

CURRENT DEBATES in SOCIAL, HUMANITIES and ADMINISTRATIVE SCIENCES

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Prof. Dr. Sinan SÖNMEZ
Dr. Özgür IŞIK

DUVAR

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Chapter 13

The Relationship Between Intellectual Capital And Organizational Innovativeness In Tourism: A Conceptual Review

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INTRODUCTION

A rapid change and transformation is happening in every field in the world. In this age, which can be called as the knowledge and innovation age, the concepts in the business field are also in a changing process. Development in communication technologies and knowledge transfer based on globalization has increased and all management concepts and approaches have begun to change (Kandemir, 2008). In parallel with the rapid change process, tourism businesses had to adapt their management approaches, business structures, activities and functions to this new processes (Atik, 2007). In the innovation and change process, businesses make progress by using their capital factors in line with their goals and objectives. In a competitive world, businesses must have basic intangible elements such as knowledge, talent, experience, communication and skills (Ertaş and Coşkun, 2005). Tourism businesses should also develop effective strategies to gain and maintain competitive advantage in this rapidly changing environment. At this stage, first, tourism businesses should know its unique abilities well and use them on right time and at the right place (Yıldız, 2020).

The increase in technological development and globalization has led all businesses to focus on information investment rather than production investment, and thus, the concept of intellectual capital has emerged (Ertaş and Coşkun, 2005). The concept of intellectual capital has become one of the important components of competitive advantage based on new knowledge production. The most powerful companies today are not that have the largest tangible and financial assets, but companies that strengthen their intellectual capital and manage this capital in the most effective way (Yüksek, 2009). Developments in science and technology have become global, creating impact and change wherever information is produced. The change is not just a result, it has become a reality for the business world. As competition increases, the importance of creative thinking increases. The important thing for organizations is to create an environment that will reveal creative thinking and spread it throughout the organization. In this way, it will be possible to increase organizational success by using the opportunities created by creative thinking. Contemporary businesses give importance to innovation and creativity within the organization, which will provide them with significant advantages in the competitive environment. These businesses create a strong corporate culture and climate by creating a structure that allows creative ideas to be expressed and creative ideas to be implemented within the organization (Çavuş and Akgemci, 2008).

In an environment that change is the main determinant, the survival of businesses and their high-level performance capability and effectiveness depend

on their response level to sectoral changes and creating innovations suitable to environmental changes and customer demands. Considering that today's change and development is an important process, innovativeness has a vital value for businesses at the stage of adapting to sectoral changes and development (Aykanat and Yıldız, 2016). The importance of organizational innovativeness that is seen as a very dynamic capability for businesses, has been increasing recently. Businesses have to be innovative in order to survive and increase their performance in an extremely dynamic and competitive environment. Because, internalization of innovativeness and facilitating creativeness in an organization provide important competitive advantage for businesses (Çalışkan, 2013).

1. INTELLECTUAL CAPITAL

In a world that is dominated by globalization, the power of knowledge and conditions of competition have changed. Knowledge is one of the most important elements in maintaining the existence of businesses and keeping competition fresh. While traditional businesses make more profit by way of more production, today's modern businesses have more information to respond correctly to customer demand (Yıldız, 2020). Today, value of businesses is not only measured by their tangible assets as in the past, but also evaluated by intangible assets. Although intangible assets are more difficult to measure than tangible assets, they constitute a large part of the market value of businesses. When the intangible assets of business are mentioned, intellectual capital comes to mind (Çıkrıkçı and Daştan, 2002).

The word of intellectual as a concept, comes from Latin origin. It means cultured and knowledgeable. The capital concept has different definitions. The capital concept expresses a sum and accumulation. Therefore, intellectual capital concept can be called as the knowledge accumulation. When the literature is examined, it is seen that the intellectual capital was first conceptualized by J.K. Galbraith in 1969 (Akdağ, 2012). J.K. Galbraith stated that this concept is not only an element arising from human intelligence. It is a sum of many intellectual activities (Pena, 2002). The importance of intellectual capital increased in the 1990s, and for businesses it became easier to gain competitive advantage and make various innovations by following technology closely. In this period, the concept of knowledge gained great importance and it is understood that the value of a business does not only consist of financial and physical capital. In this period, it was also determined that the elements of intellectual capital have decisive effects on business success and the importance of intellectual capital for businesses was revealed (Öztürk and Demirgüneş, 2008).

Stewart (1991) defined intellectual capital as everything employees know that gives a business competitive advantage in the market. Later, Stewart (1997) defined intellectual capital as the intellectual material that is a combination of knowledge, information, intellectual property and experience, can be used to create wealth. Intellectual capital is not a tangible thing, but can be expressed as an effect and a result (Nahapiet and Ghoshal, 1998). Intellectual capital is the all human elements that consist of individual knowledge, abilities, experience and behavior of members of an organization (Bontis and Choo, 2001). Intellectual capital is defined as knowledge that businesses have or want to have, can be turned into profit and value (Koç, 2009). Intellectual capital is defined as the knowledge known by the employees of a business and benefiting mental, creativity and innovativeness processes of the organization (Atan and Tunçer, 2019). Developing and increasing the intellectual capital of a business largely depends on the quality, knowledge and skill level of the personnel working in the business. It is clear that businesses placing the correct people in the right jobs and at the right time will have an advantageous position in the competition. For this reason, most important point for a business is to know the value of its human resource and provide the necessary environmental conditions in the business to benefit from this resource strategically (Görmüş, 2009).

In tourism, it is the person who offers and uses the product. In other words, people serve people in the tourism sector. Today, the increase in the imitation of products reveals the importance of intellectual capital. Businesses must rely on intangible resources when determining their strategies. Because, intangible resources can be developed only in the long term, cannot be easily imitated and difficult to obtain, instead of tangible resources that can be easily imitated and procured by competitors (Naktiyok and Karabey, 2007). Today, in the tourism sector, businesses tend to create more individualized, higher quality and different products for consumers, instead of standard product and price competition (Çalhan, 2015). In this context, the element that will undoubtedly carry a tourism business to the future will be the intellectual capital that is sum of the values created by its personnel, strategies, structure, systems and processes of the business, and relations with its customers and society. In order to get more share from the market, it is important for a business to have an organizational culture, knowledge and experience. Because, the most important difference distinguishing hotel businesses from other businesses is that hotels provide continuous service. Although hotels are constantly intertwined with technology, they also have to pay attention to systematic team work and create an appropriate organizational structure during their activities. For this reason, hotel businesses aim to meet customer requests and needs with high-quality goods and services.

In today's information age, if investors and a manager can discuss the annual reports or results of a hotel that are indicators of business success or failure, then take corrective actions, will add value to the intellectual capital of the business.

Tourism businesses have realized an important resource that is intellectual capital, beyond their tangible and financial capitals. This resource is seen as an important weapon that enables the organization to grow, renew and gain competitive advantage (Koç, 2009). The dimensions of intellectual capital are important sources for a business to gain competitive advantage. Some dimensions of intellectual capital may affect the performance of organizations at different levels. Therefore, tourism businesses should comprehend intellectual capital and its all components widely (Khalique, Shaari, and Isa, 2011). Intellectual assets cannot create value by themselves and also cannot generate growth. Therefore, they must be combined with other production factors (OECD, 2008). There are different classifications on dimensions of intellectual capital in the literature. The most common and widely accepted classification is the three basic dimensions; human capital, structural capital and customer (relational) capital (Edvinsson and Malone, 1997; Stewart, 1997; OECD, 2008; Kandemir, 2008).

1.1. Human Capital

Qualified, experienced, knowledgeable, and loyal workers working in the business are the most important resource of competition for a business. Employees create a competitive advantage by enhancing and developing business as a whole. Human capital comprises knowledge, creativity, problem-solving ability, entrepreneurship and leadership skills of employees in a business. The first component of intellectual capital is human capital. Human capital can be defined as the employees' knowledge of a business (Acül, 2011; Akdağ, 2012). Human capital refers to the knowledge and experience of each individual in an organization (Önce, 1999). Human capital is the collection of knowledge, abilities and creativity features that employees use to fulfill their assigned tasks. This type of capital also encompasses the values, culture and philosophy of an organization. Human capital is the creative power that a person has as a result of natural talent, education and experience (Şamiloğlu, 2002).

The human capital of a company consists of people who have high added value, hardly be replaced, enable customers to prefer the business instead of a competitor, create products and services with their skills and experiences (Özdemir and Balkan, 2010). As employees become more excellent and professional at their jobs, they become more valuable to the business. Therefore, it is critical to understand the abilities, knowledge and expertise of individuals in order to know why an employee is valuable and what role he plays in the

organization (Şerbetçi, 2003). Human capital is the most compelling component of intellectual capital. Because, its measurement and calculation is seen as highly problematic (Lynn, 1998). Many components such as education level, vocational education level, work experience and age are used in the measurement of human capital. Manzari, Kazemi, Nazemi, and Pooya (2012) classified the dimensions of human capital into seven categories: attitude and motivation; competence, skill and capabilities; creativity and innovativeness; experience and expertise; individual personal characteristics; knowledge; and efficiency.

1.2. Structural Capital

Structural capital, another component of intellectual capital, can be defined as the infrastructure that regulates and supports human capital (Edvinsson and Malone, 1997). Structural capital consists of intellectual property such as copyrights, brands, patents and trademarks owned by an organization and other infrastructure such as organizational culture, communication technologies and process capacity. Knowledge is also evaluated within the structural capital (Erkuş, 2006: 65). Structural capital includes the process of organizing and doing a transaction and the innovative structures encountered in this process. Compared to human capital, structural capital can be defined as the knowledge that cannot leave a business at the end of working hours and remains within the business (Toraman, Abdioğlu, and İşgüden, 2009). Structural capital is an intellectual asset that is difficult to create for an organization compared with human and customer capital. On the other hand, structural capital's ownership is easy to control. Structural capital is the knowledge that belongs to an organization. Taking into account that structural capital is everlasting capital for a business, an organization' success will be transferring all its actual and potential intellectual resources to its structural capital (Görmüş, 2009).

Structural capital includes all physical structures and assets owned by a business or institution. Many inventory values such as fixtures, production facilities, movable and immovable properties owned by the organization can be counted within the scope of structural capital (Haykır, 2011). Structural capital is a capital consisting of information technologies, communication technologies, software systems, information systems, models, methods, corporate identity, image and processes that provide a business to continue its activities (Akdağ, 2012). Structural capital refers to all knowledge-based elements that are outside human capital and enable a business to survive (Sağır and Gönülölmez, 2019). Structural capital includes all mechanisms and structures to support productivity and performance of employees in order to increase the general performance of a company (Gomezelj Omerzel and Smolcic Jurdana, 2016). Structural capital in

the hotel sector is formed by tasks such as room operations and food and beverage operations (Zeglat and Zigan, 2014).

Chen Goh (2005) measured the banks' intellectual capital performance. In his study, she found that the human capital efficiency of all banks was greater than the structural capital efficiency. According to Bontis (1998), an organization with poor intellectual systems and activities, its intellectual capital will never be at maximum potential. Businesses with strong structural capital have a supportive organizational culture that allows their employees to try new things and learn every time, even if they fail while trying. Structural capital is the important bond that facilitates measuring the intellectual capital at the organizational level. De Pablos (2004) argue that competitive advantage in the long run can be achieved through measuring knowledge-based resources and implementing programs that allow these resources to be expanded, developed, preserved, stored and replenished. Additionally, strategically relevant resources should be identified and important resources for the future market should be selected.

1.3. Customer (Relational) Capital

Customer capital is the relationship that a business builds with its customers, who generate income for the business both today and in the future (Çalhan, Çakıcı, and Karamustafa, 2012). Customer capital covers the communication of a business, an institution, or an organization with customers or suppliers and reveals the loyalty of these people to the business. Customer capital consists of the business relationships of an organization with different stakeholders. These relations can be formalized like partnerships and distribution arrangements or cannot be formalized like relationships with customers, investors, competitors, or suppliers (Zeglat and Zigan, 2014). Customer capital is related to the communication of an organization with its buyers and the loyalty of these customers to that business. Customer capital consists of customer satisfaction, customer loyalty, image, brand and direct distribution channels. Customer capital can be expanded to relationship capital by adding business partners, tourism promotion businesses, suppliers, competitors, local residents, government, special interest groups, local and national media (Rudez and Mihalic, 2007).

The basis of customer capital is to transfer a business' knowledge, experience and innovations to its customers through sales and marketing channels. Customer capital includes customer loyalty, company reputation, relationships with distributors and wholesalers who are the external environment of a business. Customer capital is related to all external parties that can create value for the business (Erkal, 2005). Customer capital is closely related to the people and organizations in the external environment of a business. In this context, customer

capital has to cope with active and strong parameters that cannot be directly controlled and directed compared to structural and human capital. Therefore, the creation and control of customer capital is more difficult than human and structural capital. The components of customer capital that create added value can be listed as brands, customers, customer loyalty, business name, distribution channels, business collaborations, license agreements, contracts of desired quality, franchising agreements (Görmüş, 2009). Hotels should build important relationships with their employees, suppliers and customers in order to be successful and maximize their profitability. Achieving this depends on the successful use of a business' intellectual assets and other elements.

2. ORGANIZATIONAL INNOVATIVENESS

Innovativeness has been seen as the key to the survival and growth for every organization for many years because of the increase in globalization, the speed and intensity of technological changes and tough competition conditions (Menguc and Auh, 2006). While global markets are being reshaped by deep social, economic and technological changes, innovation, which facilitates the adaptation process of organizations to this change experienced in every field, is seen as the key to success in terms of sustainable growth, industrial competitiveness and high performance (Gemici and Zehir, 2019). Innovativeness includes important processes for organizations to gain new capacities, improve performance, increase their dynamism and eliminate stagnation (Naktiyok, 2007). Innovative businesses are the businesses very close to their customers. While other businesses are talking about the subject, innovative businesses are implementing it. The most notable feature of innovative businesses is their unwavering passion. This passion emerges as quality, reliability, or an extreme commitment to service. Innovative businesses accept quality as a responsibility rather than as an obligation. Therefore, innovative businesses focus on their superior fields compared with their competitors (Durna, 2002).

According to Rogers (1962), innovation is a useful product that has a new procedure, design, system and object of creativity. Not all creative products and services are innovations. Lapiere (1965) brought a different perspective to the definition of innovation. According to him, innovation is invention and discovery, and it is created randomly in society by extraordinary people. Van de Ven (1986) explains the concept of innovation as a new idea, a scheme that changes the existing order, or an approach that is perceived as new by individuals (Van de Ven, 1986). Damanpour and Gopalakrishnan (1998) state that organizations can have innovations by two different ways; developing or adopting. They state that innovations can often be developed by organizations for

their own use or to sell to other organizations, resulting in outputs such as a new product, program, or technology. They state that when the second organization provides these outputs, another process begins, and this second process can be called as the adoption of innovation. For this reason, while innovation is a process and product for developer businesses, it is accepted as the adoption of innovation for the purchaser organizations (Çalhan, 2018).

The most common and accepted definition of innovation is made in the Oslo Manual by the Organization for Economic Cooperation and Development (OECD) as a new or greatly improved product, service or process, a marketing method or organizational method, in business practices, external relationships, or work organization (OECD, 2005). Another definition is made by Baregheh, Rowley and Sambrook (2009) in their extensive study. They have defined innovation as a multi-step process that businesses transform their ideas into new/advanced products, services or business processes to improve themselves, compete with other companies and differentiate themselves from others. Innovation is defined as the degree of adaptability of the intellectual product formed at the end of the creativity process. In other words, innovation is a different application that can be observed directly. A clearer definition of innovation in terms of organizational behavior is putting creativity into practice (Yahyagil, 2001). Organizational innovativeness starts with a new idea developed within the organization or obtained from outside the organization. With this new idea, the organization produces and commercializes the new product through reaching new sources of supply, using new production methods, producing new products, entering new markets. From this point of view, innovation covers all organizational areas, from supply to production, from production to sales and after-sales services for a business (Özdevecioğlu and Biçkes, 2012). In terms of organizational behavior, organizational innovativeness can be explained as giving importance to each employee's creativity and supporting organizational creativity by providing a suitable work environment and opportunity for teamwork. Organizational innovativeness can be defined as the process of a business' transformation into an organization that emphasizes entrepreneurship and innovativeness (Yahyagil, 2001).

Organizational innovativeness is a broad concept that indicates a business' tendency to innovate. Organizational innovativeness is defined as a holistic capability that includes the introduction of new products or services to a market or opening up to new markets by using innovative behaviors and processes in line with the strategic priorities of an organization (Gemici and Zehir, 2019). Organizational innovation is the production of new products and services, the demonstration and promotion of new inventions in product development systems,

and the development of new methods in working conditions within the organization. In these processes, it is extremely important that employees should have the opportunity to contribute to the development of new products and production systems by using their own skills (Çalışkan, 2013). Wang and Ahmed (2004) examined different studies on organizational innovation and identified five main areas that determine the overall innovativeness of a business. These main areas are listed as: product innovativeness, market innovativeness, process innovativeness, behavioral innovativeness, and strategic innovativeness.

2.1. Product Innovativeness

The shortening of product life, changing consumer needs and demands, and advancement of technology increase the importance of product innovation (Erdil, İmamoğlu and Keskin, 2003). Product innovation, which involves introducing new products to the market or changing or improving existing products, is considered one of the most important types of innovation. Service innovation, the importance of which has increased with the development of the service sector all over the world, is considered as new developments in the activities carried out to make the products more attractive to the customer through distribution. A product innovation is the introduction of a new or significantly improved product with respect to its existing properties or its usage, which includes significant improvements in specifications, components and materials, integrated software, user friendliness, and other functional properties. Product innovations include both the introduction of new products and significant improvements in the functional or user features of actual products (OECD, 2005: 48; Çalhan, 2018).

Product innovation refers to the improvements made in the product mix of an organization, the new product options and their development. Product innovations generally help organizations improve their competitive position and maintain their existence in the market. Organizations that achieve success in developing product innovation, gain a significant advantage in the competition, increase market share and improve profitability (Özdemir and Sönmez, 2018). Product innovation is a firm's capability to successfully and efficiently adopt new ideas, products and processes. Product innovation is the ability to acquire current and related information related to products and processes that can facilitate businesses successfully create their innovation capacity. Product innovation performance is an important indicator of product innovation success, as newly developed products and services show the extent to the company has achieved its profitability, sales volume and revenue targets. Product innovation is the primary way for companies to adapt to turbulent environments and gain sustainable competitive advantage. In order to truly reap the benefits of innovation,

businesses should understand that innovation is a process, a result, and a business culture issue (Yıldız and Sayın, 2019). The first microprocessors, digital cameras, ABS braking systems in cars, GPS (Global Positioning System), the use of breathable fabrics in clothing, constantly renewed mobile phones are some examples of product innovation. The important factor in product innovation is the customer demand (Güzelsoy, 2010). Developing a completely new main course, salad, dessert, sauce or making significant changes and additions to existing menu items and recipes in hotels can be given as examples of product innovations (Çalhan, 2018).

2.2. Market Innovativeness

The method to achieve sustainable competitive advantage is the innovation processes. Marketing innovation comprises providing a new and different aspect to the marketing approach by making significant changes in product quality or quantity, product positioning, promotional activities and pricing strategies in order to increase the acceptability and prevalence of products (Tüfekci and Tüfekci, 2014). Marketing innovation is the development of new marketing methods comprising quite changes in product design, packaging, product positioning, product promotion and pricing. Every newness in marketing approaches and practices can be considered as marketing innovation. For example, implementing a new communication method in customer relations and development of a new payment method can be expressed as a marketing innovation (Uzkurt and Şen, 2012).

Marketing innovation, one of the innovation strategies of a business, create a new value for both its stakeholders and customers by combining the knowledge and skills that exist within the business and the knowledge and skills of other businesses. Marketing innovation respond to customer requests and needs more successfully, open new markets, or position a product in a different way in the market in order to increase the business' sales (Eskiler, Özmen, and Uzkurt, 2011). Food and beverage innovations in product design involve making significant changes in the taste, appearance, or shape of food and beverage products to target a new customer segment. New marketing innovations in product positioning include the introduction of new sales channels. New marketing methods in product promotion include the use of new concepts related to the promotion of menus offered by a food and beverage business. In pricing, a business' product innovations require the usage of new pricing strategies (Çalhan, 2018).

2.3. Process Innovativeness

Process innovations are difficult to perceive directly by customers. Additionally, process innovations improve product and service quality, reduce production costs, lower prices so customers can perceive the effects of process innovations. If a process innovation provides a significant advantage to a business compared to the previous ones, it may increase the market share of the company and contribute to the growth of the company (Işık, 2020). The concept of process covers the activities of converting labor, capital, raw materials, energy and other factors into an output within the framework of the production of goods and services. The process innovation refers to the application of a new set of ways and methods to increase the efficiency and effectiveness of production processes (Özdemir and Sönmez, 2018).

Wang and Ahmed (2004) have defined process innovation as improving production and management processes by utilizing new production methods, new managerial approaches and new technologies. In the Oslo Manual, process innovation is defined as the realization of a significantly improved or new method of production, delivery or distribution. This innovation includes significant changes in equipment, software or techniques (OECD, 2005). Çalık (2021) have defined process innovation as a new or significantly improved process that has been successfully implemented within a business, produce positive environmental and social benefits as well as providing economic benefits. New food and beverage production technologies for faster and better preparation, energy and labor-saving machineries and equipment, reuse and recycling programs, and improved sanitation practices in a hotel can be given as examples of process innovation. Moreover, another example, an Indian food and beverage business called “Rocketchefs” has developed a new process innovation that cooks pizza in a trailer during the delivery process and serves it hot to customers’ door when they ordered (Çalhan, 2018).

2.4. Behavioral Innovativeness

Behavioral innovativeness refers to an organization's holistic behavioral tendency toward new ideas and innovations. The frequency of suggestions and recommendations offered by employees to initiate some innovations in an organization, attitudes of the managers regarding these suggestions and recommendations, perceptions and perspectives of top management in adopting and implementing innovations are extremely important. In addition, managerial response and method followed by top management against an innovation adopted by competitors are also an important issue (Özeren, 2011). Behavioral innovativeness involves the adoption of innovativeness consciously by

employees and projecting innovativeness into all organizational activities for which they are responsible. In this context, behavioral innovativeness is an important parameter for increasing organizational performance (Alay and Can, 2019).

Scott and Bruce (1994) explained innovative behavior as a complex process. Innovative behavior begins with problem identification and continues with the generation of new or the previously accepted ideas and solutions. In the next stage, an innovative individual seeks a support for his idea. In the final stage, the individual transforms his innovative idea into a visible, tangible and producible model or prototype. Therefore, innovative behavior is a process that includes different individual behaviors at every stage. For this reason, at each stage, different activities and different individual behaviors needed, and this process is expressed as a multistage process. An individual who have innovative behavior, evaluates and questions the current situation from different aspects, makes observations in order to make the most accurate inferences about the situation, and seeks support by sharing findings with other organization members. In addition, these individuals enable their organization to experience innovativeness by putting new ideas into practice (Çimen and Yücel, 2017). Innovative behavior should be perceived as a strategic activity that increases competition for organizations. Innovative behavior necessitates directing employees, implementing working methods, suggesting new alternatives in achieving goals, researching new resources, applying creative and new ideas and transforming ideas into behavior (Örücü and Çınar, 2019).

2.5. Strategic Innovativeness

The strategic innovation refers to the reshaping an entire business in the current business environment according to its operational purposes. A business that has adopted a strategic innovation, manage its organizational goals and identify the incompatibility of its goals and current company resources. In addition, the business realizes creative solutions applied such as stretching and shrinking operations, while using these resources (Wang and Ahmed, 2004). The strategic innovation is considered within the scope of innovation management as it is among the reasons for success. The strategic innovation is whole of the activities in the planning, implementation, result critique, auto-control and decision processes in the innovation production process (Bülbül, 2012). Strategic innovativeness covers the decisions of which systems will be applied in the development of the business, how and which technology will be used in planning, or how ideas and resources that create competition can be used (Yeşil and Özbağış, 2022). The strategic innovation can be expressed as newness in which

new and unconventional forms of organizational resources are created, resulting in a revolutionary change in the market in order to develop a sustainable competitive advantage (Altuntaş, 2014).

3. THE RELATIONSHIP BETWEEN INTELLECTUAL CAPITAL AND ORGANIZATIONAL INNOVATIVENESS IN TOURISM

The relationship between intellectual capital and organizational innovativeness in the tourism sector has been widely studied in the literature by different researchers at different times, in different geographies and different samples. In the following pages, a review on the relationship between intellectual capital and organizational innovativeness in tourism is given.

Chen, Lin and Chang (2006) conducted a study in order to explore the effect of intellectual capital on businesses' new product development performance. Their research results indicated that human capital, structural capital, and relational capital that are the components of intellectual capital, have positive effect on business' new product development performance. Another study was carried out by González-Loureiro and Figueroa Dorrego (2012). They aimed to assess intellectual capital management's effects on the growth of innovative SMEs. They concluded that there is an positive relation between the organizational innovativeness and intellectual capital. Sanchez-Gutierrez, Gonzalez-Uribe, Gutierrez-Govea, and Garcia-Jimenez (2012) made a study focusing on the relationship between technological innovation and intellectual capital in restaurant industry in Mexico. Their study results have showed that businesses that have intellectual capital are developing innovative ideas and implement them in order to gain competitive advantage. Carmona-Lavado, Cuevas-Rodríguez and Cabello-Medina (2013) analyzed the effect of intellectual capital's three components (human, social and organizational) on service innovativeness in Spain. Their study results revealed that there is a positive effect of human capital on service innovativeness and positive effect of social capital on service innovativeness.

Tsou, Chen and Liao (2016) conducted a study in order to analyze the effect of intellectual capital on e-service innovation. The relationship between intellectual capital and e-service innovation is also explored. For this reason, they conducted a survey on information technology and marketing managers of hotels in Taiwan. They have determined that there is a direct positive effect of intellectual capital on e-service innovation in hotel businesses. They concluded that hotel managers should enhance intellectual capital (human capital, organizational capital, and social capital) in developing e-service innovations. Gomezelj-Omerzel and Smolcic-Jurdana (2016) attempted to study the effect of

intellectual capital and its components on innovativeness. The authors aimed to explain innovation performance and business growth by showing the importance of the intellectual capital dimension on each type of innovation (product, process, marketing and organizational). They conducted a survey on Slovenian and Croatian SMEs in the tourism area. Their study results indicated that there is a positive relationship between all intellectual capital components (human capital, social capital and organizational capital) and innovation. In addition, their results revealed that intellectual capital is positively related to organizational innovativeness and growth of tourism businesses. Liu (2017) carried out a study in order to reveal whether hotel managers are open-minded about competitive advantage by way of innovation and human capital accumulation. For this reason, the author collected data from managers of star-level hotels in Fujian province, China. As his study result, he revealed that social capital and organization capital increase innovation behavior's effects. Moreover, the author added that if high levels of social and organization capital exist, than, human capital increase innovation behavior.

Allameh (2018) performed a study to test an integrated model focusing on intellectual capital and organizational innovativeness in the context of the hotel industry in Iran. He revealed that human capital, structural capital and relational capital are positively related to hotels' organizational innovativeness. He concluded that business' social capital affects its knowledge sharing. He added that social capital improves intellectual capital and innovation through knowledge sharing in hotel industry. Chou, Huang and Lin (2018) examined various components of business intellectual capital on innovative behavior of frontline service employees. They collected data from service employees working at a travel agency in Taipei, Taiwan. They have revealed that human capital and customer capital positively and directly affect innovative behavior of frontline service employees. Moreover, they concluded that human and customer capital had a moderating effect on innovative behaviors of frontline service employees. Cheng, Xiang, Sher and Liu (2018) conducted a study in order to explore how hotels use intellectual capital to promote service innovation. For this reason, they carried out a field study focusing on hotels in Taiwan. They concluded that there is a strong relationship between intellectual capital and innovation in hotels. Hotels effectively formulate intellectual capital to promote service innovation. Omoush (2019) made a field study aiming to investigate the role of intellectual capital components (human, structural, relational or customer capital) on innovation. He conducted a survey on staff of tourist agencies in Irbid, Jordan. His study results showed that human and structural capital has a positive effect on innovation in the tourist agencies in Irbid. Töre (2019) examined impact of

intellectual capital on innovative work behavior. She conducted a survey on staff working in 5-star hotels in Antalya, Turkiye. Her research results showed that intellectual capital has a direct positive effect on innovative work behavior.

Wu (2020) conducted a study in order to empirically test the relation between intellectual capital and innovation performance of a tourism business. She collected data from Chinese tourism firms. Her study results indicated that there is a direct link between intellectual capital and innovation performance within tourism firms. Her study results showed that human capital has a direct effect on tourism innovation performance. Shouk and Tamamm (2021) performed a study in order to evaluate the effect of intellectual capital on the innovation performance of Egyptian travel agencies. They conducted a survey to collect data from travel agencies in Egypt. Their study results indicated that human capital and organizational capital have a positive effect on innovation performance of Egyptian travel agencies. Stefko, Gallo, Gallo Jr., Svetozarovova and Burdova (2021) made a study in order to examine impact of intellectual capital on innovation activity of tourism companies. The authors concluded study that intellectual capital have a strong effect on firms' innovation activities. Dang and Wang (2022) conducted a study investigating the effect of green innovation strategic orientation on green intellectual capital in Vietnam. They collected data from the hospitability businesses. They determined that green innovation strategic orientation has a direct effect on green intellectual capital and its components; green human capital, green structural capital, and green relational capital.

4. CONCLUSION

Tourism businesses have realized an important resource which is intellectual capital, beyond their tangible and financial capitals. Intellectual capital is seen as an important weapon for tourism businesses to grow, renew and gain competitive advantage. Intellectual capital is defined as the knowledge known by the employees of a business and benefiting mental, creativity and innovativeness processes of the organization. Intellectual capital is classified as human capital, structural capital and customer (relational) capital. Organizational innovativeness is defined as giving importance to each employee's creativity and supporting organizational creativity by providing a suitable work environment and opportunity for teamwork. Organizational innovativeness is classified as product innovativeness, market innovativeness, process innovativeness, behavioral innovativeness, and strategic innovativeness. A literature review on the relationship between intellectual capital and organizational innovativeness in the tourism sector has been made and chronologically given in the study.

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