

Innovation Management, Technology Management, and High-Performance Organization on the Sustainable Organizational Context of the Thai Auto Parts Manufacturing Industry

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Abstract

Changes and factors affecting the industry of 1,800 Thai auto parts manufacturers In the era of the transition to a new generation of automobiles Managing and preparing the ability to cope with multiple dimensions To reduce losses, reduce impacts for the organization to live sustainably Objectives: 1) to study the level of innovation management variables technology management High Performance Organization and Sustainable Organization of Thai Auto Parts Manufacturing Industry 2) Study the influence of innovation management variables technology management High Performance Organization and Sustainable Organization of Thai Auto Parts Manufacturing Industry 3) Build a sustainable organizational model of Thai auto parts manufacturing enterprises Expected benefits 1) Obtained guidelines based on international standards used to determine the influencing factors between variables. 2) A causal variable relationship model was obtained that could explain the empirical effect between the variables. 3) Get a set of tools and a variable evaluation system. 4) Obtain a knowledge-building model to study causal relationships that can explain and define innovative management processes. 5) It is an academic foundation that can be used to expand new knowledge in a wide area. Research is a combination of quantity and quality. From a sample of 340 people from related industries for the qualitative research, in-depth interviews were used with 20 times the criteria of the observed variables by stratified sampling, questionnaires, and structural equation analysis. The target group is executives. 20 experts and practitioners found that 1) innovation management technology management High performance and sustainable organizations 2) Innovation management technology management And high-performance organizations can predict the sustainability of the auto parts manufacturing industry by 60%. 3) The automotive parts manufacturing sustainability model developed by the researcher is named “ITHS” (I=Innovation management, T=Technology management, H=High-performance organization, S=Sustainable organization). It is consistent with the sustainability model of the automotive parts manufacturing industry and it was found that in creating the sustainability of the organization of the Thai auto parts manufacturing industry, it can be applied as a guideline for enhancing the organization's potential to be effective. More potential and can create competitive advantages in the Thai automotive parts manufacturing market.

Keywords. Innovation management, technology management, high-performance organization, sustainable organization, automobile industry.

1. Introduction

Automobile industry is one of the leading industries globally (Krzywdzinski, 2021) because it generates high amount of revenue. Similarly, the automobile industry of Thailand is also one of the important industries because it has major importance for economy. On annual

basis this industry generates extensive revenue which contributes to the economy and provide several opportunities for the people to generate income with the help of employment opportunities. There is a number of companies working in Thailand related to the manufacturing of auto parts. The auto parts manufacturing companies also has contribution

to the automobile industry in Thailand (Gudalov & Treshchenkov, 2020; Ji et al., 2020; Kikulwe & Asindu, 2020).

However, auto parts manufacturing companies in Thailand are facing several issues related to the sustainable organization. Similar with the other organizations, the auto parts manufacturing companies in Thailand are also facing the challenge to achieve sustainable performance. The sustainability among the companies is based on high performance which is a challenge (Nguyen et al., 2021). All these companies are generating significant amount of revenue and providing several other opportunities in Thailand. However, it is needed to promote the high performance of these organizations. Particularly, these companies are struggling to promote environmental sustainability, social sustainability and economic sustainability. The issues related to the economic, social and environmental sustainability causes to decrease the overall sustainability level (Lobão & Costa, 2020).

Therefore, it is needed to promote sustainable organizations in auto parts manufacturing industries. This study proposes that high-performance among these organizations can achieve the goal to attain sustainability. But high-performance achievement among automobile companies is also a challenge in competitive business market. According to this study, the innovative ideas can promote high-performance (Hameed et al., 2021). Therefore, innovation management among these companies has the ability to promote high-performance which may lead to the sustainable organization. Furthermore, this study also highlighted that technology management may also have positive role to promote high-performance. Both the innovation management and technology management could be a possible way to promote sustainable organization with the help of high performance. Therefore, this study is an attempt to examine the effect of innovation management and technology management on sustainable organization through high performance (Guner-Ozer & Belet Boyac, 2020; Henry, 2020; Zych, 2020).

Literature has already addressed the automobile industry along with the auto parts manufacturing company through different aspects. Literature shows the research on sustainability as well as high performance among these organizations

(Ali et al., 2022; Jan et al., 2021). However, studies are not very common on auto parts manufacturing organizations of Thailand in relation to the sustainable organization. The combined effect of technology management and innovation management is very rare and this study considered the mediating role of high-performance organization which is not considered in literature. Therefore, this study proposed the unique relationship and contributed to the literature. Finally, the objective of the study are as follows; 1) to study the level of innovation management and technology management in high-performance organization and sustainable organization of Thai auto parts manufacturing industry, 2) to study the influence of innovation management, technology management, high performance organization and sustainable organization of Thai auto parts manufacturing industry, and 3) build a sustainable organizational model for Thai auto parts manufacturing enterprises (Bhat, 2020; Kepnes, 2020; Nalaka & Diunugala, 2020; Tlapana & Sandlana, 2021).

2. Literature Review

2.1 Framework Development

The framework of the current study is based on various independent variables, mediating variable and dependent variable. The independent variables include innovation management and technology management. The mediation variable is high performance organization. Finally, the dependent variable is sustainable organization. This framework of the study is selected based on various literature gaps. The review of previous studies is highlighted that it is rarely addressed by previous studies among the Thai auto parts manufacturing industry. Although, the Thai auto parts manufacturing industry is one of the leading industries and growing rapidly, however, researchers have not considered this industry comprehensively and missed several important relationships which are considered by the current study. Therefore, this study proposed a framework with the help of unique relationships. The framework of the study is presented in Figure 1 which shows the relationship between innovation management, technology management, high-performance organization and sustainable organization

(Heinrich et al., 2020; Hotar, 2020; Mohammad Ichsan, 2020; Naveed et al., 2021).

2.1 Sustainable Organization

Sustainability is a comprehensive policy notion in the worldwide public discourse that contains three main "dimensions" or "pillars": environmental, economic and social. Sustainability is one of the key challenges among the business organisations because the achievement of sustainability is one of the most tough tasks for organisations. As reported, sustainability is based on environmental sustainability, economic sustainability and social sustainability. The organisations are also moving towards environmental sustainability because the level of pollution in the environment is increasing significantly with the increase in business operations, therefore, it is one of the social responsibilities of organisations to protect the environment from their business activities. Additionally, the economic sustainability is based on to create economic opportunities for the people as well as for the organisation. The increase in business operations increases economic sustainability on long-term basis and it provides several benefits to the local people. Additionally, the social responsibility is also most important among the society in which the organisations has significant contribution. Therefore, sustainable organisations are those organisations which promote environmental sustainability, economic sustainability and social sustainability. However the achievement of all three areas is not easy for the organisations and organisations face several issues while achieving these goals. Therefore, it is not easy for the organisations to achieve sustainability in all three departments. Studies in the literature also reported that sustainability among the organisations is a critical issue (Jaafar, 2020).

2.2 Innovation Management

Innovation management is the procedure of handling new ideas, from ideation to taking action as well as making them become a reality. This method has various separate steps such as generating, brainstorming and employee input to uncover hidden concepts. It is one of the leading concepts among the business organizations because the innovation is key to achieve higher performance and higher performance achievement is one of the important elements

among the organizations to survive in the competitive market. It is the process of handling several ideas because the organizational employees as well as stakeholders provide information. It can provide several ideas, therefore, to manage these ideas is the process of innovation management. The extraction of valuable ideas for the innovation process is most important for the company. There are always several ideas for the employees to innovate something new. It is important to identify the most important idea and take various actions to make it practical. As the implementation of valuable ideas has significant importance. Therefore, this process is one of the important processes which generate ideas includes brainstorming activities and it is based on the output of the employees. Generally, the innovation management can be handled in process innovation and manufacturing organizations such as auto part manufacturing company is the process of making various parts of autos require innovation. Furthermore, machine innovation is also most important because in the new technological era the machine innovation is most important. Additionally, it is also linked with product innovation. The innovation in product is also important because it has direct link with the satisfaction of the customer (Nguyen et al., 2021; Yeh et al., 2019). Similarly, innovation management is also connected with logistic innovation. The transfer of goods from one place to another place are simply transfer to the customers require innovative process which may increase the efficiency and decrease the overall cost. Therefore, innovation management is based on process innovation, machine innovation and product innovation and logistic innovation in the current study. Innovation management has significant relationship with sustainable organization. As reported in the literature that innovation has effect on sustainability (Schut et al., 2011). Organization sustainability can be achieved with the help of managing innovative ideas for the increase in innovation management may have the ability to promote sustainable organization (Virginia-Añez et al., 2020; Wallenius et al., 2020).

Hypothesis 1. Innovation management has positive effect on sustainable organization.

2.3 Technology Management

Technology management is a set of management disciplines that permits organizations to achieve their technological fundamentals to create customer advantage. In the era of industry 4.0, the role of technology management has major importance for the company. Because the latest technology always leads the various processes as well as products to achieve significant level of quality. In the current business market, the new technology is replacing the old technology which has several benefits for the customers as well as business organization. Therefore, in this technological advance environment it is important for the organizations, especially, it is most important for the automobile companies to promote technological management and introduced latest technology in various parts of automobiles and manufacture latest cars. The current study considered technological management in relation to the adaptation of the technology. Because latest technology is always available for the organizations, however, the adoption of the technology is one of the problems because it has several limitations for the organizations. Furthermore, implementation of the technology is also most important. Organizations must consider the importance of the application to take maximum benefit. Additionally, it is also considered in relation to the system as well as management of the organization. It is reported in the literature that technological management has important relationship with the sustainability (Louis et al., 2016; Thakur & Mangla, 2019). The management of technology can lead to the sustainable organization (Metson et al., 2015). Because to achieve higher level of sustainability, it is important to introduce latest technology (Musango et al., 2012), particularly, in auto manufacturing companies.

Hypothesis 2. Technology management has positive effect on sustainable organization.

2.4 High-Performance Organization

High performance achievement is always the major destination of the business organizations; however, it is not easy to achieve high performance. The current study proposed high, performance in relation to the process. Among the auto parts manufacturing companies, the process of manufacturing various parts is most important which has key importance to achieve higher performance and leading to the sustainable organization. Additionally, the

operations of the company are also most important to promote performance. Internal operations of the organization as well as process has key role to achieve high performance. Furthermore, the study also addressed that supply chain process among the auto part manufacturing companies is a vital part of high performance. The supply chain process from raw material to the delivery of various auto parts to the ultimate consumer must be an efficient process. As highlighted in several studies that supply chain has a significant role in organization sustainability and to achieve the high performance (Schaltegger & Burritt, 2014). In this whole process, human capital has vital importance. The skills as well as capability of employees working in these organizations has a significant role to achieve sustainable organization with the help of high performance. Therefore, high performance can be achieved through process operations, supply chain and human capital which has direct relationship with sustainable organization. In the current study, high-performance organization is used as a mediating variable. Aforementioned discussion shows that innovation management and technology management have significant effect on sustainable organization (Krysiński & Szczepański, 2020). Technology management and innovation management has significant effect on high performance organization. Because innovation as well as technology both lead to the high performance as highlighted as well as proved in previous studies. Therefore, two indirect hypotheses are proposed based on the mediation effect of high-performance organizations between innovation management and sustainable organization and between technology management and sustainable organization. Therefore, following direct and indirect hypotheses are proposed;

Hypothesis 3. Innovation management has positive effect on high-performance organization.

Hypothesis 4. Technology management has positive effect on high-performance organization.

Hypothesis 5. High-performance organization has positive effect on sustainable organization.

Hypothesis 6. High-performance organization mediates the relationship between innovation management and sustainable organization.

Hypothesis 7. High-performance organization mediates the relationship between technology management and sustainable organization.

3. Methodology

Several studies on automobile industry considered quantitative research approach. Several studies also considered the qualitative research while considering automobile industry. These previous studies have not addressed the mixed method approach although few studies have considered mixed method, however, it is very rare in automobile industry. That is the reason the current study considered mixed method approach in which both the qualitative and quantitative research is considered. While handling quantitative research, this study used cross sectional research design in which a questionnaire survey is used to collect data from respondents. The population of the study is Thai auto parts manufacturing companies. Therefore, the employees of these organizations are considered as the respondents of the study.

Finally, data Collection is made from auto parts manufacturing companies in Thailand and 700 questionnaires were distributed among these organizations with the help of stratified sampling technique. These distributed questionnaires were returned by the respondents and data were managed to analyze with the help of statistical tool. 340 valid questionnaires were returned and used in data analysis. The questionnaire of the study is designed with the help of already revealed scale items related to the innovation management, technology management, high performance organization and sustainable organization. Finally, to confirm the results of quantitative research, this study carried out qualitative research. To conduct qualitative research, this study interviewed various executives from auto parts manufacturing companies in Thailand. In this process, in-depth interviews were conducted to collect data. The statistics of data is reported in Table 1.

Table 1. Statistical test of empirical variables (n=340)

Variable	$\bar{X}$	S.D.	%CV	Sk	Ku	χ^2	P-value
INOPRO	5.87	.75	12.76	-1.165	-.070	1.361	.506
MACHIN	5.80	.63	10.95	-1.395	1.900	5.557	.062
PRODUC	5.59	.72	13.03	-.748	.379	.703	.704
LOGIST	5.61	.71	12.79	-.650	.402	.584	.747
ADOPT	6.12	.68	11.16	-1.813	-.278	3.366	.186
APPLI	6.08	.73	12.13	-2.025	-.933	4.973	.083
SYSTE	6.22	.76	12.31	-3.174	-2.104	14.503	.001
MANAGE	6.10	.72	11.90	-2.138	-.748	5.131	.077
PROCES	5.90	.73	12.40	-1.294	-.306	1.769	.413
OPERA	5.83	.81	13.93	-1.433	-.156	2.077	.354
SUPPL	5.85	.81	13.93	-1.617	.468	2.834	.242
HUMCAP	5.78	.84	14.52	-1.390	-.425	2.112	.348
SAFET	5.74	.72	12.62	-1.367	1.140	3.169	.205
COLLA	5.91	.65	11.11	-1.162	1.073	2.501	.286
LEAN	5.96	.64	10.79	-1.149	1.320	3.063	.216

CONTI	5.96	.62	10.49	-1.126	1.593	3.804	.149
SATIS	6.22	.65	10.56	-2.204	-1.397	6.809	.033

4. Results

Results of the study are obtained by using statistical tool. Structural Equation Modeling (SEM) is used for data analysis. First of all, factor loadings are examined which are given in

Table 2. It is shown that all the scale items have factor loadings above 0.5. Furthermore, this study also examined the reliability and validity. It is observed that data is reliable and valid, therefore, it can be proceeded further.

Table 2 Factor Loadings (n = 340)

Variable	Factor Loading (λ)	Error (θ)	t	R ²
1. Innovation Management (INOMANA)				
1.1 Process Innovation (PROINO)	.77	.41	15.40	.59
1.2 Machine innovation (MACHIN)	.91	.18	18.96	.82
1.3 Product Innovation (PRODUC)	.70	.51	13.77	.49
1.4 Logistic Innovation (LOGIST)	.65	.58	12.44	.42
$\rho_c = .85$ $\rho_v = .58$				
2. Technology Management (TECMANA)				
2.1 Adoption (ADOPT)	.64	.45	11.38	.55
2.2 Application (APPLI)	.67	.55	12.09	.45
2.3 System (SYSTE)	.71	.50	12.94	.50
2.4 Management (MANAGE)	.79	.37	14.47	.63
$\rho_c = .81$ $\rho_v = .51$				
3. High-Performance Organization (HIGPER)				
3.1 Process (PROCES)	.85	.27	18.51	.73
3.2 Operation (OPERA)	.88	.23	19.26	.77
3.3 Supply Chain (SUPPL)	.78	.40	16.19	.60
3.4 Human Capital (HUMCAP)	.75	.44	15.34	.56
$\rho_c = .89$ $\rho_v = .51$				
4. Sustainable Organization (SUSTAI)				
4.1 Safety (SAFET)	.66	.56	13.05	.44
4.2 Collaboration (COLLA)	.82	.33	17.38	.67
4.3 Lean (LEAN)	.81	.35	17.10	.65

4.4 Continuous improvement (CONTI)	.76	.42	15.64	.58
4.5 Customer Satisfaction (SATIS)	.70	.51	13.9	.49
$\rho_c = .87$ $\rho_v = .56$				

The current study proposed seven hypotheses and these hypotheses are tested with the help of structural model (Figure 2) which is recommended by several previous studies (Hair et al., 2017; Hair et al., 2019). The first two hypotheses show the relationship of innovation management and technology management in relation to the sustainable organization. It is found that innovation management has positive effect on sustainable organization with 0.43* (4.44). It is also found that technology management has significant relationship with sustainable performance and this relationship is positive with 0.54* (5.34). Additionally, in next two hypotheses, the effect of innovation management is considered on high performance organization. The effect of technology management is considered on high performance organization. Both these hypotheses are significant as well as positive. Therefore, innovation management and technology management have positive effect on higher performance organization with 0.61* (3.79) and 0.76* (5.36), respectively. Finally, in the direct effect, this study examined the high-

performance organization in relation to the sustainable organization. Result shows that high performance organization has a significant effect on sustainable organization with 0.60* (5.51). The mediation effect of this study is also considered between innovation management and sustainable organization. It is found that the mediation effect of high-performance organization between innovation management and sustainable organization is significant with 0.43* (4.51). Furthermore, the mediation effect of high-performance organization between technology management and sustainable organization is also significant with 0.35* (5.48). The r-squared value for sustainable organization is 0.63 which shows that innovation management, technology management and high-performance organization are expected to bring 63% change in sustainable organization. R-square value of high-performance organization is 0.5 which indicated that innovation management and technology management are expected to bring 50% change in high-performance organization.

Table 3. Parameter estimation result of direct effect coefficient, indirect effect, and total effect from adjusting model (n=340)

Dependent Variable	R ²	Effect	Independent Variable		
			High-Performance Organization (HIGPER)	Innovation Management (INOMANA)	Technology Management (TECMANA)
High-Performance Organization (HIGPER)	.50	DE	-	.61* (3.79)	.76* (5.36)
		IE	-	-	-
		TE	-	.61* (3.79)	.76* (5.36)
Sustainable Organization (SUSTAI)	.63	DE	.60* (5.51)	.43* (4.44)	.54* (5.34)
		IE	-	.43* (4.51)	.35* (5.48)
		TE	.60* (5.51)	.86* (4.90)	.89* (6.31)

$\chi^2 = 186.39$ df = 103 p-value = .00000, $\chi^2 / df = 1.80$, RMSEA = .049, RMR = .022, SRMR = .041, CFI = .99, GFI = .94, AGFI = .91, CN = 247.31

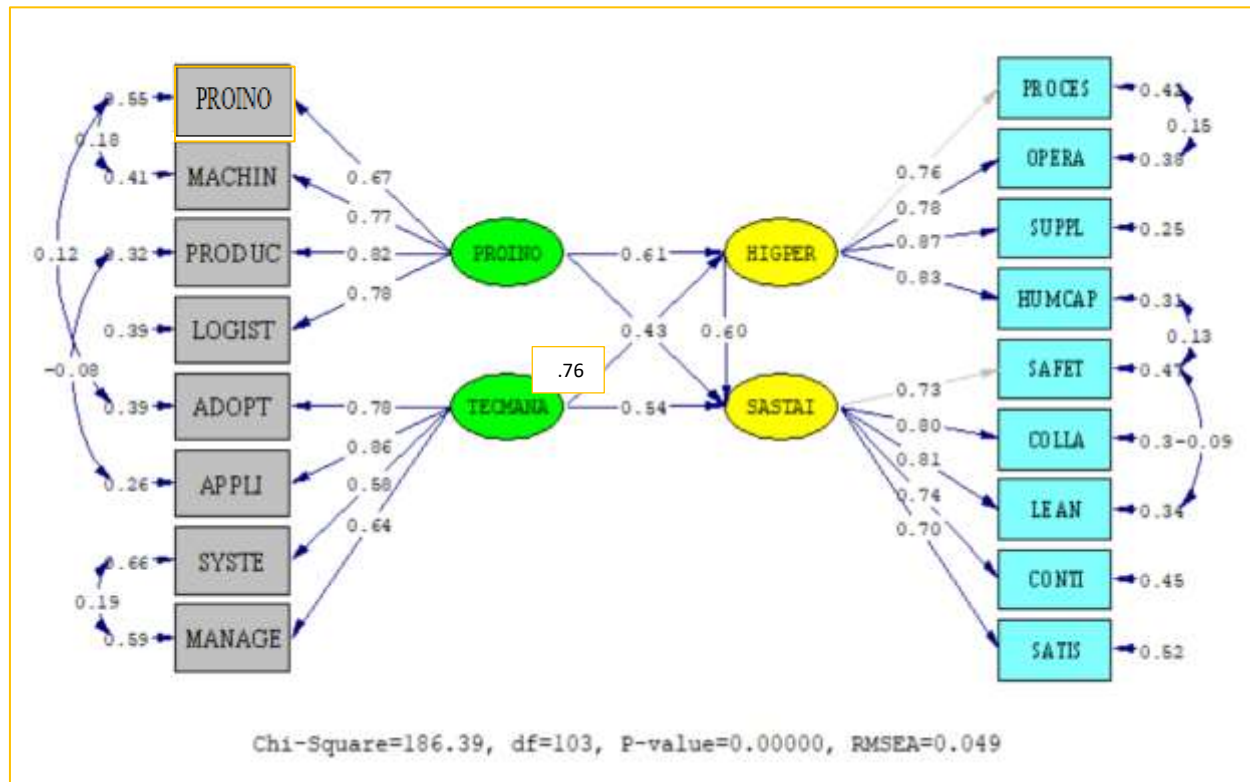


Figure 2. Model showing the relationships

5. Discussion and Conclusion

To fulfill the objective of this study, the effect of innovation management is considered in relation to the high-performance organizations and sustainable organization. Furthermore, the effect of technology management is considered in relation to the high-performance organization and sustainable organization. Additionally, this study considered high-performance organization used as mediating variable. The data collection is made from auto parts manufacturing companies in Thailand. Finally primary data is analyzed with the help of statistical tool.

Findings of the study shows that innovation management has a vital role to enhance sustainable organization. It is observed that innovation management has positive effect on sustainable organization which shows that increase in the management of innovation through various innovative ideas can increase the organizational sustainability. It is also observed that innovation management can increase high performance organization. Because increase in innovation management has positive effect on high performance

organization. These results are similar with the previous studies as previous studies also shows that innovation has positive effect on sustainability (Munir et al., 2022). These studies are also consistent with other studies because literature shows the effect of innovation on high performance (Shad et al., 2019). Furthermore, along with the innovation management, technology management is also playing a key role in sustainable organization. It shows that increase in technology management can increase sustainable performance which causes to increase technology management positive effect on sustainable organization. It is in line with the literature as previous studies also indicated a positive effect of technology management on sustainability (Paramanathan et al., 2004). Technology management also has positive effect on performance organization. Increase in the implementation of latest technology can increase the higher performance. It is also proved in previous studies which is in line with the current study. Furthermore, it is also observed from the results of the study that high-performance organization has positive effect on sustainable organization which indicates that to promote sustainable

organization, it is needed to promote high-performance. Additionally, this study also observed that high-performance organization playing a role of mediating variable between innovation management and sustainable organization. It shows that high performance organization transfer the positive effect of innovation management on sustainable organization. Secondly, high-performance organization mediates the relationship between technology management and sustainable organization. It indicates that high-performance organization transfer the positive effect of technology management on sustainable organization.

Finally, innovation management, technology management and high-performance organizations can predict the sustainability of the auto parts manufacturing industry strongly. The automotive parts manufacturing sustainability model developed by the current study is named "ITHS" (I=Innovation management, T=Technology management, H=High-performance organization, S=Sustainable organization). It is consistent with the sustainability model of the automotive parts manufacturing industry and it was found that in creating the sustainability of the organization of the Thai auto parts manufacturing industry, it can be applied as a guideline for enhancing the organization's potential to be effective. It can create competitive advantages in the Thai automotive parts manufacturing market.

5.1 Implications of the Study

The current study addressed the important literature gaps which are the basis of practical implications, as this study highlighted the ignored part of Thai manufacturing industry. In Thailand, number of manufacturing companies are addressed by the previous studies in relation to different variables. But the auto parts manufacturing industry is not comprehensively discussed. Various studies are conducted in Thailand on automobile sector; however, limited studies are available on Thai auto parts manufacturing company. Therefore, this study has major importance for these companies. The unique contribution has major practical implications for the management of these companies. Results of this study shows that innovation management and technology management has most important role in

sustainable organization. Therefore, management of auto parts manufacturing companies of Thailand should promote innovation management and technology management to promote sustainable organization. It is also addressed; both these factors have positive role to promote high performance. Therefore, the practitioners can promote high performance of automobile industry with the help of innovation management and technology management. Thus, for making various strategies to promote high performance as well as a sustainable organization, this study provided various insights. The results of the study provided several benefits as results can provide the guidelines based on international standards used to determine the influencing factors on sustainability. A causal variable relationship model could explain the empirical effect between the variables on auto mobile industry. Furthermore, it is helpful to obtain a knowledge-building model to study causal relationships that can explain and define innovative management processes. It is an academic foundation that can be used to expand new knowledge in a wide area.

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