Organizational Resources and Intellectual Capital in Promoting Innovation Ambidexterity: The Mediating Role of Dynamic Capabilities and Organizational Agility– A Conceptual Analysis

Riasta Suwandana

Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
gethoel.caem33@gmail.com

Abstract. This research seeks to provide a conceptual framework for the role of organizational resources and intellectual capital in encouraging innovative ambidexterity in manufacturing organizations. This approach, which draws on principles from the Resource-Based View and Dynamic Capabilities Theory, proposes converting strategic assets and knowledge into adaptive capabilities for sustainable innovation. In order to provide a thorough model of intellectual capital, organizational agility, innovative ambidexterity, organizational resources, and dynamic capacities, this research draws on conceptual literature. According to the study, organizational resources may have an indirect effect on innovation ambidexterity via organizational agility, as well as a direct effect on identifying and pursuing new innovation opportunities. Second, the ability to innovate with dexterity may be enhanced via the use of intellectual capital, which includes human capital, structural capital, and relational capital. This capital can dynamically identify, capture, and transform capabilities. This method theoretically contributes to the literature on strategic management and innovation, and it has practical implications for manufacturing organizations that are interested in developing sustainable, adaptable, and responsive innovation strategies.

Keywords: Dynamic Capabilities; Innovation Ambidexterit; Intellectual Capital; Organizational Resources; Organizational Agility;

1 Introduction

Companies need to develop and adapt all the time if they want to survive in today's fast-paced, uncertain business climate [1]. In the manufacturing business, competitive pressure is not just limited to price and quality, but also involves the capacity to develop innovation that reacts to technological advancements and altering consumer demands [2]. This circumstance emphasizes the significance of innovation ambidexterity, which is characterized as a company's capacity to investigate potential new ideas while also making the most of its current capabilities [3], [4]. Exploiting only organizations may suffer stagnation and exploring only organizations may suffer operational inefficiency [5], [6].

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However, the capacity of the organisations to attain such innovation balance is still quite restricted [7]. Organizations still have difficulties in optimizing the use and integration of their resources, which are manifested by organizational rigidity, lack of flexibility in decision making and slow responses to changes in the environment [8] [9]. Furthermore, not enough efforts have been made to make use of IP (knowledge, skills and relationships) as a source of competitive advantage [10]. This means people's access to resources is not enough to lead to sustainable and integrated innovation.

Strategic management of an organization's resources, as per dynamic capabilities theory, necessitates the capacity to see opportunities, capitalize on them, and tweak organizational procedures and structures on the fly [11], [12]. Organizational agility, which shows how well a company can adapt to new circumstances, is just as important as dynamic skills [13]. Prior studies have shown that organizational resources can enhance organizational agility through dynamic capabilities while dynamic capabilities play an important role in strengthening innovation ambidexterity, particularly when supported by intellectual capital [2].

However, empirical studies that simultaneously integrate the roles of organizational resources and intellectual capital in promoting innovation ambidexterity through the dual mediation of dynamic capabilities and organizational agility remain limited. There have been some incomplete investigations into these connections in the literature; for instance, one looked at how organizational agility affected organizational performance, and another looked at how dynamic skills affected creativity [14], [15]. Therefore, this study offers novelty by developing a more comprehensive conceptual model to explain how organizational resources and intellectual capital are transformed into innovation ambidexterity through dynamic capabilities and organizational agility. Contributing to the existing literature in strategic management, this research aims to aid manufacturing businesses in crafting adaptable and sustainability-focused innovation strategies.

2 Literature Review

2.1 Resource-Based View and Dynamic Capabilities Theory

This research investigates how organizations gain and retain a competitive edge, with the Resource-Based View (RBV) and Dynamic Capabilities Theory serving as its key theoretical foundations. The RBV posits that a company's assets, knowledge, competencies, and processes could be a source of competitive advantage due to their uniqueness, value, scarcity, and non-substitutability [16]. But under dynamic and uncertain business conditions, having strategic resources is not enough to guarantee a company's long-term competitiveness. Along with this, organizations should have the capability to adjust, incorporate, and re-configure the resources in view of changes in markets, technology and customer needs [17]. Dynamic Capabilities Theory builds on and complements the RBV by providing insights into how organizations re-invest in existing resources, turning them into adaptive capabilities and innovation outcomes. By sensing, seizing and transforming resources, organisations can stay relevant and competitive over time. Thus, the integration of RBV and Dynamic Capabilities Theory provides a

solid groundwork for comprehending the complexities of innovation ambidexterity, intellectual capital, agility, and organizational resources [18].

2.2 Innovation Ambidexterity

An organization requires innovation ambidexterity, the ability to simultaneously engage in exploratory and exploitative innovation, to guarantee sustained performance. New information, revolutionary concepts, goods, technology, and possibilities that can lead to untapped markets are the primary goals of exploratory innovation. In contrast, exploitative innovation emphasizes the improvement of existing products, processes, technologies, and capabilities to enhance efficiency, productivity, and competitive position [19]. These two forms of innovation are complementary because exploration enables organizations to pursue future opportunities, while exploitation helps them optimize current resources and generate short-term performance benefits. In a dynamic business environment, organizations need to balance both types of innovation to avoid excessive risk from over-exploration and stagnation from over-exploitation. Prior studies indicate that innovation ambidexterity contributes to organizational sustainability by allowing firms to remain adaptive while maintaining operational effectiveness [20]. Moreover, organizational culture, knowledge development, collaboration, and learning capability are important factors that support the successful implementation of innovation ambidexterity [21].

2.3 Organizational Agility

Adapting quickly and effectively to changes in the external environment without compromising operational performance is what is called organizational agility. One of a company's most important strengths is its ability to change its approach to strategy, organizational structure, and decision-making in response to changing consumer tastes, new technology, and other external factors. Agile organizations are able to identify emerging opportunities, respond to threats, and reallocate resources more quickly than less agile competitors [22]. Organizational agility is important in innovation as it is crucial for companies to adjust their innovation strategies to match the environment. High agility companies are better able to swiftly develop products, deliver services and adjust internal processes to external factors. Additionally, recent research indicates that organizational agility can help in digital transformation and enhance the competitiveness of the organization by enhancing the integration of resources and pressure resistance to the market [23]. Based on this, organizational agility can be defined as one of the key mediating capabilities between organizational resources and intellectual capital and innovation ambidexterity.

2.4 Dynamic Capability

Dynamic capacity refers to an organization's ability to adapt to changes in the business environment. This competency includes the capacity to integrate, develop, and adapt both internal and external skills. This concept emphasizes that competitive advantage is not only determined by the resources owned by an organization, but also by its ability

to renew, transform, and redeploy those resources when environmental conditions change [24]. In most cases, the three primary components of dynamic capacity are perceiving, seizing, and transforming. "Sensing" is being able to pick up on positive and negative cues from the outside world. The capacity to seize opportunities via strategic decision-making, investment, and resource allocation is what we mean when we talk about seizing opportunities. Transforming refers to the ability to modify organizational structures, processes, and resources to remain aligned with changing conditions [25]. When it comes to innovation, technological adaptation, and strategic flexibility, organizations that possess strong dynamic skills are head and shoulders above the competition. Especially in sectors marked by high levels of uncertainty and quick change, prior research has shown that dynamic skills improve innovation performance, digital transformation, and organizational responsiveness [26].

2.5 Organizational Resources

Organizational resources are the assets that an organization owns, controls and uses to meet the purposes of its strategic plan; the assets can be tangible or intangible. Human, financial, technological, organizational infrastructure, systems or processes [27]. If a company's resources are both strategically important and hard for competitors to imitate or replace, then the RBV hypothesis states that the company may have an edge in the market. But resources don't automatically produce good performance when they are not managed and used well. When it comes to innovation, resources are the means by which organizations create new products, enhance operational processes, incorporate technology, and adjust to market trends. Human resource, financial resource, technological resource, and organisational resource are all contributing to knowledge and skills, investment, innovation activities, and the coordination and execution of the activities. Recent research highlights the importance of organisations that can strategically manage their resources to have the ability to develop dynamic capabilities and facilitate digital transformation [28] [29]. Thus, organizational resources are seen as valuable strategic inputs that can boost organizational capabilities for innovation ambidexterity.

2.6 Intellectual Capital

The intangible knowledge-based assets that make up an organization's intellectual capital help with value creation, learning, innovation, and long-term competitiveness. It includes knowledge, skills, experience, organizational routines, systems, culture, and external relationships that are not always reflected in financial statements but play an important role in organizational performance [30]. Intellectual capital comprises three fundamental components: human capital, structural capital, and relational capital in that order. A company's human capital consists of its workers' expertise, experience, imagination, and knowledge. The systems, processes, databases, culture, and routines of an organization that facilitate the use of knowledge are all part of its structural capital. Connections between customers, vendors, business associates, and other outside parties constitute relational capital [31]. Because innovation is based on the capacity to generate, disseminate, and use information, intellectual capital is crucial for businesses that want to innovate. Prior research shows that intellectual capital strengthens

organizational learning and improves innovation capability, especially in knowledge-intensive and dynamic environments [32].

3 Methodology

This study employs a conceptual strategy to develop fresh insights from previously presented information and to explain theoretical structures. As mentioned earlier, conceptual assessments have the potential to fill up knowledge gaps and provide the groundwork for more extensive empirical studies. In order to achieve the goals of this research and fully grasp the interconnections between ideas, it is essential that the relevant literature be reviewed. This technique enables the research to develop a model that can be tested experimentally in subsequent investigations. Among the several important questions that the proposed approach seeks to address is whether or not organizational resources boost innovative ambidexterity in manufacturing firms. Does a company's intellectual capital make them more ambidextrous when it comes to innovation? (3) Are business assets a boon to adaptability? Is there a positive relationship between intellectual capital and dynamic capabilities? (5) Is innovation ambidexterity enhanced by organizational agility? (6) Does the ability to adapt and change make innovators more versatile? 7) How does the degree of organizational agility influence the connection between innovation ambidexterity and organizational resources? (8) Is the relationship between ambidexterity in invention and intellectual capital affected by dynamic capacities?

4 Results & Discussion

4.1 The Impact of Organizational Resources on Innovation Ambidexterity

Competitive advantage and long-term innovation are built on top of an organization's resources. An organization's innovation strategy may be bolstered by resources that are precious, scarce, difficult to copy, and irreplaceable, according to the resource-based view (RBV) [16]. These resources may include technology, finance, infrastructure, information systems, human resources, operational capacity, and managerial support.

An innovation ambidexter is a business that may simultaneously innovate in an exploratory and exploitative manner. The availability of adequate resources enables organizations to conduct experiments, research, and develop new products or services, while simultaneously improving the efficiency of existing processes.

Empirical evidence indicates that strong organizational resources support innovation experimentation and operational efficiency [33]. A study by [19] also shows that strong organizational resources support innovation experimentation and operational efficiency, while [34] emphasize the importance of relational resources in driving innovation ambidexterity. Thus, the better an organization’s resources are and the more effectively they are managed, the greater the organization’s chances of balancing exploratory and exploitative innovation. With enough resources, organizations may improve their present processes and even develop new ideas, commodities, and services.

4.2 The Impact of Intellectual Capital on Innovation Ambidexterity

An organization's knowledge, expertise, experience, organizational structures, and external connections make up its intellectual capital, which is an intangible asset [30]. What makes up intellectual capital are three things: human capital, structural capital, and relational capital. These components represent the skills and knowledge of employees, the processes inside an organization, and the connections that exist between a company and its many stakeholders, including consumers, suppliers, and partners in business [32].

To be innovatively ambidextrous, a company has to be able to both discover and use new information. Empirical evidence indicates that high levels of intellectual capital can strengthen an organization's ability to achieve innovation balance [32]. [35] found that structural capital and relational capital influence performance through innovation ambidexterity, while [36] that innovation performance and knowledge exchange are positively correlated with external relational capital and human capital.

Thus, intellectual capital can foster innovation ambidexterity because knowledge, systems, and external relationships help organizations generate new ideas while simultaneously improving existing capabilities. Competent employees, supportive organizational systems, and strong external relationships enable organizations to acquire, process, and utilize knowledge more effectively. Intellectual capital, therefore, enhances a company's ability to engage in balanced exploratory and exploitative innovation.

4.3 The Impact of Organizational Resources on Organizational Agility

Both tactical and strategic operations might benefit from an organization's resources [27]. These resources may include technology, information systems, financial capabilities, organizational structure, human resources, and operational capacity. From an RBV perspective, organizational resources are valuable if they can be used to build the organization's adaptive capabilities.

Organizational agility is the capacity of an organization to swiftly, nimbly, and suitably adapt to changes in the external business environment. Organizations with adequate technological resources, information systems, adaptive structures, and human resources will find it easier to adjust work processes and accelerate decision-making. Empirical evidence indicates that digital platform capability has a positive relationship with organizational agility [37]. [21] also confirm that organizations with strong resources tend to be more agile because they can dynamically allocate resources.

Therefore, a company's agility in responding to shifts in the market, technological developments, and other external factors is directly proportional to the quality of its internal resources. Adequate resources support the organization in adapting work processes, accelerating decision-making, and allocating resources as needed. Therefore, organizational resources play a crucial role in building organizational agility.

4.4 The Impact of Intellectual Capital on Dynamic Capabilities

A company's intellectual capital consists of its people, their skills, the systems they operate within, their technical knowledge, their work culture, and the connections they have with other parties [30]. Intellectual capital is a kind of strategic resource according to RBV theory as it is not physical, not easy to replicate, and may generate profits for the company.

The ability of an organization to adapt to its surroundings by incorporating, building, and rearranging resources is called its dynamic capabilities. These capabilities include sensing, seizing, and transforming [14]. According to research, dy-namic capacities are created via learning and creativity, which are driven by intellectual capital [38]. [39] further show that companies may sense, seize, and alter in reaction to changes in their environment with the use of intellectual capital.

Thus, the higher an organization's intellectual capital, the greater its ability to build dynamic capabilities. Strong intellectual capital helps organizations understand environmental changes, identify new opportunities, and reconfigure organizational resources and processes. Thus, the development of adaptable and innovative capacities may be greatly aided by intellectual capital.

4.5 The Impact of Organizational Agility on Innovation Ambidexterity

An agile corporation is one that can swiftly and nimbly adapt to changing market conditions [23]. Organisations that practice agility are better equipped to change their plans, alter their procedures, make decisions faster, and react to customer demands. Organizations that are agile are better able to prevent the innovation-stifling effects of operational rigidity [22].

The ability of a corporation to find a middle ground between innovative exploration and innovative exploitation is called innovation ambidexterity. There is a lot of information that shows how important organizational agility is for a company's innovation strategy [22]. [40] also demonstrate that strategic agility helps organizations address the exploration-exploitation paradox, while [34] show that innovation ambidexterity is closely linked to digital transformation, dynamic capabilities, knowledge management, and innovation performance.

Thus, the higher the organizational agility, the greater the organization's ability to achieve innovation ambidexterity. Organizational agility enables organizations to respond quickly to market changes, explore new innovation opportunities, and maintain efficiency in ongoing activities.

4.6 The Influence of Dynamic Capabilities on Innovation Ambidexterity

The capacity of an organization to adapt to its environment via resource updates, integration, and reconfiguration is known as its dynamic capabilities. These capabilities help organizations adopt new technologies, adjust strategies, update work processes, and develop adaptive innovation strategies [41].

The capacity to strike a balance between exploration and exploitation is a hallmark of an innovative organization with ambidexterity. Empirical evidence indicates that dynamic capabilities help organizations identify innovation opportunities through sensing, select valuable opportunities through seizing, and adapt resources through transforming [32]. [39] show that both individual and group skills contribute to the emergence of both exploratory and exploitative innovations.

Thus, the stronger an organization's dynamic capabilities, the greater its ability to achieve innovation ambidexterity. Dynamic capabilities help organizations recognize innovation opportunities, make strategic decisions, and adapt resources to remain relevant in a changing environment. Therefore, dynamic capabilities are a critical factor enabling organizations to pursue new innovations while optimizing existing capabilities.

4.7 The Impact of Organizational Resources on Innovation Ambidexterity: The Mediating Role of Organizational Agility

Organizational resources are critical assets that support an organization's operational activities and innovation. However, possessing a large number of resources does not necessarily lead to innovation if the organization is unable to manage them quickly and flexibly. [18] emphasize that resources must be channeled through adaptive capabilities in order to generate effective innovation.

Organizational agility serves as a mechanism that transforms organizational resources into more tangible innovation capabilities. Empirical evidence indicates that agility can convert resources into innovative capabilities [13]. [37] demonstrate that digital platform capability enhances organizational agility. Furthermore, [42] assert that Industry 4.0 technologies need to be converted into capabilities such as innovation ambidexterity, while [21] demonstrate that agility can mediate the relationship between resources and innovation.

Thus, organizational agility serves as a bridge explaining how organizational resources can drive innovation ambidexterity. Organizational resources will be more effective in generating innovation if the organization possesses the agility to direct and adapt them to environmental changes. Through organizational agility, organizations can transform resource ownership into more adaptive, responsive, and sustainable innovation capabilities.

4.8 How Can Affective Capabilities Ambidexterity in Mediating the Connection Between Intellectual Capital and Innovation

An organization's intellectual capital consists of its people, their knowledge, their experience, its systems, and the connections it has with outside parties. However, this knowledge will not yield optimal benefits unless it is managed and converted into organizational capabilities. [10] emphasize that intellectual capital must be transformed into strategic capabilities to drive innovation.

To facilitate both exploratory and exploitative innovation, dynamic capabilities act as processes that develop, integrate, and reconfigure intellectual capital. Intellectual

capital is strongly correlated with innovative ambidexterity via dynamic skills, according to empirical research [38]. This finding aligns with [35], who emphasize the importance of orchestrating knowledge assets and strategic capabilities in creating value through innovation ambidexterity.

Therefore, dynamic capabilities were found to be an important bridge between intellectual capital and innovation ambidexterity because it enables the organization to convert the knowledge capital into adaptive and inimitable innovation capabilities. The more an organization can integrate, develop and reconfigure its intellectual capital, the more value it will derive from it in the face of environmental changes. Dynamic capabilities enable the organization to draw upon knowledge, skills, systems and external relationships for the support of exploratory and exploitative innovation.

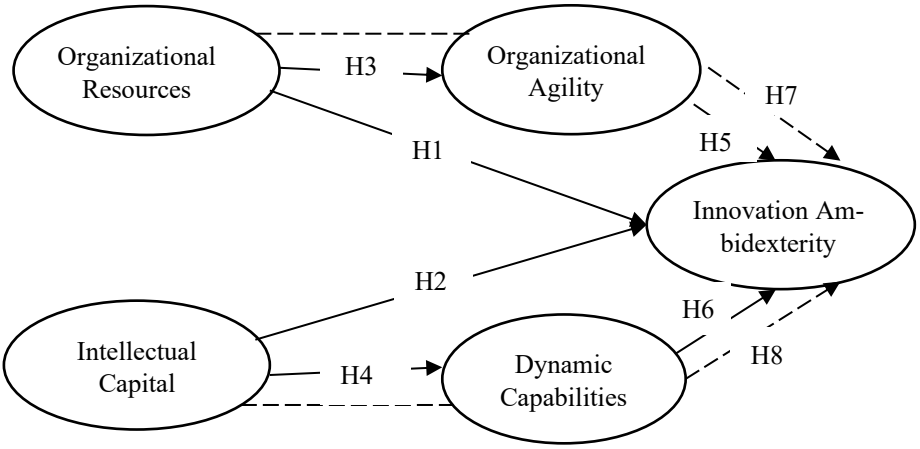


Fig. 1. Conceptual framework

Organizational resources and intellectual capital play important roles in enhancing innovation ambidexterity. Organizational resources support organizations in exploring new opportunities and improving existing processes, while organizational agility acts as a mediator that helps organizations adjust resources quickly to environmental changes. Meanwhile, intellectual capital strengthens knowledge, competence, systems, and external relationships. Dynamic capabilities mediate this relationship by transforming intellectual capital into innovation capabilities. Thus, the framework shows that innovation ambidexterity is influenced directly by organizational resources and intellectual capital, and indirectly through organizational agility and dynamic capabilities.

5 Conclusion

Theoretically, this research demonstrates how intellectual capital and organizational resources lead to innovative ambidexterity via the utilization of organizational agility

and dynamic capacity. The study underlines that although organizational resources and intellectual capital are important strategic inputs, they have a greater impact on innovation when they are transformed into adaptable organizational capabilities. Dynamic Capabilities Theory and the Resource-Based View constitute the basis of this change.

The proposed framework points out that organizational resources directly contribute to improving the innovation ambidexterity and indirectly to improving the innovation ambidexterity via organizational agility. Companies that have plenty of resources can handle external changes, adjust to internal ones, and encourage both exploratory and exploitative innovation. Moreover, the intellectual capital can also help in fostering knowledge, competence, systems and external relations to create innovation ambidexterity. Dynamic capabilities act as the intermediary process of how this knowledge-based asset can be integrated, reconfigured and transformed into innovation capabilities.

Finally, the research stresses the significance of innovation ambidexterity, which includes both the availability of resources and the organization's capacity to make smart and adaptable use of those resources. As a result, businesses need organizational dynamic skills and organizational agility to enable them strike a balance between improving current strengths and exploring new possibilities. Further study should conduct empirical investigations to confirm the provided framework and examine the extent of these links in other industrial and organizational contexts.

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