

INNOVATION APPROACH IN VARIOUS COUNTRIES IN RESPONDING TO VOLATILITY-LITERATURE REVIEW STUDY

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ABSTRACT

Innovation is one of the keys to the success of an organization. This literature review study aims to explore the supporting components of innovation and how the innovation approach is applied in various countries in the world. This study uses a literature review as a literature search material that has a large repository for academic studies, particularly in Elsevier (Scopus). The search for references was carried out by applying the inclusion criteria and exclusion criteria methods. Main search terms via search engines: (Innovative Work Behavior) and (Countries) and (Companies) and (Support) or (Impede), with searches from 2018 to 2020. This study uses a literary approach, with final results 12 The literature shows that there are at least 12 important components in an organization both internally and externally that are discussed in this research literature, including: management control systems, technology licenses, R&D, company size, sectoral characteristics and access to finance, company resources and dynamic external environmental capabilities, number of executives with financial background, company age, company size, forward-looking search, service ecosystem. Through this literature study, business agencies should pay attention to these variables in developing innovations that are an important part of organizational survival. Future studies need to add a longer time span with a wider database.

Keywords: Innovation, Approaches, Supporting Components, Countries In The World, Literature Study, Organizational Survival

PROEM

The global economy is currently changing so rapidly due to new technologies and innovations (Carolina, 2021). It was further stated that the increasing need for digitalization and innovation in the economic sector in society will create new tools in facing global challenges.

Innovation is one of the keys to the success of an organization. One of the driving factors for the birth of innovation is human capital. Literature (Kirilov & Kazakova, 2022) reveals that human capital is part of the main factors in every industry, not only from the manufacturing sector, but at all levels of the economy, both micro and macro. It was further explained that by setting aside human capital as a set of knowledge both theoretical and practical that has high value, in producing individual skills and competencies, it can also cumulatively affect economic value by increasing productivity, efficiency, and innovation to produce the expected quality and quantity. Literature studies relating to business innovation are broad, including approaches at the organizational, industrial, and regional levels (Feldman & Kogler, 2010; McCann & Ortega-Argilés, 2015) Innovation is the development of creativity, as the key word for organizations to survive amidst conditions of volatility.

Numerous internal and external aspects can affect an organization's tactical process from the standpoint of strategic innovation, and cause significant variation in how well different companies perform within a given industry (Nelson, 1991; Geldes et al., 2017). Variables that will impact innovative behavior can be found through the process of examining its antecedents. The primary issue is that innovation is very dependent on the company's inner and outer circumstances (Becheikh et al., 2006). The characteristics from inside the organization cover corporate size, active and efficacious strategy, organogram structure, the availability of innovation ideas, and executive management (Ketelhöhn & Ogliastri, 2013).

Another key external component of an innovation strategy is variation by sector and industry, as well as between regions within the same country (Crossan & Apaydin, 2010).

The Oslo Manual cites the Bogotá Manual's guidelines for developing nations (Crespi & Peirano, 2007), according to which various categories such as products, processes, organization and marketing innovation can be distinguished (Data, 2005). Additionally, these two types of innovation catalyze linking corporate assets and corporate competencies to gain a competitive edge (Parnell, 2002). To comprehend the basic innovation procedure (Bogliacino & Pianta, 2013; Bogliacino et al., 2015), an adequate theory is required, especially in developing countries (Becheikh et al., 2006; Bogliacino et al., 2015) because most studies focus on cases with consideration from inside and outside factors, and very few give the importance of innovation from organization and marketing aspects (Geldes & Felzensztein, 2013; Geldes et al., 2017).

THEORETIC

Innovation is a concept that encompasses the development of new ideas, products, or processes capable of providing added value or better solutions to a problem or need. Innovation is not confined solely to technological advancements but involves changes in mindset, work methods, and business approaches. One of the key characteristics of innovation is its ability to offer more efficient solutions or a better experience for users. In other words, innovation can transform how we work, live, and interact with our environment.

It is crucial to understand that innovation does not always mean creating something entirely new from scratch. Sometimes, innovation can arise from the combination or refinement of existing ideas. The primary keys in the innovation process are creativity, the ability to think outside the box, and the willingness to try new things. Companies and individuals fostering an innovation culture are generally more adaptive to change and better positioned to compete in dynamic business environments.

Furthermore, innovation can serve as a driver of economic growth for a nation. Countries that promote an innovation culture gain an advantage in creating new job opportunities, enhancing industrial competitiveness, and adding value to society. Therefore, it is important for all stakeholders, including governments, businesses, and individuals, to encourage and support innovation as an integral part of the development and progress of a society.

METHOD

This research uses the library method originating from highly reputable journals indexed by Scopus, by centralizing searchers through search strings through science direct, with searches focused on literature studies of the last 2 years (2018 to 2020), focused on review articles, research articles, with publication title: Journal of Business Research, and technovation with subject areas: Business management and accounting, economics, econometrics, and accounting, decision sciences, social sciences, psychology. The process of reviewing papers is explored on the basis of keyword searches: (Innovative Work Behavior) and (Countries) and (Companies) and (Support) or (Impede). The results of the literature search found 58 research articles. Researchers select primary studies to assess their true relevance by establishing criteria to include or exclude studies. There were 46 search results that could not be processed again (did not meet the inclusion criteria). Obtained 12 relevant articles after seeing the entire text.

Table 1. Definition of Literature Criteria

Definition of Literature Criteria (Inclusion Criteria)
Articles investigating of innovation
The article presents an approach to generating innovation in an organization in various countries in the world

RESULT

From the Table 2 below, it can be seen that there are 12 important factors that can support innovation. Research conducted by (Colovic & Williams, 2020) states that Research shows that there needs to be a good management control system to realize high organizational innovation by aligning members who have a high level of diversity within the internal organization. Research conducted by (Abubakar et al., 2019) at the Sub-Saharan DCs states that Foreign technology licensing and SMEs’ products and operation innovation are having direct correlation. Its application to SMEs in the Sub-Saharan LDC needs to be kept up with a focused policy rather than policies from developed countries.

The research also answers that research and development (R&D), company size, sectoral characteristics and access to finance are key factors for SME innovation. Research conducted by (Jissink et al., 2019a) states that Research suggests that forward-looking search has a significant impact on innovation. This study found a moderate relation between project planning and sufficient resources, but not for industry concentration. These findings suggest that forward-looking sustainable planning must maintain room for flexibility and sufficient budget for project adjustments during implementation to enhance project innovation (Pérez et al., 2018). Exploration and exploitation activities must be balanced to compete in the market. Companies in developing countries can adapt resources to the outer active scene due to the characteristics of cost-conscious consumers and expectations exceeding needs (Derbyshire, 2014; Milesi et al., 2013; O’Reilly III & Tushman, 2013).

Research conducted by (Gölgeci & Kuivalainen, 2020) the correlation between the internal attachments of subsidies and their innovation performance is mediated by the knowledge brokering rate from other transnational corporation divisions. This study discovered that outer comprehensive search positively moderates the association between knowledge brokering rate and subsidized innovative capacity, although external search extent does not. This study demonstrates how the information transfer

mechanism, as well as the moderating impact of the outer search technique, can be useful in transmitting and productively achieving the act of secondary inner engagement in innovative capacity.

A study conducted by (Obwegeser & Müller, 2018a) three streams of literature about innovative public procurement were identified from the 66 papers reviewed with three different terms: (1) PPfI, (2) PPoI, and (3) IPP. A meta-level exploration of the idea of public procurement and innovation (PPaI) is another way that the three articles transcend beyond this category. The article presents an overview of the most recent knowledge on each of the nine themes or subjects identified by the literature analysis, which recur throughout the literature stream. These nine themes or topics are combined to form a foundation for innovation in bidding exercise. As a part of the interconnected production system, subsidiaries can contribute to all global systems' efficiency which is called the corporate agreement (Enderwick & Buckley, 2019) . This involvement has been termed corporate engagement.

The research conducted by (Díaz et al., 2019) found that Exploratory and exploitative innovation is very important and through which the influence of technological sensing capabilities and market sensing affects the performance of the company.

Research conducted by (Liu et al., 2020a) states that firms with fewer executives FB (Financial Background) will focus on innovation, while more executives FB will face more financial constraints due to focus on investing in financial assets and R&D lessons (innovation input), not in fixed assets. The crowding-out effect acts as a mediation channel in the adverse causal relationship between FBS executives and business creativity. We also find a moderate effect, wherein firms with greater corporate governance experience a lessened harmful impact of executive FB on innovation.

The results derived (Dziallas, 2020) explained strong customer relevance, strategic fit, and strong communication potential are the most important front-end indications. For front-end decisions regarding innovation, other indicators such as product resistance, innovation quality, innovation quantity, innovation length, and product portfolio expansion are not very significant. The findings imply that front-end indicators are quite important in practice, and experts emphasize the necessity for more supple and nimble evaluation in the structured front of process innovation. To improve the evaluation of front-end concepts, agile approaches are therefore required. Age and business size are relevant factors in inventive activities (Petruzzelli et al., 2018).

Table 2. Empirical Study of The Factors Supporting Innovation

No	Literature Review & Article Type	Key Words	Country & Source	Method	Theory	Findings
1	Group culture, gender diversity and organizational innovativeness : Evidence From Serbia Business Research Journal	Innovativeness, Group culture, Gender diversity, Transition economy	Serbia (Colovic & Williams, 2020)	Analysis of survey data from 407 individuals working for organizations of various types and sizes in Serbia	Management theory and social categorization (Tajfel & Turner, 1985) to investigate the impact of gender diversity on the relationship between group culture and organizational innovation.	Research shows that "Management control systems that have a socially important component that consolidates organizational members in groups can be managed in such a way that they are aligned with levels of internal organizational diversity. If managed properly, a higher level of organizational innovation will occur.
2	What specific modes of internationalization influence SME innovation in Sub-Saharan least developed countries (LDCs)? Technovation	Innovation ,SMEs, Internationalization, Least developed countries (LDCs) and Sub-Saharan Africa	Afrika Sub-Sahara (Abubakar et al., 2019)	1058 SMEs manufacturing from the Sub-Saharan LDC - Djibouti, Tanzania, Uganda, Zambia and the Democratic Republic of Congo.	Internationalization and innovation, and institutional theories about a hostile environment for SMEs	Foreign technology licensing is positively correlated with SME product and process innovation at Sub-Saharan DCs. Its application to SMEs in the Sub Saharan LDC needs to be supported with a focused policy rather than policies from developed countries. The research also answers that research and development (R&D), company size, sectoral characteristics and access to finance are key factors for SME innovation.
3	Forward-looking search during innovation projects: Under which conditions it impacts innovativeness Technovation	Forward-looking search, Innovation projects, Project planning, Slack resources, Industry concentration, Innovativeness	Denmark (Jissink et al., 2019b)	Data on 159 unique innovation projects from the Danish manufacturing industry	Based on (Daft & Weick, 1984) organizational model as an interpretation system, which distinguishes three phases: scanning, interpretation, and action.	Research suggests that forward-looking search has a significant impact on innovation. This study found that project planning and sufficient resources moderated this relationship, while industry concentration had no moderating effect. These findings suggest that to enhance project innovation, forward-looking sustainable planning must maintain room for flexibility and sufficient budget for project adjustments during implementation.
4	Rethinking the process of diffusion in innovation: A service-ecosystems and institutional perspective Journal of Business Research	Innovation , Diffusion, Service-dominant logic, Institutions, Ecosystems	Not Mentioned (Vargo et al., 2020)	This S-D logic-based, service-ecosystems approach is inclusive and accommodative of other approaches to diffusion	Complexity theory (Arthur et al., 2015) and cybernetics (Maruyama, 1963), structure has two influences: "deviation-amplifying, mutual causal processes" or Positive feedback (morphogenesis)– and "deviation-	Lack of innovation can lead to system stagnation and collapse. For managers, the service ecosystem view to innovation highlights the role of the organization in innovation in the broader ecosystem. In this view, managers must consider the role of the organization as being involved in distributed institutional work processes and in identifying and exploiting institutional friction and contradictions.

					counteracting, mutual causal processes” or negative feedback (morphostasis)	
5	New approach to the innovation process in emerging economies: The manufacturing sector case in Chile and Peru Technovation	Innovation , Business performance Financial, Financial barrier, Innovation process	Peru and Chile (Pérez et al., 2018)	Empirical data set to verify hypotheses from the national manufacturing sector innovation survey in Peru and Chile.	The framework of this study aims to explain the strategic behavior of companies (Peng et al., 2009; The majority of research is limited to investigations of the effects of external relations on company performance and fails to propose a comprehensive model (Cheng & Shiu, 2012)	This research contributes to the development of a theoretical perspective on developing economies. In developing countries, where customers are price sensitive and demand satisfaction is greater than their needs, companies adjust the resources and capabilities of the dynamic external environment to remain competitive by balancing exploration and exploitation activities (Derbyshire, 2014; Milesi et al., 2013; O'Reilly, and Tushman, 2013).
6	European MNE subsidiaries' embeddedness and innovation performance: Moderating role of external search depth and breadth Journal of Business Research	External search depth, External search breadth, Subsidiary embeddedness, Subsidiary innovation performance Knowledge, Knowledge transfer, Relational embeddedness	European continent (Gölgeci et al., 2019)	Primary data were collected from 91 subsidiaries of eleven European MNEs	The relational view (RV) (Dyer & Singh, 1998) as a theoretical lens to explain the internal proponents of subsidiary innovation performance.	The study reveals that the rate of knowledge transfer from other MNE units mediates the connection between subsidiary internal attachments and innovation performance. External search depth positively influences the relationship between knowledge transfer rate and subsidized innovation performance, while external search extent does not. This emphasizes the crucial role of the knowledge transfer mechanism and external search depth in leveraging subsidiary internal engagement for effective innovation performance.
7	Innovation and public procurement: Terminology, concepts, and applications Technovation	Public procurement, Innovation , Policy, Framework	Not Mentioned (Obwegeser & Müller, 2018b)	Literature Search Analysis	(1),Public procurement for innovation (PPfI), (2) Public procurement of innovations (PPoI), and (3) Innovative public procurement (IPP).	Of the 66 articles reviewed, three streams of literature were identified: (1), public procurement for innovation (PPfI), (2) public procurement for innovation (PPoI), and (3) innovative public procurement (IPP). Additionally, the three articles go beyond this category by engaging in a meta-level discussion of the concept of public procurement and innovation (PPaI). The literature analysis reveals nine themes or topics that recur throughout the literature stream, and the article provides an overview of the cutting-edge knowledge of

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|-----|---|--|---|--|--|---|
| 8 | Beyond supply and assembly relations: Collaborative innovation in global factory systems

Journal of Business Research | Collaborative ventures, Innovation, Apple-Foxconn, Global Factory | Not Mentioned (Buckley et al., 2017) | This research illustrates an example of a well-known collaborative partnership in the electronics industry: between Apple and Foxconn (Liang, 2016). | Internalization theory | each topic, which is synthesized into a framework for innovation in public procurement. Subsidiaries in the global factory system are part of an interdependent production system with a specific role to play in contributing to the overall efficiency of the global system. This involvement has been termed corporate engagement (Forsgren et al., 2005). |
| 9 | Effective sense-and-respond strategies: Mediating roles of exploratory and exploitative innovation

Journal of Business Research | Sense-and-respond strategies: Explorative, Explorative Innovation, Exploitative Innovation, Emerging Markets | Vietnam (Ngo et al., 2019) | The sample consists of 500 companies listed in the Vietnam business directory. | The ambidexterity theory | Exploratory and exploitative innovation is very important and through which the influence of technological sensing capabilities and market sensing affects the performance of the company |
| 10. | Corporate executives with financial backgrounds: The crowding-out effect on innovation investment and outcomes Baohua

Journal of Business Research | Innovation, Financial background, Executives, Crowding out | Cina (Liu et al., 2020b) | Chinese company samples from 2008 to 2017 | The upper echelon theory (Camelo-Ordaz et al., 2005). | Companies with more executives from a financial background (FB) are less innovative than those with fewer FB executives. The increased presence of FB executives correlates with higher investments in financial assets, lower investments in fixed assets, reduced spending on R&D (innovation input), and heightened financial constraints. This reinforces the crowding-out effect, acting as a transmission mechanism in the negative causal link between FB executives and corporate innovation. Our findings indicate a moderating effect, suggesting that stronger corporate governance mitigates the negative impact of executive FB on innovation. |
| 11 | How to evaluate innovative ideas and concepts at the front-end? A front-end | Front-end innovation evaluation, Selecting innovative ideas, | Germany, Czech Republic, Spain, United States of America, | Qualitative empirical research design, using a new dataset based on 32 | The industrial innovation process (Cooper, 1990) (Hart et al., 2003) | Key front-end indicators include high customer relevance, strategic fit, effective communication, and visionary potential, while factors like resistance to the product, innovation quality, |

	perspective of the automotive innovation process	Innovation -indicators , Agile decision-making, Automative industry	Brazil (Dziallas & Blind, 2019)	interviews with experts conducted in six international automotive original equipment manufacturers (OEMs).		and others are less crucial. The findings stress the vital role of front-end indicators, emphasizing the necessity for flexible and agile evaluation in structured innovation processes, indicating a need for agile methods to enhance front-end idea assessment.
12	Maturity of knowledge inputs and innovation value: The moderating effect of firm age and size	Age of knowledge inputs Knowledge e, Knowledge maturity, Innovation , Firm age, Firm size	USA (Messeni Petruzzelli et al., 2018)	An extensive study on a sample of 5575 patented inventions registered by 298 biotech companies with the United States Patent and Trademark Office (US PTO.),	Structural contingency theory (Zona et al., 2013)	This research contributes to an older study of the relevance of age and firm size to innovative efforts.

Discussion

This systematic literature review study was conducted through literature studies on 4 continents in the world, including Asia, Africa, Europe, and America, involving approximately 18 countries in it. This study uses various theories to produce findings, including Management control theory and social categorization (Tajfel & Turner, 1985) to investigate the impact of gender diversity on the relationship between group culture and organizational innovation, Internationalization and innovation, and institutional theories about a hostile environment for SMEs (Daft & Weick, 1984) organizational model as an interpretation system, which distinguishes three phases: scanning, interpretation, and action.

Complexity theory (Arthur et al., 2015) and cybernetics (Maruyama, 1963), the structure have two influences: "deviation-amplifying, mutual causal processes" or Positive feedback (morphogenesis) -and "deviation-counteracting, mutual causal processes" or negative feedback (more- phostatis). The framework of this study aims to explain the strategic behavior of companies (Peng et al., 2009).

The majority of research is limited to investigations of the effects of external relations on company performance and fails to propose a comprehensive model (Chang et al., 2012), The relational view (RV) (Dyer & Singh, 1998) as a theoretical lens to explain the internal proponents of subsidiary innovation performance, (1), public

procurement for innovation (PPI), (2) public procurement of innovations (PPI), and (3) innovative public procurement (IPP), Internalization theory, The ambidexterity theory, The upper echelon theory (Camelo-Ordaz et al., 2005). and The industrial innovation process (Cooper, 1990) and (Hart et al., 2003).

CONCLUSION

This literature review-based research seeks to answer the important components that produce innovation for an organization. There are at least 12 important components in an organization both internally and externally that are discussed in this research literature, including: management control systems, technology licenses, R&D, sectoral characteristics and access to finance, company resources and dynamic external environmental capabilities, number of executives with financial background, company age, company size, forward-looking search, service ecosystem. Through this literature study, business agencies should pay attention to these variables in developing innovations that are an important part of organizational survival. Research conducted by (Galiulina & Touate, 2022) scientifically explains that an open innovation culture is able to create an atmosphere of trust, present teamwork, and minimize opportunism, by setting the same goals, will be able to guide partners in the same direction, and find ways right for each partner, of course this is very good aspect for the progress of the organization. Especially now that the industrial revolution is growing rapidly. It requires individual creative activity and innovation which is an important part of the work (Audenaert et al., 2017). This is in line with what was conveyed by (Brynjolfsson et al., 2014) that the current rare commodities needed for business growth and survival are not machines or investors, but ideas that can be used. All these points show the importance of innovative behavior as part of the imperative for the survival and growth of any organization (Best & Eftimov, 2019).

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