

# THE INFLUENCE OF TEAM SYNERGY CHARACTERISTICS ON PRODUCT INNOVATION SUCCESS OF THE SMALL AND MEDIUM- SIZED ENTERPRISES CHINA

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## ABSTRACT

The purpose of the research was to investigate the components of team cohesion and product innovation in Chinese SMEs, the components of team synergy, and the link between demographic characteristics and product creativity. The research uses data from 345 respondents from e-commerce giants Alibaba, Suning, JD, and Pinduoduo to evaluate the effect of the digital economy and open innovation on Chinese SMEs. According to the survey, big e-commerce platforms should concentrate on building team collaboration and product innovation in order to succeed. The information gathered will aid in identifying possible connections and trends in Chinese employees' attitudes and behaviors. Using questionnaires, this research investigates employee attitudes toward product innovation in Chinese SMEs. The survey also looks at demographics, with 345 respondents, mostly women, accounting for 49.9% of replies. The research gives useful information on the gender distribution and educational qualifications of the respondents. The purpose of the research was to investigate the components of team cohesion and product innovation in Chinese SMEs. The findings revealed that the most essential aspects were effective communication, creative inspiration, and fresh creative distinction. Individuals on the team accepted personal responsibility for creative inspiration, resulting in a collaborative atmosphere that motivated them to thrive. Product innovation, packaging, and customer assistance all received top marks for innovation effectiveness. The e-commerce experience was shown to be critical for ranking improvement, with high scores in cost per innovation effort and establishing devoted consumers. On the other hand, the average number of hours spent on innovation efforts and the time necessary to produce an inventive notion obtained lower grades, suggesting that these areas may require more attention and improvement. According to the survey, good communication, creative inspiration, and product distinctiveness are critical variables in improving the e-commerce experience, developing a strong feeling of success, and increasing consumer loyalty

**Keywords:** Team synergy, Product innovation success, Small and medium-sized enterprise

## INTRODUCTION

New businesses are crucial for the global economy's expansion, with leadership playing a key role in their development. Entrepreneurial leadership is a recent concept that has been beneficial in understanding the intricate processes involved in establishing and expanding new businesses. China, the largest e-commerce market globally, has experienced rapid growth in e-commerce, with the government developing a legal framework to foster

widespread expansion. The adoption of mobile apps has minimized process mistakes and increased the effectiveness of business procedures, leading to increased demand for new products and services. New product development (NPD) speed is crucial for the success and performance of new products, with both benefits and adverse impacts. Institutions play a deterministic role in firm strategies, particularly in emerging markets with weak regulatory infrastructures. Legal inefficiency and government support can lead to unfair or unlawful competitive behaviors, and firms can cope with institutional pressures based on their resources and capabilities.

Innovation is essential for a firm's survival, but firms should not solely rely on new products for survival due to potential market failure and imitation by competitors. This study investigates the synergy effects among four different types of innovation activities: product, process, marketing, and organizational innovation, focusing on the role of a firm's strategic orientations (Ryeowon Lee, Jong-Ho Lee, and Tony C. Garrett, 2019). Product innovation success relies on factors such as unique products, strong market orientation, pre-development homework, stable product definition, proper planning, resourcing, and speed. Platform synergy is crucial for SMEs in platform ecosystems, allowing complementors to collaborate and access knowledge sources for development activities and value creation. Synergy with platform owners and complementors positively affects innovation speed, but they are associated with different external knowledge sources (Ryeowon Lee, Jong-Ho Lee, and Tony C. Garrett, 2019).

Team synergy fosters collaboration and innovation by allowing team members to be their full selves at work. Strategies to achieve team synergy include communication, differentiation between facts and stories, trust and collaboration, co-creation, and leading by example. Managers should understand their team members' abilities and strengths, align them with the project's vision and goal, and create a team culture that fosters open communication and collaboration (Bao et al., 2021; Michelle Bennett, 2021). This study investigates assumptions based on data collected from Anhui Province customers of products on Alibaba, Suning, JD, and Pinduoduo that are relevant to digital economies and open innovation in SMEs. The primary objectives are to identify the components of team synergy and product innovation and investigate the association between demographic factors, team synergy, and product innovation. The study identifies five characteristics of product innovativeness that exhibit distinct associations: market familiarity, technological familiarity, marketing fit, technological fit, and novel marketing activities (Aiqi Wu, Di Song, and Yihui Liu, 2022).

## **REVIEW LITERATURE**

### **Concepts of Team Synergy**

Synergy is a concept that emphasizes collaboration between entities in mergers and acquisitions, resulting in greater value than any of them could independently provide. This approach can be seen in cost reductions, improved asset utilization, shared information technology, or supply chain access. Synergy can be beneficial to an organization by producing better effects and results, providing better solutions to problems, and enabling all members to understand the organization's vision and mission (Moran, Abramson, & Moran, 2014; Julia

Martins, 2022). Team synergy is the belief that a well-functioning team should produce better results than its individual members. Effective leadership skills include developing synergy and using the combined group's influence intelligently to achieve goals. A team must have a common goal and objectives to ensure cooperation, and clearly stated goals allow individuals to prioritize their efforts towards a common goal (Moran, Abramson, & Moran, 2014; Federer, D., 2013).

Team synergy is achieved through a mindful atmosphere, shared values, communication, and a clear purpose. M&As aim to improve financial performance for shareholders, resulting in increased revenues, integrated employees, technology, and cost savings. Synergistic theory aims to achieve orderly development of spacetime and functions in unbalanced systems through adjustment, remodeling, collaboration, and innovation. Team synergy is crucial for employee growth, productivity, and organizational success. It promotes cooperation, reduces workload, allows for continuous growth, addresses critical issues, and finds strategies to maintain high performance. A well-functioning team should be better than its individual members, allowing members to bring their unique experiences, perspectives, skills, and communication methods to work. A leader who fosters a culture of synergy can improve cooperation and performance in various work teams. To build team synergy, managers should simplify team functioning by simplifying tasks and promoting open communication. Effective professional communication is essential for a great team, and managers can create a team-specific protocol for communication. Developing confidence and collaboration is essential for team members to feel comfortable communicating (Ren, 2016). To promote team synergy, managers should recognize individual strengths, create a team culture, align on the project's vision and goals, maximize personal capabilities with tasks and responsibilities, and celebrate team successes. By simplifying their team's workings, managers can create a collaborative and positive work environment (Cui, 2020; Michelle Bennett, 2021). A strong team delivers greater outcomes than individual contributors working alone, fostering creativity, innovation, and increased productivity. By simplifying their team's workings and leveraging the power of synergy, organizations can drive towards success (Cui, 2020; Ulia Martins, 2022).

Synergy is a concept that promotes collaboration between entities in mergers and acquisitions, resulting in greater value than individual contributions. It can lead to cost reductions, improved asset utilization, shared information technology, and improved supply chain access. Team synergy is crucial for employee growth, productivity, and organizational success. Effective leadership skills, shared values, and open communication are essential for fostering a strong team culture and achieving success.

### **Concepts of Product Innovation**

Product innovation is crucial for a company's long-term growth and success, focusing on improving design, materials, functionality, and the user experience. It involves transforming ideas into practical solutions that address customer needs, often involving refining and improving existing products or services. Product innovations can take three forms: developing a new product, enhancing an existing product, or introducing a new feature in a current product. Drivers of product innovation may include competitors, changes in customer expectations, or outdated design. Collaboration from diverse individuals, including engineers, developers, technology architects, marketing specialists, and lawyers, is essential for product innovation. A strong value proposition, early adopters, legal frameworks, long- and mid-term trends,

integration into the current product portfolio, and scalability and integration are also essential for product success (Aiqi Wu, Di Song, and Yihui Liu, 2022).

New businesses are crucial for the global economy's expansion, with leadership playing a key role. China, the largest e-commerce market, has experienced rapid growth in e-commerce, with a focus on the Chinese consumer market. New product development (NPD) speed is crucial for the success of new products, and institutions play a deterministic role in firm strategies. Legal inefficiency and government support can accelerate NPD speed, but absorptive capacity can provide new perspectives on problems and solutions. Platform ecosystems, created by platform owners and complementors, provide complementary information and knowledge, but SMEs with different organizational structures and geographic locations may benefit differently (Yongchuan Bao, Zhongfeng Su, and Charles H. Noble, 2021). Product innovation success relies on factors like unique products, strong market orientation, pre-development homework, stable product definition, proper planning, resourcing, and speed. Achieving synergy is essential for creating business, innovation, and marketing strategies to maximize efficiency and gain a competitive advantage.

### **New entrepreneurial start up with E-Commerce**

China's mobile phone transactions are at least ten times greater than those in the United States, and the internet is ubiquitous, with around one billion users expected by 2020. This percentage is expected to rise even higher, reaching 75% of the local population and increasing the e-commerce business's sales volume to more than 15 trillion USD. The Chinese e-commerce sector is expanding gradually, with e-commerce sales accounting for more than one-quarter of total retail sales in 2018. Regional e-commerce companies have expanded to become centers of interest and have started to spread their operations abroad. The aggressive pricing and competitiveness of Chinese goods play a significant role, and Chinese enterprises are skilled at pulling ideas from other firms' designs to create cost-effective products (e-commerce sales accounted for more than one-quarter of total retail sales in China in 2018).

China's e-commerce market is rapidly growing, with businesses focusing on mobile, multi-channel, payment, and content. Major e-commerce platforms include Alibaba, Taobao, Pinduoduo, Tmall, JD.com, Xiaohongshu, Dianping, Amazon China, Suning, and Meituan. Alibaba's market presence has shifted to cross-border sales, electronic books, logistics, and cloud hosting. Suning offers books and infant care supplies, while Meituan offers on-demand services. JD.com has a strong reputation for reliable and fast delivery services and a wide range of products. WeChat has integrated e-commerce features for a seamless shopping experience. China's government and state-owned firms have fostered a startup culture, with the Open Door Policy and Chinese Government Guidance Funds promoting high-tech innovation. Zhongguancun, China's Silicon Valley, is a hub for innovation, with 20,000 high-tech corporations and start-ups. Startups in China offer various services and products, each with unique strengths and potential for growth (Zhang et al., 2013; Zhou et al., 2013; Larock, 2014).

The study explores the impact of platform synergy and innovation speed among SMEs on digital platforms. It combines a knowledge-based view with recent research on platform synergy to explore the effects of synergy with platform owners and other complementors. The results suggest that platform owners and fellow complementors provide complementary

information and knowledge, while SMEs with different organizational structures and geographic locations may benefit differently. The Yongchuan Bao, Zhongfeng Su, and Charles H. Noble (2021) study examines new product development speed in China, focusing on institutional characteristics specific to emerging economies. The study develops a conceptual model that analyzes the effects of institutions, firm capability, and task environments. The model shows that absorptive capacity reduces the effect of legal inefficiency while strengthening the effect of government backing, increasing NPD speed. Technological turbulence reduces the negative interaction effect and positive interaction effect of absorptive capacity with legal inefficiency and government support.

### **Related research and relationships between hypotheses among variables**

Ryeowon Lee, Jong-Ho Lee, and Tony CGarrett's (2019) study explores the synergistic effects of innovation on firm performance, taking into account levels of innovativeness and industrial categories. The findings suggest that the adoption of an exploration orientation is associated with beneficial effects on product innovation, while an exploitation orientation is associated with favorable effects on process innovation. Demographic factors play a crucial role in understanding child development, with children growing up in countries with varying health and socioeconomic contexts. The study also investigates the relationship between demographic characteristics and the academic performance of university students.

The study by Bahadur Ali Soomro, Nadia A. Abdelmegeed Abdelwahed, and Naimatullah Shah (2019) explores the impact of demographic factors on the success of entrepreneurs in Pakistan's SMEs. The research found that demographic characteristics such as gender, age, education, and experience significantly impact entrepreneurs' success. The findings can help the government boost entrepreneurial skills through funding and skill development, as well as invigorate policymakers and government efforts to promote entrepreneurial education and training programs. The study also investigates team synergy and product innovation in small and medium-sized enterprises (SMEs) in China. It highlights the importance of fostering team collaboration and coordination within SMEs to promote product innovation, contributing to their growth and success in China's dynamic market. The study hypothesizes that there is a positive relationship between demographic factors of entrepreneurs, effective communication, creative inspiration, and product differentiation.

### **Conceptual Framework**

This study examines the synergy effects of product, process, marketing, and organizational innovation in China's e-commerce market. It highlights the importance of strategic orientation, team synergy, and effective communication in accelerating innovation processes. The research analyzed data from 250 entrepreneurs from e-commerce companies, highlighting the positive relationship between demographic factors, effective communication, creative inspiration, and product differentiation. Successful product innovation and adoption boost business growth, market dominance, and top talent acquisition. This study hypothesizes. Based on the above analysis, this study proposes the following hypothesis. This study investigates the impact of team synergy characteristics on product innovation success in Chinese SMEs. It examines the components, associations, and hypotheses, revealing a positive relationship between demographic factors, effective communication, creative inspiration, and product differentiation.

### Independent Variables:

Demographic factors: age, education, occupation, income.

Team synergy such as 1) effective communication, 2) creative inspiration, 3) product differentiation (Duarte Araujo and Keith Davids, (2016); Michelle Bennett, (2021); Abramson & Moran (2014); Federer, D.(2013); Ren, (2016); Michelle Bennett, (2021); Julia Martins, (2022),

### Dependent Variables

Product innovation successful relies on novel marketing activities, relevance, uniqueness, potential sales, profit potential, market research, consumer understanding, a strong brand image, and adaptability to changing trends. (Bao et al., 2021; Kahn, 2013; Aiqi Wu, Di Song, Yihui Liu; 2022).

### Conceptual Framework

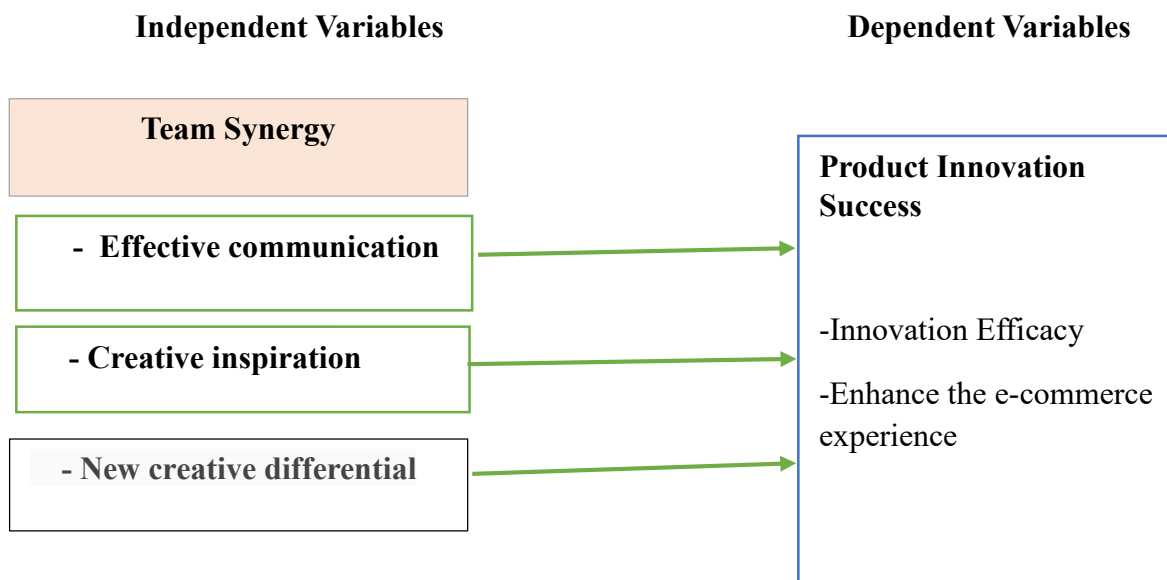


Figure 2.2 Conceptual Framework

## RESEARCH METHODOLOGY

### Population and Sample Sampling

This study investigates the relationship between team synergy, product innovation, and demographic factors in Chinese SMEs. The research hypothesizes that demographic factors, effective communication, creative inspiration, and product differentiation positively influence product innovation, contributing to the success of Chinese SMEs in product innovation. The study adopts a quantitative research method, analyzing data from Anhui Province customers of e-commerce companies Alibaba, Suning, JD, and Pinduoduo. The sample size for quantitative research is 345 respondents, with a sample size of 50% of the population selected through e-commerce lotteries.

The study uses convenience sampling techniques to gather data from entrepreneurs in Anhui Province who are customers of Alibaba, Suning, JD, and Pinduoduo. The sample size is

calculated using Yamane's formula (1967), and 345 questionnaires were distributed to students. A questionnaire is created to gather data on staff's perceptions of product innovation, which will be analyzed using statistical techniques. The aim is to gain insights into the usage patterns and attitudes of Chinese staff towards product innovation, identifying potential correlations or trends in their perceptions and behaviors. This research will contribute to a better understanding of the relationship between team synergy and product innovation success in Chinese SMEs.

### **The Data Collection and Data Analysis**

The study investigates the perceptions of Chinese staff about team synergy and product innovation success in Chinese SMEs. A questionnaire was developed using mature scales and qualitative research tools, with small-scale users providing feedback. The questionnaire assessed innovation effectiveness by identifying factors such as product range expansion, packaging information, environmentally friendly products, and customer support. The study used the Item Objective Congruence (IOC) Test to assess content validity. The questionnaire was divided into three parts: a prediction survey, a formal questionnaire, and an informal questionnaire. Data analysis methods included formal scale reliability analysis, formal scale validity analysis, descriptive statistics, and multiple regression analysis. The findings were presented after being compiled using previous studies' information and peer-reviewed to ensure validity and accuracy before publication.

## **RESERCH RESULTS**

### **Part 1: Summarize the results of the questionnaire quality inspection.**

The validity of questions was tested using the Index of Item-Objectives Congruence (IOC), which evaluates the congruence between test items and objectives. Three experts evaluated the items, resulting in an IOC value of 1.00, indicating the question's use. The content questionnaire evaluation involved consulting with a doctoral tutor, regularly revising the interview outline questionnaire, and selecting the contents and settings. The data analysis used SPSS software for comprehensive quantitative analysis and an expert survey method based on the evaluation method. The IOC was used to evaluate the items of the questionnaires based on a score range of -1 to +1. The average value of IOC in the questionnaire is 1, indicating reliable validity.

The content validity of team synergy is high, as the table accurately represents the various factors contributing to a team's overall synergy. Product innovation possesses high content validity and is a reliable indicator of the efficacy of new product development strategies. The table accurately depicts the extent to which companies are introducing new and enhanced products to the market, according to data gathered from various sources. Furthermore, the content validity of product innovation is supported by the inclusion of multiple perspectives and sources in the data collection process. This ensures that the table provides a comprehensive and accurate representation of the industry's efforts in developing innovative products.

The reliability test was conducted to determine the consistency of survey values. The Cronbach alpha test was used to evaluate the reliability of each dimension. A coefficient alpha value between 0.80 and 0.95 indicates very good reliability, while a range between 0.70 and 0.80 indicates good reliability, 0.60 to 0.70 indicates fair reliability, and a coefficient alpha below 0.60 indicates poor reliability. The results of the reliability test showed that the total construct reliability for all ten items in the measurement model is more than 0.80, suggesting extremely excellent reliability. The highest score for the new creative differential was when a team member's job changed and an effort was made to define it for other team members, creating new creative challenges. This high reliability also suggests a strong correlation between items, indicating construct validity. The improvement of the e-commerce experience received the highest score for product innovation, and the average number of hours spent on innovation initiatives came in second. The total construct reliability for all 25 items in the measurement model is greater than 0.80, indicating very high reliability. This level of reliability suggests that the measurement model is consistent and stable, meaning it can be relied upon to accurately measure the construct of interest. However, high reliability is not sufficient on its own; researchers must also consider other aspects of validity, such as content validity and criterion-related validity, to ensure their measures truly measure what they intend to measure.

The study's high construct reliability emphasizes the significance of careful measurement development and validation in social science research. Content and criterion-related validity ensure comprehensive and representative measures, while additional aspects ensure measures accurately assess the intended construct, laying the foundation for future research.

## **Part 2: Summarize the results for demographic characteristics.**

This study analyzes staff perceptions of product innovation in Chinese SMEs using surveys. The sample includes 345 respondents, primarily aged 25–35 (53.9%), 36–45 (24.6%), 46–55 (19.1%), and 56–65 (2.4%). The majority are female, accounting for 49.9% of all responses. The study also includes 172 female respondents, accounting for 49.9% of all responses, and 173 male respondents, accounting for 50.1%. The respondents' educational qualifications include high school or below, a bachelor's degree, a master's degree, and a doctorate degree. The study aims to identify potential correlations and trends, contributing to a better understanding of team synergy and innovation success. Comparing these findings to national demographic data is necessary to determine the sample's representativeness. This study provides valuable insights into the gender distribution of the respondents, with nearly equal participation from both females and males. Additionally, analyzing the educational qualifications of the respondents allows for a comprehensive examination of the sample's knowledge and expertise levels.

## **Part 3: Summarize opinion-level results on job characteristics and service quality influence customer satisfaction in China.**



### **Research Objective 1) To identify the components of team synergy and product innovation.**

This research involved 345 respondents who used descriptive statistics to summarize and organize data sets. A score of 1 indicates a strong disagreement, and a score of 5 indicates a strong agreement when using the Likert five-level scale to observe dimensions. The mean value and standard deviation were frequently used to identify the index level of each variable. The average degree of response to this indicator increased as the average value rose. The highest value displayed the sample's data range, and the discrete trend represented the level of data dispersion in the data distribution. The Likert five-level scale was mostly used in this questionnaire to observe dimensions. The overall mean score of team synergy was in the top three.

The team's effective communication, creative inspiration, and new creative differential were the most important factors. The majority of participants were more likely to agree if the average exceeded 3.

The study reveals that team members take personal responsibility for creative inspiration, which leads to a high score of 4.27. Working on the team inspires people to do their best, with a score of 4.04. The team's sense of accomplishment relative to their work is also high, with a score of 4.05. Team members appreciate one another's unique capabilities, indicating that they actively contribute to fostering creative inspiration within the team. The collaborative environment and motivation provided by the team significantly inspire individuals to excel in their work. The mean values for the dimension of team synergy were in the top three. The study found that team members place a high value on personal responsibility and motivation, leading to a collaborative environment that inspires individuals to excel in their work. The results suggest that the team's collaborative environment and motivation play a significant role in inspiring individuals to excel in their work. Innovation effectiveness was also found to be high, with high scores in areas such as product innovation, packaging, and customer support.

The data shows that enhancing the e-commerce experience is crucial for improving rankings. It's ranked 4.18 in the cost per innovation endeavor area and 4.17 in the annual improvement area. Building loyal customers is also important. The average number of hours spent on innovation initiatives and the time needed to create an innovative idea are also ranked at 3.96 and 3.82, respectively. However, these areas need more focus and improvement. The e-commerce experience was found to be a key factor in enhancing the e-commerce experience, with high scores in cost per innovation endeavor and focusing on building loyal customers. However, the average number of hours spent on innovation efforts and the time required to generate an innovative concept received lower marks, indicating that these areas may need more focus and improvement.

Team synergy, creative inspiration, effective communication, and product innovation are key factors in enhancing the e-commerce experience, fostering a strong sense of accomplishment, and improving customer loyalty. By fostering team synergy, members can

collaborate and combine their unique skills and perspectives to generate innovative ideas and solutions, which can then be effectively communicated to all stakeholders, ensuring a seamless execution of product innovation that exceeds customer expectations. Furthermore, creative inspiration drives the development of unique and engaging online experiences, capturing the attention of customers and encouraging them to explore further. Effective communication plays a crucial role in building trust and understanding between the e-commerce platform and its customers, resulting in improved customer satisfaction and loyalty.

#### **Part 4: Summarize the results of the research hypothesis test**

Research Objective 2) To investigate the association between team synergy, and product innovation.

H1: Effective communication has a significant positive influence on product innovation success in Chinese SMEs.

The study reveals that effective communication and team meaningfulness significantly impact product innovation success in Chinese SMEs. The results of the multiple regression analysis suggest that 38.8% of variations in product creativity can be explained by team meaningfulness and team members' value of each other's distinctive qualities. The F test confirmed these variables' significant influence on product creativity. Stepwise regression analysis revealed that functional 1 through 4 were statistically significant.

H2: Creative inspiration has a significant positive influence on product innovation success in Chinese SMEs.

Creative inspiration has a significant positive influence on product innovation success in Chinese SMEs. The findings of the multiple regression analysis of the H2 test suggest that 49.8% of the variations were explained by creative inspiration. However, it is important to note that there may be other factors not accounted for in this analysis that also contribute to product innovation. Further research could explore these additional factors to gain a more comprehensive understanding of the relationship between creative inspiration and projected product innovation.

H3: Product differentiation has a significant positive influence on product innovation successful in Chinese SMEs.

Product differentiation has a significant positive influence on product innovation successful in Chinese SMEs. The new creative differential includes the team being knowledgeable and professional, deeply committed to a shared mission, and intentional efforts to clarify an individual's role for all team members, fostering new creative challenges. The results from the multiple regression analysis of the H3 test were explained by 40.7% of

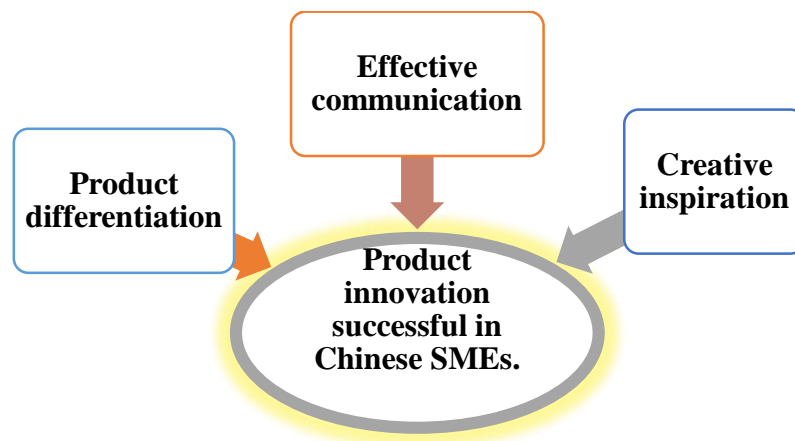
the variances. Overall, effective communication and team meaningfulness play a crucial role in product innovation success in Chinese SMEs.

**Table 5.1** The hypothesis tested results

<b>Hypothesis 1:</b>	Effective communication has a significant positive influence on product innovation success in Chinese SMEs.	Accept
<b>Hypothesis 2:</b>	Creative inspiration has a significant positive influence on product innovation success in Chinese SMEs.	Accept
<b>Hypothesis 3:</b>	Product differentiation has a significant positive influence on product innovation successful in Chinese SMEs.	Accept

Finally, according to the data analysis results, it is proved that the dimensions of service innovation have a great significance positive impact on the three sub-dimensions

**Figure 5.1** Relationship sequence of effective communication, creative inspiration, product differentiation has a significant positive influence on product innovation successful in Chinese SMEs.



### Research Discussion

The study reveals that team synergy, personal responsibility, and motivation foster a collaborative environment, leading to high innovation effectiveness in product, packaging, and customer support. However, there's room for improvement in streamlining the innovation process. To enhance customer satisfaction and strengthen e-commerce, companies should focus on team synergy, creative inspiration, effective communication, and product innovation. This will create a sense of accomplishment, build trust, and ensure smooth transactions. A study by Naghizadeh and Khatibi (2020) used the KANO model to assess visitor satisfaction with Ardabil County tourism service quality based on socioeconomic variables. Results showed that tourists from One Dimensional had the highest satisfaction coefficient (0.731) and the least quantity of satisfaction (0.337). Demographic characteristics are important for assessing tourist satisfaction, and there is a link between socio-demographic characteristics and tourist loyalty.

The study also suggests a shift in investor, attendant, and marker techniques for boosting visitor satisfaction in Ardabil County.

The research hypothesis test aimed to investigate the relationship between team synergy and product innovation in Chinese SMEs. The results showed that effective communication, team meaningfulness, creative inspiration, and product differentiation significantly impact product innovation success in Chinese SMEs. Team meaningfulness and team members' value of each other's distinctive qualities explained 38.8% of variations in product creativity. Creative inspiration also had a significant positive influence on product innovation success, explaining 49.8% of variations. However, it is important to note that there may be other factors contributing to product innovation that are not accounted for in this analysis. The study explores the relationship between team synergy, effective communication, team meaningfulness, creative inspiration, and product differentiation in Chinese SMEs. It found that team meaningfulness and creative inspiration significantly impact product innovation success. Other factors include organizational culture, resources, external market factors, and product differentiation. The findings support the importance of understanding platform synergy and innovation velocity for SMEs on digital platforms and the role of absorptive capacity in accelerating new product development in China. The results supported the idea of Aiqi Wu, Di Song, and Yihui Liu (2022) investigated the impact of platform synergy and innovation velocity on small and medium-sized enterprises (SMEs) on digital platforms. They discovered that platform proprietors and other complementors provide complementary information and expertise, while SMEs with distinct organizational structures and geographic locations may derive different benefits. This study adds a complementary perspective to the expanding literature on platform ecosystems. In addition, the authors emphasize the significance of innovation velocity for SMBs on digital platforms. They argue that innovative and adaptable small and medium-sized enterprises are more likely to utilize the complementary information and knowledge provided by platform proprietors and other complementors. In addition, the findings imply that understanding the impact of platform synergy and innovation velocity can assist policymakers and managers in developing strategies to support SME participation in digital ecosystems.

Using a strategy tripod approach, Yongchuan Bao, Zhongfeng Su, and Charles H. Noble studied the determinants of new product development pace in China in 2021. They discovered that absorptive capacity mitigates the effect of legal inefficiency while enhancing the effect of government support, thereby accelerating NPD. The negative interaction effect and positive interaction effect of absorptive capacity with legal inefficiency and government support were mitigated by technological disruption. This suggests that in a world where technology evolves rapidly, absorptive capacity is crucial for minimizing the negative effects of ineffective laws and maximizing the benefits of government support on the rate of new product development. These findings emphasize the significance of analyzing the determinants of NPD speed in China with multiple factors and their interactions in mind.

Ryeowon Lee, Jong-Ho Lee, and Tony CGarrett (2019) investigated the synergistic effects of innovation on firm performance, taking innovativeness levels and industry

classifications into account. The adoption of an exploration orientation positively impacts product innovation, while an exploitation orientation positively impacts process innovation. Demographic factors, cultural norms, and parental practices significantly influence a child's development as they affect access to education, healthcare, and resources. Rabia Tabassum and Nasreen Akhter (2020) examined the association between demographic characteristics and their influence on the academic performance of university students. Bahadur Ali Soomro, Nadia A. Abdelmegeed Abdelwahed, and Naimatullah Shah (2019) analyzed the influence of demographic factors on the entrepreneurial success of Pakistan's SMEs. The study can aid the government in enhancing entrepreneurial skills through funding and skill development and inspire policymakers to promote entrepreneurial education and training programs, focusing on demographic factors and tailoring training programs to specific entrepreneurial populations. This research can also provide valuable insights for universities in designing entrepreneurship curricula that address the needs and challenges faced by different demographic groups. Additionally, it highlights the importance of fostering a supportive ecosystem that encourages entrepreneurship among university students, such as providing mentorship programs and access to resources and networks.

### **Research suggestions**

There are numerous challenges for this study which have limited of the ability to generalize from its research findings.

1. According to the study, the study highlights the importance of individual accountability, motivation, and continuous learning in a team environment for high innovation effectiveness, enhanced performance, and customer satisfaction. It suggests that cultivating a culture of personal accountability encourages individuals to take ownership of their work, resulting in increased innovation efficacy, increased consumer satisfaction, and enhanced overall performance.

2. According to the study, leaders should prioritize creating an inclusive and diverse work environment to enhance employee satisfaction and productivity. Furthermore, future research could also investigate the impact of technology on employee well-being and job performance in order to adapt leadership strategies accordingly.

3. The study reveals that successful product innovation in Chinese SMEs is significantly influenced by effective communication, team meaningfulness, creative inspiration, and product differentiation. However, further research could explore additional factors like organizational culture, resources, and external market factors to provide a more comprehensive understanding of the relationship between creative inspiration and product innovation. Furthermore, future research could also investigate the impact of technology on employee well-being and job performance in order to adapt leadership strategies accordingly.

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