Role of technology acquisition, organizational learning, adaptive capacity and internal synergies to improve corporation innovation performance

Danxia Chen, Tawee Jamjumrus

Suan Sunandha Rajabhat University, Thailand

Email: tawee.ja@ssru.ac.th

Abstract

This study aims to achieve the following objectives to the role of technology acquisition, organizational learning, adaptability and internal synergy to improve innovation performance. The study selected 50 private enterprises in Shenzhen, covering manufacturing, information technology and services. Data from the past three years were collected using in-depth interviews and case studies. This study concludes that technology acquisition, organizational learning, adaptability and internal synergy are key drivers of innovation performance in Shenzhen's private enterprises. Technology acquisition provides the resource base for innovation, organizational learning and adaptability to transform technology into practical results, and internal synergy amplifies these effects by optimizing the synergy mechanism. The dynamic interaction between the four forms a synergistic system that jointly promotes the improvement of innovation performance. The study also found that the balance between external technology acquisition and internal research and development, the interaction between learning and adaptability, and the hierarchical role of synergy are the keys to innovation success.

Keywords: technology acquisition, organizational learning, adaptive capacity and internal synergies

Introduction

This development history shows that Shenzhen private enterprises have continuously adapted to domestic and international market demands and realized the transformation from labor-intensive to knowledge-intensive industries through technological innovation and industrial upgrading. The development history of Shenzhen private enterprises reflects their continuous pursuit and development of technology acquisition, organizational learning, adaptability and internal synergy at different stages. Together, these factors have contributed to the innovation and development of private enterprises in Shenzhen, making them an important pillar of the Chinese economy.

Technology acquisition is one of the important driving factors for the innovation performance of private enterprises in Shenzhen. Technology acquisition can be realized through both external introduction and internal R&D. External introduction includes technology purchase, technology cooperation, technology licensing, etc., while internal R&D refers to the development of new products and technologies by enterprises through their own R&D activities. Shenzhen private enterprises have obvious advantages in technology acquisition. On the one hand, Shenzhen, as a frontier city of China's reform and opening-up, has abundant

external technological resources, such as scientific research institutes, universities, and international enterprises; on the other hand, private enterprises in Shenzhen generally attach importance to internal R&D and invest a lot of capital and manpower in technological innovation, which improves the innovation performance of the enterprises.

Organizational learning is another important driver of innovation performance in Shenzhen private firms. Organizational learning includes three aspects: knowledge acquisition, knowledge integration and knowledge application. Knowledge acquisition refers to the acquisition of new knowledge and technology from the outside through learning; knowledge integration refers to the integration of acquired knowledge and technology to form a new knowledge system; and knowledge application refers to the application of the new knowledge system to actual production and management to improve the innovation performance of the enterprise. Private enterprises in Shenzhen show a high level of organizational learning. On the one hand, enterprises generally pay attention to employee training and learning to improve their knowledge and skills; on the other hand, enterprises continuously absorb and integrate new knowledge and technology through establishing cooperative relationships with other enterprises, research institutions, universities and so on, so as to improve the innovation performance of enterprises.

Adaptive capacity is an important guarantee for the innovation performance of private enterprises in Shenzhen. Adaptive capacity includes two aspects: market adaptation and management adaptation. Market adaptation refers to enterprises adjusting their product structure, production scale and sales strategy according to changes in market demand; management adaptation refers to enterprises adjusting their organizational structure, management style and corporate culture according to changes in the external environment. Shenzhen private enterprises have strong advantages in adaptability. On the one hand, they generally have strong market awareness and keen market insight, and are able to capture market information and adjust their business strategies in a timely manner; on the other hand, they improve their management level through continuous learning and innovation so that they can adapt to changes in the external environment and thus improve their innovation performance.

Internal synergy is an important support for the innovation performance of private enterprises in Shenzhen. Internal synergy refers to the ability of cooperation and coordination among departments and teams within an corporation to promote the realization of overall goals, including the four dimensions of technical synergy, knowledge synergy, resource synergy and team synergy. Technical synergy refers to the cooperation between different technical departments; knowledge synergy refers to the sharing and collaboration of knowledge among different departments and teams; resource synergy refers to the optimal allocation and utilization of resources within the corporation; and team synergy refers to the cooperation and support among teams. Private enterprises in Shenzhen show a high level of internal synergy. On the one hand, enterprises generally attach importance to internal communication and collaboration and have established a set of comprehensive internal synergy mechanisms; on the other hand, enterprises improve the collaborative work ability of employees through the establishment of a learning organization, team building and other means, so as to improve the innovation performance of the enterprise.

Objective of the research

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Literature Review

Social Capital: Prospects for a New Concept by Paul S. Adler and Seok-Woo Kwon (2002) explores in detail the concept of social capital in various disciplines of the social sciences. Social capital: defined as the goodwill that an individual or group acquires through the structure and content of its social relationships. Role: It facilitates action and provides benefits such as information, influence and solidarity, which are critical to organizational success and individual career development. Social capital stems from social relationships, which can be external (bridging relationships) or internal (bonding relationships). The authors present a conceptual framework that identifies the sources, benefits, risks and contingencies of social capital.

Originally proposed by sociologists, social capital theory has gradually been applied to a variety of fields, including economics, political science and organizational theory. Social capital is defined as resources acquired through social networks that facilitate the actions of individuals and organizations. Specifically, social capital includes elements such as information, influence and solidarity, which derive from the structure and content of an individual's or group's social relationships.

In the framework of social capital theory, technology acquisition is the process by which firms acquire new technologies and knowledge through external networks and relationships. According to the literature, social capital can facilitate technology acquisition in the following ways:

1. Information flows: Social capital helps firms to access external, up-to-date technological information and market dynamics by building extensive networks of relationships. This flow of information is critical to firms' decision-making in the technology acquisition process.

2. Trust and cooperation: A high level of social capital implies a higher level of trust and willingness to cooperate; firms can access key technologies through trusted partners, reducing uncertainty and risk in technology acquisition.

Organizational learning is the ability of an enterprise to continuously improve its knowledge and skills through internal and external resources. Social capital plays an important role in enhancing organizational learning in enterprises:

Knowledge sharing: A high level of social capital facilitates the sharing of knowledge within and outside the organization, and strong ties between employees and partners contribute to the rapid dissemination and application of knowledge and experience.

Technology acquisition refers to the process by which an enterprise acquires external technology and knowledge through various channels. This acquisition includes not only the direct purchase of technology, but also the acquisition of key knowledge resources through the establishment of strategic partnerships, mergers and acquisitions, and so on. It has been mentioned in the literature that social capital, especially the quality of relationships, social

interactions and networking between firms and key customers, can significantly enhance firms' knowledge acquisition capabilities. This is particularly important for private firms in Shenzhen, as these firms can acquire the required technological knowledge more efficiently and enhance their innovation performance by establishing good relationships with key customers, given their limited resources.

The literature emphasizes the role of social capital in facilitating knowledge acquisition. Specifically, social interactions between firms and their customers can increase the frequency and depth of knowledge exchange, thereby enhancing the firm's ability to identify and evaluate external knowledge (Cohen & Levinthal, 1990). For private firms in Shenzhen, through close interaction with customers, they can not only acquire technical knowledge, but also gain an in-depth understanding of market demands and trends, and thus develop more competitive products and services.

Relationship quality is another key factor in knowledge acquisition. High-quality customer relationships can reduce trust deficit and information asymmetry among firms, and promote knowledge sharing and innovation cooperation (Dyer & Singh, 1998). By establishing and maintaining high-quality customer relationships, private firms in Shenzhen can ensure the smooth process of knowledge acquisition, thus enhancing overall innovation capability and market competitiveness.

Networking also plays an important role in the process of technology acquisition. Key customers can often introduce new customers and partners to the enterprise through their extensive market networks, thus expanding the channels and scope of knowledge acquisition (Granovetter, 1973). Private enterprises in Shenzhen should actively utilize their customer networks to acquire more external knowledge and resources to enhance technological innovation.

The literature also points out that knowledge acquisition is a prerequisite for knowledge utilization. After acquiring external knowledge, enterprises need to digest and integrate it internally before it can be truly transformed into innovation. For private enterprises in Shenzhen, technology acquisition is not only a process of acquiring new knowledge, but also an opportunity to enhance their own absorptive capacity and internal synergy efficiency, and to realize technological innovation and market breakthroughs through effective knowledge integration and application.

Conclusion

In summary, private enterprises in Shenzhen should comprehensively improve their innovation performance by optimizing technology acquisition, organizational learning, adaptive capacity and internal synergy. Specifically, enterprises should optimize technology acquisition by diversifying technology acquisition channels, strengthening internal R&D investment, establishing a technology reserve system and strengthening intellectual property rights management; optimize organizational learning by establishing a knowledge-sharing platform, strengthening employee training and establishing a learning organization; optimize adaptive capacity by enhancing market adaptive capacity, technological adaptive capacity and organizational adaptive capacity; and optimize adaptive capacity by strengthening cross-sector collaboration, Optimize internal synergy by strengthening cross-departmental collaboration, establishing an effective communication mechanism and optimizing resource allocation. Through these strategies, enterprises can comprehensively improve their innovation performance and maintain their competitive advantages in the market. This study

systematically explores the comprehensive effects of technology acquisition, organizational learning, adaptive capacity and internal synergy on the innovation performance of private firms in Shenzhen, China, through quantitative and qualitative analysis. The results show that technology acquisition (including external and internal technology acquisition) has significant direct and indirect effects on firms' innovation performance. External technology acquisition directly enhances firms' technological innovation capability through technology introduction, technology mergers and acquisitions, and technology cooperation, while internal technology acquisition enhances firms' independent innovation capability through internal research and development, technological reserve, and intellectual property management.

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