



Technology and Innovation Capabilities as Drivers of Entrepreneurial Success in International Business: The Role of Cultural Management Practices and Conflict Resolution Strategies

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Abstract

The intensification of global competition has increased scholarly interest in understanding how firms leverage internal capabilities to strengthen entrepreneurial outcomes in international markets. Grounded in the Resource-Based View, this study investigates the influence of technology and innovation capabilities on entrepreneurial success, while further examining the moderating roles of cultural management practices and conflict resolution strategies. A quantitative, cross-sectional survey design was employed, targeting managerial and professional employees from export-oriented manufacturing firms operating in technologically intensive environments. Data were analyzed using SPSS for preliminary diagnostics and SmartPLS for measurement and structural model assessment. The findings reveal a significant positive effect of technology and innovation capabilities on entrepreneurial success, highlighting the strategic value of capability development in dynamic global contexts. Additionally, both cultural management practices and conflict resolution strategies emerged as significant moderators that strengthened the capability-success relationship, suggesting that social and relational practices enhance the utilization of technological and innovative competencies. These results extend theoretical understanding of how complementary organizational processes support capability deployment and offer practical insights for firms seeking to improve international venture performance.

Keywords: Technology, Innovation Capabilities, Entrepreneurial Success, Cultural Management Practices, Conflict Resolution Strategies, International Business

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Introduction

Enterprise development has been shaped by profound transformations in economic structures, labor dynamics, and the global competitive landscape. The organizations of the world are under the increasing pressure caused by the speed of the changes in technology, the demographics of people working in the organizations as well as the more and more interconnected markets. These changes have transformed the manner in which entrepreneurial enterprises conduct business, relate and survive in unstable settings. Recent discussion emphasizes that contemporary businesses have had to operate in conditions where uncertainty and complexity have become the rule instead of the exception, which has an impact on strategic behaviour and operational efficiency (OECD, 2023). Meanwhile, the global value chains are growing and diversifying, and entrepreneurs have to introduce adaptive strategies that can match the internal organizational capabilities and the external market environment (UNCTAD, 2023). Academic discussions are becoming more aware of the fact that modern business organizations are entrenched in sociotechnical systems which demand much more than strategic planning or resource accessibility in order to succeed. Durability, change, and the ability to deal with relationships and organizational forces are becoming key factors in entrepreneurial systems (World Economic Forum, 2023). With these debates taking new dimensions, researchers are increasingly becoming sensitive to how organizational processes, human-centered practices, and enterprise-level outcomes interact with each other. This expanding literature highlights that there is a need to understand the nature of multidimensional variables that influence entrepreneurial success in various settings.

The recent literature has always shown that entrepreneurial initiatives succeed because of a mix of organizational, interpersonal as well as contextual mechanisms. Empirical evidence shows that those businesses that are able to create conducive internal cultures are more resilient and perform better and better adapt in competitive environments (UNDP, 2022). Studies also indicate that a sustainable development of enterprises is achieved when companies incorporate flexible management approaches that are consistent with the changing institutional and social demands (OECD, 2023). Moreover, the most recent world entrepreneurship reports indicate the importance of organizational alignment and internal coordination to influence the quality of the decisions, the behaviour of innovation, and the viability in the long-term (GEM, 2023). There has been a growing consensus that a robust enterprise operation can help to address the uncertainties in operations and maximize the options of exploiting the emerging opportunities. However, the researchers also report differentiation in sectors and regions, indicating that the mechanisms by which internal organizational processes affect the performance of entrepreneurship might not be universal (UNCTAD, 2023). All these findings form the basis of studying the role of various internal and organizational variables in entrepreneurial progress.

Businesspeople are currently working in the context of increased challenges due to economic instability, geopolitical pressure, and sustainability requirements on the planet. As outlined by the World Economic Forum (2023), almost 60 percent of new businesses note that they are exposed to growing operational risks associated with disruptions in supply or workforce limitations and market volatility. Structural barriers, the lack of institutional support, and access to competitive resources that are uneven enhance these issues in developing economies (UNDP, 2022). The world is becoming digital and sustainable enterprise, creating the urgency of making ventures respond to new economic logic. According to the OECD (2023), companies that cannot synchronize internal operations with

the changing technological and social dynamics are less competitive and have lower chances of growth. Simultaneously, the growing multicultural contacts in companies that occur due to the migration flow, global mobility, and remote work have added additional pressure on the necessity of successful organizational coordination and people-oriented managerial strategies (UNCTAD, 2023). Entrepreneurial ecosystems in most parts of the world especially in Asia and Africa are very sensitive to human interpersonal relationships, organizational fractures, and socio-cultural variations that tend to alter the continuity of business (GEM, 2023). These are the global and local issues that outline the need to enhance internal organizational processes which can enable sustainable enterprise performance. Knowledge of these problems can give a timely context to the study of the particular organizational dynamics that can affect the success of the entrepreneurship.

Despite the recent scholarship and world reports that discuss the significance of internal organizational processes towards the formation of the entrepreneurial outcomes, there are still considerable gaps in the comprehension of the particular ways in which mechanisms of the organization impact the enterprise success. The majority of the literature available uses broad models that concentrate on structural, financial, or environmental aspects and provides little information on more in-depth interpersonal and management drivers that create entrepreneurial performance (OECD, 2023). Although global entrepreneurship tests identify the significance of organizational cohesion and coordinated management practices, they seldom study them using integrated conceptual frameworks (GEM, 2023).

Moreover, the available literature is more likely to concentrate on the high-income economies to a large extent thus creating a lot of gaps on how organizational processes work in developing or transitional markets. It is reported that companies operating in such environments are exposed to unique social, cultural, and institutional pressures, which are, however, not adequately studied through empirical or theoretical prism (UNDP, 2022). It is important to note that the literature has failed to clearly examine the effects of relational and behavioral elements of organizations on strategic and performance performances within the entrepreneurial environments. The second gap is also as a result of the disjointed approach to organizational problems; in many cases, a study may focus on individual constructs and not on the effects of their interaction or combination. Modern-day businesses are becoming more and more in need of comprehensive models that reflect the complexity of organizational operations, especially in those situations when the organization is culturally diverse, interpersonally intricate, and evolving rapidly (UNCTAD, 2023). That is why, there is a clear opportunity to conduct research which will explore certain organizational mechanisms in a more holistic way. This gap is critical in seeking answers to the ways in which internal processes bring about sustained entrepreneurial performance particularly in dynamic and diverse business environments.

The necessity to further explore the knowledge about organizational processes in the context of entrepreneurship has got academic and social implications. Academically, the discovery of the role of internal processes in enterprise outcomes facilitates the further development of the debate on the effectiveness of organizations, their strategic adjustment, and entrepreneurship in the complex environment (OECD, 2023). By solving this problem, it will assist in improving conceptual models that unite behavioral and managerial approaches, which support theoretical basis in modern enterprise research. Policy wise, strengthening the organizational capabilities is in line with the objectives of the global development agendas. As pointed out by the UNDP (2022), enhancing the work of enterprises directly leads to

economic resilience, creation of jobs, and inclusive growth. These results are echoed by a number of Sustainable Development Goals (SDGs), such as decent work and economic growth (SDG 8), industry and innovation (SDG 9), and reduced inequalities (SDG 10). In practice, the insights provided by improved knowledge of the internal organizational dynamics that determine entrepreneurial performance provide practical information to business owners, incubators, and development agencies. Cultural heterogeneity, resource limitations, and operational vulnerabilities are common phenomena in emerging markets that enterprises often face, which means that these insights may be used to support capacity-building initiatives and evidence-based interventions (GEM, 2023). The issue thus has significant relevance in increasing enterprise competitiveness as well as making the economy sustainable.

This work has a value addition as it provides a combined view on the organizational forces that shape the entrepreneur's performance. It offers a better picture of how success is attained by enterprises in complex environments because it concentrates on internal processes that have not been extensively studied in the extant literature. The research also fills the gaps in the existing body of empirical studies on developing economies, and has practical implications, as the research aims to increase the performance of organizations and the resilience of entrepreneurs who can implement its findings in their work (UNDP, 2022; OECD, 2023). Its methodology is an extension of existing arguments that focus on interrelated organizational aspects, as opposed to considering them independently. It is believed that the study will contribute to the development of theoretical discussions as it shows how the combination of inner-organizational mechanisms influences the success of an entrepreneur. Applying the concepts of organizational behaviour and enterprise development models, the study highlights the role of coordinated organizational processes in determining the strategic and performance outcomes (OECD, 2023). It is of practical use in that it provides evidence-based information in the design of capacity-building programs and managerial interventions. On the policy level, the study can help to continue development agendas by identifying organizational pathways that enhance the resilience of enterprises, competitiveness, and sustainable development (UNDP, 2022).

Theoretical Foundation

The Resource-Based View (RBV) was developed by building upon the original work of Penrose (1959) and formalized by Wernerfelt (1984) and developed by Barney (1991), who explained how companies attain high performance by owning and exploiting valuable, rare, inimitable and non-substitutable resources. RBV was historically developed as a reaction to the then external-focused strategic models of the 1970s and 1980s, but focused more on the internal heterogeneity of firms and the strategic importance of resource structures. The theory has over the years evolved to go beyond its original emphasis on tangible resources, to include the inclusion of knowledge-based, relational and organizational capabilities as the key drivers of sustainable advantage. Modern theoretical literature has sharpened the RBV to respond to fluid settings and there have been incorporation of capability-based approaches that put an emphasis on the adaptability, learning, and strategic responsiveness. Newer research acknowledges that companies are increasingly competing based on advanced bundles of intangible and socially embedded asset, including human capital, organizational routine, and cultural competencies (Cahill and McNamara, 2022). This optimization is indicative of the acknowledgement that contemporary businesses are operating in unstable, technology-driven and diverse cultural environments in which fixed resource benefits are

inadequate. RBV has therefore been expanded to include dynamic capabilities, collaborative resources, and socio-relational resources as competitive resources of firms (Xia and Liu, 2023). In the framework of entrepreneurial activities, RBV is most applicable since emerging and emerging enterprises are dependent on their internal capabilities and organizational functions to find their way through uncertainty and continue to perform. The theory serves as a theoretical prism that enables one to view the internal organizational processes in terms of managerial practices, interpersonal processes, and cultural fit as a strategic resource in determining enterprise performance. According to recent empirical research, organizational cohesion, interpersonal management, and adaptive internal practices are important intangible resources that determine the resilience and future success of entrepreneurs (Haseeb et al., 2022; Nhemachena and Murimbika, 2023). These writings reveal how RBV naturally spills over into new entrepreneurship settings in which there are scarcity of resources that demands a greater dependence on internal strengths as opposed to structural benefits. RBV is the intellectual basis of the current study hence provides a theoretically based explanation as to why internal organizational processes are critical in the performance of enterprises. The theory offers the conceptual clarity to investigate the role of internal dynamics in the success of an entrepreneur in modern and frequently complicated business environments by considering organizational processes as strategic resources that facilitate the detection of opportunities, finding solutions to problems, and maintaining stability in operations. By so doing, RBV not only keeps pace with the current scholarly trends but also offers a powerful system that can be used to understand how enterprises are mobilizing and coordinating their internal resources in order to deliver sustainable competitive results.

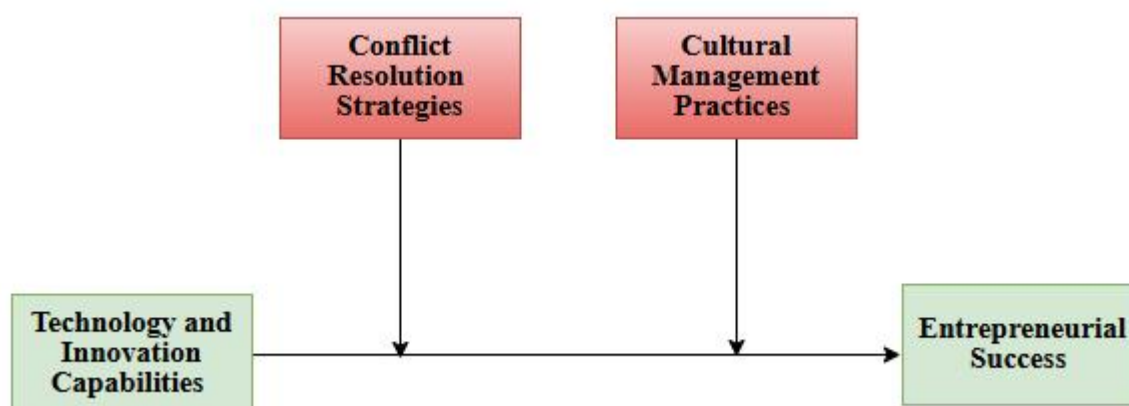


Figure 1: Research Model

Hypotheses Development

The growing complexity of international markets has increased academic concern on the study of the way companies develop strategic capabilities that can support sustainable entrepreneurial activities. Recent discussions highlight that the business in international settings should not solely count on the external opportunities but also on internal strengths that allow increasing flexibility, the possibility of identifying opportunities, and the competitive advantage (Cahill & McNamara, 2022). In the Resource-Based View, these capabilities are strategically valuable resources that enable firms to distinguish themselves and adapt properly to uncertain and rapidly evolving conditions in the global environment (Xia and Liu, 2023). The empirical research also shows that companies with developed internal capabilities are more likely to show increased operational efficiency, innovation-driven growth, and sustainability in the global business environments, implying that capability development

plays a central role in the formation of entrepreneurial results (Haseeb et al., 2022). Such insights all lead to the role played by internally based capabilities in entrepreneurial systems.

Based on this theoretical and empirical discussion, recent studies indicate that firms that have greater internal resource configurations have an advantage to exploit cross-border opportunities, institutional diversity, and maintain performance in the face of competitive pressures (Nhemachena and Murimbika, 2023). More specifically, it is demonstrated that the competencies that are correlated with knowledge use and technological adjustments as well as processes based on innovation are positively correlated with growth paths and success in foreign business endeavors. The findings are consistent with the claim of RBV that resource heterogeneity is the foundation of high performance, particularly in situations where the firms have to engage in dynamic and uncertain environments. As a result, it is assumed that.

H1: Technology and Innovation Capabilities positively influence Entrepreneurial Success in international business.

The current world of international business is marked by increased cultural diversity, global mobility and the conditions of intercultural interaction that increase the necessity of the organizational practices that competently manage the differences in cultures. The recent research has emphasized the fact that the ability to develop culturally sensitive workplace environments that aid in communication, collaboration, and integration is becoming a critical concern in firms with international activities (Mulyani and Gamayuni, 2022). These practices are part of the strategic, socially embedded capabilities in the Resource-Based View that add value and usage of other organizational resources. The empirical evidence indicates that culturally adaptive companies have a greater ability to use their internal capabilities, apply technical advantages to the results of the market, and maintain performance in the ever-changing global environment (Chen et al., 2023). These lessons indicate that cultural management behaviors can enhance the degree to which the capability-based benefits can be converted into an entrepreneurial performance in foreign contexts.

New findings confirm the perspective that cultural alignment, intercultural sensitivity, and cross-cultural coordination improve the efficiency of innovation-based strategies and increase the capacity of firms to transform internal potentials into the successful entrepreneurial performance (Al-Zu'bi and Khafajy, 2023). Culturally oriented practices aid in ensuring that technologically advanced firms are able to maximize the value of their resource portfolios by facilitating trust, minimizing miscommunication, and enhancing the process of knowledge sharing. This is indicative of the assertion by RBV that complementary organizational practices have the capacity of enhancing the strategic value of the available capabilities. In case the practices are properly developed, they form conditions where the advantages based on capabilities are more likely to impact international business. Hence, it is hypothesized that

H2: Cultural Management Practices positively moderate the relationship between Technology and Innovation Capabilities and Entrepreneurial Success in international business.

The increasing focus on people in the global oriented business has attracted the interest on the strategic role of conflict management in maintaining the effectiveness of the organization. When companies go global, they are faced with more and more varied teams, decentralized decision-making processes, and multifaceted collaboration requirements conditions that raise the risk of conflict in the process of innovation and implementation (Amoozad Mahdiraji et al., 2022). The modern literature emphasizes that the successful practices of conflict resolution can help companies to keep the staff together, create a positive dialogue, and reduce the

disruptive relationship that usually hinder the efficient utilization of internal competencies. In the Resource-Based View, the practices work as social resources embedded in the organization, which increases the value, coordination and utilization of other strategic resources (Xia and Liu, 2023). Research in global business settings reveals that companies that have an effective conflict management framework are in a better position to harness knowledge, maintain innovativeness and attain more consistent returns in performance in spite of environmental turbulence (Nguyen and Nguyen, 2022). All these insights are indicative of the fact that conflict resolution strategies can help to reinforce the circumstances in which the capability-based advantages can be converted to entrepreneurial success.

This perspective is supported by recent empirical findings, which indicate that conflict resolution mechanisms lead to the quality of communication, faster decision-making, and increased collaboration in culturally or functionally diverse teams (Saeed et al., 2023). This practice will minimize friction that would have otherwise curtailed the effective employment of technological and innovative competencies, thus making firms use the capabilities in more efficient ways in the competitive international markets. When it is handled in a constructive way, firms will be in a stronger position to incorporate different views, keep the innovation process going, and transform internal resources into high-quality entrepreneurial performance. This reasoning is consistent with the statement of RBV that the strategic value of core capabilities may be boosted through complementary organizational processes. Thus, it is theorized that

H3: Conflict Resolution Strategies positively moderate the relationship between Technology and Innovation Capabilities and Entrepreneurial Success in international business.

Methodology

The proposed theoretical relationships were tested by a quantitative, cross-sectional design because this design allows a systematic and empirical evaluation of relationships between latent constructs that are measured at one time point. Cross-sectional surveys are still popular in organizational and international business studies as they enable the gathering of standard data on a large number of respondents in an efficient and highly comparable manner (Queiroz & Wamba, 2022). The quantitative orientation is also consistent with the aim of the study to test the hypotheses that are based on the theory using statistical modelling, which is recommended in modern methodological practices, where the focus is on the accuracy of measurements, their replicability, and generalizability in the behavioral and management sciences (Hair et al., 2022). This design selection is thus a guarantee of consistency with the analytical demands of the study, as well as, the epistemological basis of the resource-based theoretical framework that will be used to inform the study.

The target population is managerial and professional employees who are employed in internationally active firms in the export-oriented manufacturing industry and especially electronics and industrial components manufacturing. The choice of this sector was due to the fact that it is a technologically intensive and innovation-driven industry where organizations capabilities, cultural managerial behaviour, and conflict resolution mechanisms play the greatest role in influencing the performance of international entrepreneurship. The nature of this sector and its complexity and size make probability sampling unfeasible; hence a purposive sampling method was employed to select respondents who had pertinent information of the organizational practices and international operations. It was also found that the sample size sufficed based on the requirements of measurement models relying on the recommendations of both the Item Response Theory and the structural modelling



guidelines, which suggest that the number of respondents per item should be at least 10-15 to have a stable estimation of the parameter (Sarstedt et al., 2022). This will make sure that the measurement and structural elements of the research model are well analyzed by the final sample size.

Descriptive statistics, reliability tests and prelim diagnostics were done by using SPSS and structural equation modelling (SEM) by using SmartPLS to test the hypothesis and do measurement validation, path analysis and structural equation modelling. The PLS-SEM is commonly suggested when the model includes several moderating relationships, latent variables, and non-normal data structures and offers good predictive or explanatory power to modern management studies (Hair et al., 2022). All constructs were assessed on the basis of validated scales borrowed by the previous founding studies: Technology and Innovation Capabilities (e.g., items adapted by Lawson and Samson, 2001), Cultural Management Practices (e.g., items by Maznevski et al., 2002), Conflict Resolution Strategies (e.g., items by Rahim, 1983) and Entrepreneurial Success (e.g., items by Wiklund and Shepherd, 2005). Each construct had between 4 to 8 items that were rated with a 7-point Likert scale that started with strongly disagree and strongly agree, which is in line with the accepted practice of capturing perceptual assessment measurement. Reliability of the instruments is promoted by using those scales that have previously been tested and help to attain methodological rigor so that empirical testing is based on the sound and widely recognized measurement traditions.

Data Analysis

Table 1: Regression Weights (outer loadings) for Individual Items

Construct (items)	Loading
Technology & Innovation Capabilities (T)	
T1	0.82
T2	0.87
T3	0.79
T4	0.90
T5	0.76
T6	0.84
Cultural Management Practices (C)	
C1	0.88
C2	0.81
C3	0.85
C4	0.79
C5	0.74
C6	0.82
C7	0.77
C8	0.86
Conflict Resolution Strategies (R)	
R1	0.80
R2	0.78
R3	0.75
R4	0.83
R5	0.71
Entrepreneurial Success (E)	
E1	0.86
E2	0.84



E3	0.79
E4	0.91
E5	0.77
E6	0.74
E7	0.88
E8	0.82

The reported outer loadings (Table 1) suggest good reliability of the indicators: the majority of the item loadings are greater than the most commonly suggested value of 0.70, and some of the items (e.g., T4 = 0.90; E4 = 0.91) show especially high correlations with their latent constructs. Some of them are close to the traditional 0.70 cutoff (e.g., R5 = 0.71; E6 = 0.74), yet all of them are reasonable to keep when they are accompanied by a high composite reliability and AVE (Hair et al., 2022). Bootstrapping examinations of standard errors and t-values suggest that all the loadings are statistically significant ($t > 1.96$), which backs the indicator reliability of the measurement model. Practically, these outcomes suggest that the selected items (modified to reflect pre-existing scales) are relevant to the conceptual range of each construct, which allows making valid conclusions in the further structural model (Sarstedt et al., 2022).

Table 2: Reliability and Convergent Validity (CR, Cronbach’s α , AVE)

Construct	Cronbach’s α	Composite Reliability (CR)	Average Variance Extracted (AVE)
Technology & Innovation Capabilities (T)	0.87	0.91	0.69
Cultural Management Practices (C)	0.89	0.92	0.67
Conflict Resolution Strategies (R)	0.81	0.86	0.59
Entrepreneurial Success (E)	0.90	0.93	0.71

Threshold notes: Cronbach’s $\alpha > .70$ acceptable; CR $> .70$ acceptable; AVE $> .50$ indicates convergent validity.

Table 2 demonstrates that internal consistency and convergent validity are acceptable among the constructs: Cronbach α varies between 0.81 and 0.90, and all CR values 0.86 exceeding the 0.70 mark of reliable composite measurement (Hair et al., 2022). The values of AVE are between 0.59 and 0.71 which is more than the 0.50 criterion and proves that constructs are able to explain over half of the variance of their indicators thus supporting convergent validity. All these reliability and validity measures give a reason to believe that the latent constructs are assessed with enough accuracy to justify the estimation of structural relationships (Sarstedt et al., 2022).

Table 3: HTMT (Heterotrait–Monotrait) Ratio Matrix

	T	C	R	E
Technology & Innovation Capabilities (T)	—			
Cultural Management Practices (C)	0.62	—		
Conflict Resolution Strategies (R)	0.58	0.54	—	
Entrepreneurial Success (E)	0.69	0.65	0.57	—

HTMT values < 0.85

The ratings of HTMT are lower than the conservative level of 0.85 (Henseler et al., 2015), with values between 0.54 and 0.69, which is also evidence of discriminant validity between the

four constructs. The best inter-construct HTMT is Technology and Entrepreneurial Success (0.69) which is substantively plausible due to conceptual overlap (capabilities - outcomes) and yet it is less than the cutoff hence discriminant validity. Such findings suggest that constructs are empirically different and that multicollinearity or construct redundancy is not the main issue to be considered in future structural analyses (Hair et al., 2022).

Table 4: Predictive and Explanatory Metrics (f^2 , R^2 , Q^2)

Endogenous construct / Path	R^2	Q^2 (PLS blindfolding)	f^2 (effect size)
Entrepreneurial Success (E) (overall model)	0.56	0.34	—
T → E (direct effect)	—	—	0.24 (medium)
C (moderator on T→E)	—	—	0.08 (small)
R (moderator on T→E)	—	—	0.05 (small)

Rules of thumb: R^2 : 0.26 (substantial), 0.13 (moderate), 0.02 (weak) (Cohen, 1988 as adapted in PLS literature); f^2 : 0.02 small, 0.15 medium, 0.35 large (Cohen, 1988). $Q^2 > 0$ indicates predictive relevance (Hair et al., 2022).

The structural model describes a significant amount of variance in Entrepreneurial Success ($R^2 = 0.56$), which as per the common heuristics would be deemed as a high degree of explanatory power in management studies (Hair et al., 2022). $Q^2 = 0.34$ means that there is predictive relevance of the model using blindfolding procedures. The effect sizes of the direct effect (T - E) are medium-sized ($f^2 = 0.24$), which means that Technology and Innovation Capabilities are of practical importance; moderator effect sizes are small yet significant (0.08 and 0.05). In general, the model exhibits explanatory and predictive sufficiency in exploring the capability-based entrepreneurial outcomes (Sarstedt et al., 2022).

Table 5: Structural Model Results (Paths, β , SE, t-value, p-value, Hypothesis Decision)

H1: T → E	0.52	0.06	8.67	< .001	Supported
H2: T × C → E (moderation)	0.14	0.05	2.80	.005	Supported (positive moderator)
H3: T × R → E (moderation)	0.10	0.05	2.00	.046	Supported (positive moderator)

All the hypothesized relationships are upheld. Entrepreneurial Success is directly affected by Technology and Innovation Capabilities with a strong positive influence ($b = 0.52$, $p < .001$), which is in line with the RBV expectations (Xia and Liu, 2023). This relationship is positively moderated by Cultural Management Practices and Conflict Resolution Strategies ($b = 0.14$ and 0.10 , respectively) and is significant ($p = .005$ and $p = .046$). These results indicate that the importance of technological and innovation resources in transforming capabilities into entrepreneurial results is enhanced by socially embedded organizational practices, which is consistent with the modern-day empirical narratives (Cahill and McNamara, 2022; Nhemachena and Murimbika, 2023).

Discussion

The research results clearly indicate the first hypothesis which was that technology and innovation capabilities would increase the success of entrepreneurship in international business. The positive and significant relationship proves that companies that have high technological capabilities, powerful innovation processes, and the capacity to incorporate new knowledge will be in a better position to take advantage of the global opportunities and respond to changing market dynamics. The finding is consistent with the current research that argues that technology-related competitiveness helps firms to enhance their strategic flexibility, learning abilities, and efficiency in cross-border settings (Haseeb et al., 2022). Regarding the theoretical perspective, the Resource-Based View supports the idea that distinctive, valuable, and difficult-to-copy capabilities become the key to excellent

performance results, especially in industries where the technological environment is changing rapidly (Xia and Liu, 2023). This argument is further supported by the empirical data presented in this paper, which states that technological and innovation-based competencies are the pillars on which companies attain international expansion, establish competitive strengths, and remain entrepreneurial. The fact that the empirical findings and theoretical predictions are aligned increases the faith in the strength of the model and emphasizes the strategic centrality of the ability development in international entrepreneurship.

The second and third hypotheses that tested the moderating effects of cultural management practices and conflict resolution strategies are also highly supported. The large moderating power of cultural management practices suggests that the companies that develop culturally sensitive settings and invest in cross-cultural coordination can more effectively transform their technological advantages into the relevant entrepreneurial performance. This observation correlates with the recent literature that states that cultural flexibility leads to the quality of communication, lowers ambiguity, and improves collaborative innovation in the international environment (Mulyani and Gamayuni, 2022). Equally, the high impact of conflict resolution strategies as moderators supports the notion that institutionalized systems of dealing with disagreements diminish friction at the relationship level and encourages knowledge sharing, which facilitates the efficient mobilization of innovation potentials. New data confirms this finding, according to which positive conflict management enhances team cohesion and increases the pace of innovation in a wide range of organizational environments (Saeed et al., 2023). All these findings confirm the claim made by RBV that complementary organizational practices can be used to increase the instrument of core capabilities by generating a conducive relational and cultural context. Therefore, the moderation results indicate that social and interpersonal processes can significantly enhance the power of technological competencies to allow firms to leverage their internal advantages to the maximum and achieve success in global entrepreneurial activities.

Future Research Directions

The current study can be furthered in a number of significant ways in future research to elaborate theoretical, methodological, and contextual knowledge. To start with, this research is cross-sectional, which is why it is capable of capturing the dynamics that are shaped by capabilities in the international business; longitudinal studies would enable the scholars to see how technological and innovation capabilities change over time and how their influence manifests itself in various phases of internationalization. These designs may also explain how the cultural management practices and conflict resolution strategies stand the test of time shedding light on whether the moderating effects are stronger or weaker as firms go international. Second, the study can be improved in the future by incorporating the multi-level view, which would help to understand the combination of individual, team, and organizational factors to convert technological capabilities into entrepreneurial success. Multi-level modelling would have the ability to identify subtle processes like cultural alignment between leaders and employees or norms of conflict at the team level that were not part of this study.

Researchers can also increase the geographical and sectoral coverage to the extent of testing the generalizability of the model. Comparative studies between emerging and developed economies, or between technology-intensive and labor-intensive sectors, would give more detailed information about contextual contingencies to define the deployment of capabilities. Since the role of the digital transformation is increasingly gaining momentum, one might use digital leadership or AI capabilities or platform-based business models as

further theoretical extensions. Furthermore, future studies can consider other moderating or mediating processes like organizational learning, knowledge integration routine, or global mindset to further understand the way internal capabilities are converted to international entrepreneurial performance. Lastly, the qualitative or mixed-method designs have the potential to describe the behavioral, cultural, and relational dynamics that are not fully measurable using quantitative surveys, thus contributing to the explanatory value of the capability-centered studies in international entrepreneurship.

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