacturing in Jiangsu Province, China.

Methodology

This study uses a quantitative research design, utilising a close-ended questionnaire as data collecting techniques, statistical analysis, and objective measurements (van der Lippe & Lippényi, 2020). The quantitative method employed in this study is suitable because it allows statistical tools to assess the association between variables. This is in line with the study's main goal: to look at the direct link between job needs, job resources, job happiness, and work participation. Furthermore, this study uses a large sample size to enhance the accuracy of the analysis and results. The study approach also allowed for the distribution of uniform sets of questions to each respondent.

The importance of gathering respondents' perceptions of their job requirements, such as work stress, workload, role conflict, and job resources, such as social support, constructive feedback, job opportunities, and work performance, becomes the foundation for determining their impact on work engagement. Finally, this study gathered data concurrently using a cross-sectional strategy.

According to Dwivedi et al. (2019), the survey approach aims to clarify a phenomenon and find the reasons for any given action. Furthermore, gathering data from many respondents is an efficient approach for researchers to employ the survey method (Dwivedi et al., 2019). The current study collected data using a quantitative questionnaire survey. According to Creswell (2009), quantitative research is an assessment of social and human concerns based on the testing of a theory that consists of a variable that is measured in numbers and examined using statistical processes to see if the theory's predicted generalisations are right.

Conclusion

This study demonstrates the extent to which organisational resources influence and lead to improved organisational performance. Moreover, it examines the significance of operational capabilities in the mediating relationship between human capital, IT infrastructure, knowledge integration and organisational performance. The present study encourages further research on assessing the moderating role of organisational culture between organisational resources and organisational performance. Last but not least, future studies can test the research model in a similar context and different locations in China and other countries.

References

Alghorbany, A., Che-Ahmad, A., Abdulmalik, S.O. (2022). IT investment and corporate performance: *Evidence from Malaysia. Cogent Bus. Manag.* 9, 2055906.

Alrowwad, A., Abualoush, S. H., & Masa'deh, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organisational performance. *Journal of Management Development*, *39*(2), 196–222. https://doi.org/10.1108/JMD-02-2019-0062

Ambrosini, V., & Bowman, C. (2009). What are dynamic capabilities and are they a useful construct in strategic management? *International Journal of Management Reviews*, *11*(1), 29–49.

Amoako, Richard et al. (2022). Examining the Effect of Organizational Leadership, Organizational Structure, and Employee Technological Capability on the Success of Electronic Human Resource Management. *SAGE Open* 12(2).

Balić, Amer., Lejla Turulja., Emina Kuloglija and Mirjana Pejić-Bach.(2022). ERP Quality and the Organizational Performance: *Technical Characteristics vs. Information and Service. Information (Switzerland)* 13(10).

Benitez, J., Chen, Y., Teo, T. S. H., & Ajamieh, A. (2018). Evolution of the impact of e-business technology on operational competence and firm profitability: A panel data investigation. *Information & Management*, *55*(1), 120–130.

Boldureanu, G., Ionescu, A. M., Bercu, A.-M., Bedrule-Grigoruță, M. V., & Boldureanu, D. (2020). Entrepreneurship education through successful entrepreneurial models in higher education institutions. *Sustainability*, *12*(3), 1267.

Byte, N. (2021). *CES 2021: Intel News Conference – Gregory Bryant: Do More with the Power of Computing (Replay & Live Blog) | Intel Newsroom*. Intel.Newroom.

Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, *141*(September 2018), 109–122. https://doi.org/10.1016/j.resconrec.2018.10.006.

Contini, M., Annunziata, E., Rizzi, F., & Frey, M. (2020). Exploring the influence of Corporate Social Responsibility (CSR) domains on consumers' loyalty: an experiment in BRICS countries. *Journal of Cleaner Production*, *247*, 119158.

Crane, B., & Hartwell, C. J. (2019). Global talent management: A life cycle view of the interaction between human and social capital. *Journal of World Business*, *54*(2), 82–92.

Creswell, J. W. (2009). *Research Design*. SAGE.

Dangol, R., & Kos, A. (2014). Knightian uncertainty and risk: A basis for untangling dynamic capabilities from operational capabilities. *Journal of Strategy and Management*.

Dwivedi, A., Johnson, L. W., Wilkie, D. C., & De Araujo-Gil, L. (2019). Consumer emotional brand attachment with social media brands and social media brand equity. *European Journal of Marketing*, *53*(6), 1176–1204. https://doi.org/10.1108/EJM-09-2016-0511

Expósito, A., & Sanchis-Llopis, J. A. (2019). The relationship between types of innovation and SMEs' performance: A multi-dimensional empirical assessment. *Eurasian Business Review*, *9*(2), 115–135.

Fleşeriu, C., Cosma, S. A., & Bocăneț, V. (2020). Values and Planned Behaviour of the Romanian Organic Food Consumer. *Sustainability*, *12*(5), 1722. https://doi.org/10.3390/su12051722.

Garza-Reyes, J. A., Kumar, V., Chaikittisilp, S., & Tan, K. H. (2018). The effect of lean methods and tools on the environmental performance of manufacturing organisations. *International Journal of Production Economics*, *200*, 170–180.

Gupta, P. (2016) *Some Interesting Statistics on Flipped Learning You Must Know*, *EdTechReview*.

Helfat, C. E., & Winter, S. G. (2011). Untangling dynamic and operational capabilities: Strategy for the (N) ever-changing world. *Strategic Management Journal*, *32*(11), 1243–1250.

Hooijberg, R., & Watkins, M. (2021). The Future of Team Leadership Is Multimodal. *MIT Sloan Management Review*, *62*(3), 1–4.

Inan, G. G., & Bititci, U. S. (2015). Understanding organisational capabilities and dynamic capabilities in the context of micro enterprises: a research agenda. *Procedia-Social and Behavioral Sciences*, *210*, 310–319.

Jové-Llopis, E., & Segarra-Blasco, A. (2018). Eco-innovation strategies: A panel data analysis of Spanish manufacturing firms. *Business Strategy and the Environment*, *27*(8), 1209–1220.

Lave, J. (1984). The Values of Quantification. *The Sociological Review*, *32*(1_suppl), 88–111. https://doi.org/10.1111/j.1467-954X.1984.tb00108.x

Li, K. and On Cheung, S. (2018) 'Bias measurement scale for repeated dispute evaluations', *Journal of Management in Engineering*, 34(4), p. 4018016.

Liu, W., & Atuahene-Gima, K. (2018). Enhancing product innovation performance in a dysfunctional competitive environment: The roles of competitive strategies and market-based assets. *Industrial Marketing Management*, *73*, 7–20.

Malik, P., & Garg, P. (2020). Learning organisation and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, *31*(8), 1071–1094.

Mangla, P., Agarwal, A., & Pandey, P. M. (2015). INVENTORY MANAGEMENT PERFORMANCE IN MSMEs: WHAT FACTORS DO INFLUENCE THEM? *International Journal Of Advanced Manufacturing Systems, Vol15, No2*.

McDowell, W. C., Peake, W. O., Coder, L., & Harris, M. L. (2018). Building small firm performance through intellectual capital development: Exploring innovation as the "black box." *Journal of Business Research*, *88*, 321–327.

Mishra, D., Luo, Z., Hazen, B., Hassini, E., & Foropon, C. (2019). Organisational capabilities that enable big data and predictive analytics diffusion and organisational performance: A resource-based perspective. *Management Decision*, *57*(8), 1734–1755. https://doi.org/10.1108/MD-03-2018-0324

Müller, J. M., Buliga, O., & Voigt, K.-I. (2021). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business Models-A comparison between SMEs and large enterprises. *European Management Journal*, *39*(3), 333–343

Muo, I., & Azeez, A. A. (2019). GREEN ENTREPRENEURSHIP: LITERATURE REVIEW AND AGENDA FOR FUTURE RESEARCH. *International Journal of Entrepreneurial Knowledge*, *7*(2). https://doi.org/10.37335/ijek.v7i2.90

Nathan, N. K., Sutherland, R. L., Hope, K., McCarthy, N. J., Pettett, M., Elton, B., Jackson, R., Trost, S. G., Lecathelinais, C., & Reilly, K. (2020). Implementation of a school physical activity policy improves student physical activity levels: outcomes of a cluster-randomised controlled trial. *Journal of Physical Activity and Health*, *1*(aop), 1–10.

Newey, L. R., & Zahra, S. A. (2009). The evolving firm: How dynamic and operating capabilities interact to enable entrepreneurship. *British Journal of Management*, *20*, S81–S100.

Novita, D., & Husna, N. (2020). Competitive Advantage in The Company. *TECHNOBIZ:* International Journal of Business, 3(1), 14–18.

Obaid, N., (2022). Impact of Strategic Planning on Organizational Performance Used Private Universities and Institutions Working in Nangarhar, Afghanistan. *International Journal of Research Publications*, 93(1): 372–89.

Patiar, A., & Wang, Y. (2020). Managers' leadership, compensation and benefits, and departments' performance: Evidence from upscale hotels in Australia: Leadership, compensation and performance. *Journal of Hospitality and Tourism Management*, *42*(November 2019), 29–39. https://doi.org/10.1016/j.jhtm.2019.11.005

Peteraf, M., Di Stefano, G., & Verona, G. (2013). The elephant in the room of dynamic capabilities: Bringing two diverging conversations together. *Strategic Management Journal*, *34*(12), 1389–1410.

Pop, R.-A., Săplăcan, Z., & Alt, M.-A. (2020). Social Media Goes Green—The Impact of Social Media on Green Cosmetics Purchase Motivation and Intention. *Information*, *11*(9), 447. https://doi.org/10.3390/info11090447.

Qi, X., Yu, H. and Ploeger, A. (2020) 'Exploring Influential Factors Including COVID-19 on Green Food Purchase Intentions and the Intention–Behaviour Gap: A Qualitative Study among Consumers in a Chinese Context', *International Journal of Environmental Research and Public Health*, 17(19), p. 7106. doi: 10.3390/ijerph17197106.

Rasul, I., Rogger, D., & Williams, M. J. (2021). Management, Organizational Performance, and Task Clarity: Evidence from Ghana's Civil Service. *Journal of Public Administration Research and Theory*, *31*(2), 259–277. https://doi.org/10.1093/jopart/muaa034.

Saran, R., Pearson, A., Tilea, A., Shahinian, V., Bragg-Gresham, J., Heung, M., Hutton, D. W., Steffick, D., Zheng, K., Morgenstern, H., Gillespie, B. W., Leichtman, A., Young, E., O'Hare, A. M., Fischer, M., Hotchkiss, J., Siew, E., Hynes, D., Fried, L., … Rios, F. (2021). Burden and Cost of Caring for US Veterans With CKD: Initial Findings From the VA Renal Information System (VA-REINS). *American Journal of Kidney Diseases*, *77*(3), 397–405. https://doi.org/10.1053/j.ajkd.2020.07.013.

Schaefer, K. J. (2020). Catching up by hiring: The case of Huawei. *Journal of International Business Studies*, *51*(9), 1500–1515. https://doi.org/10.1057/s41267-019-00299-5.

Shaker Al- Qudah., Abdullah Mishael Obeidat., Hosam Shrouf., Mohammed A., Abusweilem., (2020), The impact of strategic human resources planning on the performance of public shareholding companies in Jordan: *Problems and perspectives in management.*

Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. *Journal of International Management*, *27*(1), 100737.

Sun, Y., Wang, S., Li, Y., Feng, S., Chen, X., Zhang, H., Tian, X., Zhu, D., Tian, H., & Wu, H. (2019). Ernie: Enhanced representation through knowledge integration. *ArXiv Preprint ArXiv:1904.09223*.

Tatto, M. T. and Menter, I. (2019) *Knowledge, policy and practice in teacher education: A cross-national study*. Bloomsbury Publishing.

van der Lippe, T., & Lippényi, Z. (2020). Co-workers working from home and individual

and team performance. *New Technology, Work and Employment*, *35*(1), 60–79.
Van Diessen, E., Numan, T., Van Dellen, E., Van Der Kooi, A. W., Boersma, M., Hofman, D., Van Lutterveld, R., Van Dijk, B. W., Van Straaten, E. C. W., & Hillebrand, A. (2015). Opportunities and methodological challenges in EEG and MEG resting state functional brain network research. *Clinical Neurophysiology*, *126*(8), 1468–1481.
Vonderlin, R., Biermann, M., Bohus, M., & Lyssenko, L. (2020). Mindfulness-based programs in the workplace: a meta-analysis of randomised controlled trials. *Mindfulness*, *11*(7), 1579–1598.
Wamba-Taguimdje, S.-L., Wamba, S. F., Kamdjoug, J. R. K., & Wanko, C. E. T. (2020). Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects. *Business Process Management Journal*.
Waterbury, T. (2018). 기사 (Article) 와 안내문 (Information) [. *The Eletronic Library*, *34*(1), 1–5.
Wu, S. J., Melnyk, S. A., & Flynn, B. B. (2010). Operational capabilities: The secret ingredient. *Decision Sciences*, *41*(4), 721–754.
Yang, H. H., Feng, L. and MacLeod, J. (2017) 'Understanding College Students' Acceptance of Cloud Classrooms in Flipped Instruction: Integrating UTAUT and Connected Classroom Climate', *Journal of Educational Computing Research*. doi: 10.1177/0735633117746084.
Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production*, *215*, 364–374.
Zhang, C.-K., Long, F., He, Y., Yao, W., Jiang, L., & Wu, M. (2020). A relaxed quadratic function negative-determination lemma and its application to time-delay systems. *Automatica*, *113*, 108764.