

Research Article

The Role of Artificial and Nonartificial Intelligence in the New Product Success with Moderating Role of New Product Innovation: A Case of Manufacturing Companies in China

Hou Jianjun,¹ Yi Yao,² Javaria Hameed,³ Hafiz Waqas Kamran,⁴ Muhammad Atif Nawaz ,⁵ Ramaisa Aqdas,⁴ and Atau Karim Patwary⁶

¹School of Art and Design, Nanjing Institute of Engineering, Nanjing, Jiangsu, China

²School of Political Science and Public Administration, Shandong University, Qingdao, Shandong, China

³Business School, Liaoning University, Shenyang, China

⁴Department of Business Administration, Iqra University, Karachi, Pakistan

⁵Department of Economics, The Islamia University of Bahawalpur, Bahawalpur, Pakistan

⁶School of Tourism, Hospitality and Event Management, Universiti Utara Malaysia, Sintok, Malaysia

Correspondence should be addressed to Muhammad Atif Nawaz; atif.nawaz@iub.edu.pk

Received 2 October 2020; Revised 19 October 2020; Accepted 24 October 2020; Published 22 January 2021

Academic Editor: Mostafa M. A. Khater; mostafa.khater2024@yahoo.com

Copyright © 2021 Hou Jianjun et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Currently, there is an increasing trend in the organizations towards examining the artificial intelligence and nonartificial intelligence for the innovation and success of the new product, as well as getting the intentions of the upcoming researchers. Thus, the purpose of the ongoing study is to examine the role of artificial and nonartificial intelligence in the new product success along with the moderating role of new product innovation in the manufacturing organizations of China. The quantitative methods have been followed by the study and gathered the responses from the respondents using questionnaires, and analysis has been conducted by using the smart-PLS. The results exposed that artificial intelligence and nonartificial intelligence have positive and significant nexus with the new product success. The outcomes also revealed that the new product innovation significantly moderated the links among the nonartificial intelligence and new product success, but it insignificantly moderated the links among the artificial intelligence and new product success in the manufacturing organizations of China. These findings have provided the guidelines to the manufacturing companies and their policies developing authorities that they should be developed and implement the suitable policies regarding the adoption of artificial intelligence and nonartificial intelligence that enhance the success of the new product, which ultimately enhances the success of the organization.

1. Introduction

By now, the introduction of new products and their popularity and success in the market has become a hot topic in academia, where there have been many discussions and debates. There is a prominent as well as constantly developing competition in the markets, in addition to rising shifts in the business atmosphere and frequent changes in customers' tastes. So, one of the basic objectives of business organizations is to bring changes, improvement, and creativity in the production of goods and services to respond to

the existing and anticipated changes [1]. In this highly competitive atmosphere, business enterprises attempt to introduce a wide range of new products and make their marketing successful as well. In order to make new products successfully compete in the market, several changes in the business policies, managerial strategies and practices, infrastructure, personnel expertise, production, and marketing procedures are required to occur. Some scholars and researchers [2, 3] have investigated and talked about how to create and launch new products in the market and how to make them successful among market competitors. Although

they have shed light on some factors that are beneficial in new product innovation and success under their investigation and studies, they are still unable to cover the overall scope of variables that also affect the popularity and marketing success of new products. This paper is an attempt to resolve this research gap by interacting with the role of artificial and nonartificial intelligence in the achievement of competitive advantages for the new products. Similarly, this piece of study is an initiative to expand the scope of new product success with the empirical support from the manufacturing companies working in China. In China, the incorporation of artificial and nonartificial intelligence to launch a new variety of products and make them successful among competitors in the market is being developed among the manufacturing companies. In this study, the moderating effects of new product innovation between artificial intelligence and nonartificial intelligence and new product success are addressed.

This paper proposes that the incorporation of artificial intelligence is of great significance to the emerging business organizations for attaining the competitive advantages for the products. It has been elaborated in this study that there are several ways through which artificial intelligence proves to be useful to the manufacturing organizations to promote the new products in the market as per the evolving marketing requirements. The incorporation of artificial intelligence is being proved to be a source of success for the latest variety of products in the manufacturing companies in China. It is an initial attempt to examine the role of artificial intelligence in the creation, introduction, and success of the latest products in the market places in the presence of shifts in market and consumers' tastes. As proposed by [4], artificial intelligence facilitates the acquisition of up-to-date information with the superior quality communication network that is useful to sense and respond to the changes in technology, market strategies, policies of competitors, and customers' demands. Artificial intelligence makes it possible for the manufacturing enterprises to incorporate up-to-date technology, innovative techniques, and superior and higher-quality production and marketing procedures to meet the evolving requirements. Such intelligence also speeds up the operational and production processes by introducing fast and improved infrastructure [5]. Moreover, it makes the acquisition of raw material in the factory and delivery of finished goods into the marketplaces agile and safe, which in turn serves the marketing success of a new variety of products. Under the incorporation of artificial intelligence, the dynamic core competencies are developed in management for efficient planning, policies, strategies, decision-making, and their implantation in the operational, manufacturing, and marketing procedure. These dynamic core competencies enable the management to sense the emerging requirements of the market and perform activities accordingly [6]. In addition, artificial intelligence adds to the creativity in production and successful promotion of new products by getting the personnel trained periodically to run up-to-date technology and procedures to develop new products. This study expresses that the incorporation of artificial intelligence in the manufacturing firms in China

has been making rapid progress in the introduction of new manufacturing products and their marketing. The trend of implementing artificial intelligence in the manufacturing procedures and advertisement of new products is getting on with the passage of time and guarantees the success of new products.

The incorporation of nonartificial intelligence has equally contributed to the creation of new products, their introduction into the market, and their success among competitors [7]. This study suggests that nonartificial intelligence plays a crucial role in gaining competitive advantages for the new products. In the evolving competition among manufacturing companies, it has become a necessity for the promotion of new products to have a sight on the emerging changes in the technology used for production, production techniques, marketing strategies, and consumers' preferences so that companies can act accordingly [8]. In this context, nonartificial intelligence provides opportunities to the business organizations to have information about the changing manufacturing and marketing requirements and process that information to make it useful in getting reliable, superior-quality, and innovative products. The incorporation of nonartificial intelligence focuses on the discovery and accomplishment of customers' needs by providing them with new products having customers' desired qualities. It creates self-awareness in the companies' personnel and awareness of the marketing trends and customers' thinking and desires by establishing collaboration between companies' personnel and outsiders [9]. This paper is a contribution to the research on the successful promotion of new products, as it describes the significance of nonartificial intelligence in maintaining and creating a new market for the goods achieving confidence of the customers. Nonartificial intelligence in the form of emotional intelligence serves to the personnel's ability to analyze their self-emotions and the emotions of others. In this way, it enables them to adjust their emotion with the emotions of customers and act accordingly to respond to the changing social environment [10]. Thus, nonartificial intelligence leads to the personnel's mental health and their working performance and gives rise to leadership qualities. On the other hand, spiritual intelligence also facilitates the success of new products among product competitors as its implementation induces the personnel to judge their emotions, experiences, and activities keeping the business legal standards under consideration. Thus, nonartificial intelligence creates a sense of responsibility in organizational personnel and motivates them to perform their duties honestly [11]. It urges them to perform activities in the favor of society, especially of customers. In this way, nonartificial intelligence creates and maintains confidence of customers in the concerned companies' products and services, raises market for the new products, and makes them successful among market rivals. In China, the manufacturing companies that are actively incorporating nonartificial intelligence in the management, operational, manufacturing, and marketing procedures are enjoying greater competitive advantages for the new products. Thus, the implementation of artificial intelligence and nonartificial intelligence serves as a guarantee for the success of new products.

The study implies that new product innovativeness plays a significant moderating role between artificial intelligence

and nonartificial intelligence and new product success. The long-term research has proved that, in current marketing atmosphere, the innovation in the products and services attracts more and more customers. In the modern age, people prefer to buy up-to-date products as these products satisfy their urge for social prestige and meet their needs in a better way. It has been argued by [12] that the process of bringing innovation in the products removes the previous defects found in the products, and it adds to their utility and improves the quality of goods. The goods having a better quality, utility, and minimum side effects are considered to be preferable in the market. The introduction of such innovative new products gains more success among the competitors. The need of innovativeness in the products leads to the artificial intelligence, as it pressurizes the organizations to bring improvement in the organizational infrastructure and personnel expertise, and it makes the management tend to adopt dynamic capabilities to run the organization on the innovative scale [13]. Thereby, it strengthens the relationship between artificial intelligence and the success of newly introduced goods in the market. Similarly, the emerging requirement of innovation in the new products facilitates the incorporation of nonartificial intelligence as, to bring innovation in the production, it is compulsory to sense and respond to the changes in the market and customers' demands [14]. Thereby, it strengthens the mutual relationship of nonartificial intelligence and new product success.

2. Literature Review

A variety of variables influence the introduction and success of new products and services in the market. Some of these variables have gone through examination and debate by scholars like Aquilani et al. [15] in connection with the achievement of success of new products. The point of attention is that some other factors also perform a key role in the creativity in the new products and their successful marketing by achieving more competitive advantages for them. But the sad fact is that these factors are still unexplored. This study has been conducted to resolve this gap by addressing these unexplored attributes along with previous ones. This piece of study checks the influences of artificial and nonartificial intelligence through a theoretical structure, with empirical proofs from the manufacturing organizations working in China. The research by Eidizadeh et al. [16] has also suggested that the artificial intelligence and nonartificial intelligence play a crucial role in the production of a new, higher-quality variety of products and achievement of their success among the market rivals. In addition, companies' efforts to bring innovation in the quality of new products also impart strong influences on the mutual association of artificial and nonartificial intelligence and the success of new products.

2.1. Artificial Intelligence

2.1.1. Technical Infrastructure Quality. In their studies, Klievink et al. [17] are of the view that, in an organization, the

infrastructure is as crucial as the backbone in a human body. For the achievement of competitive advantages for the new products, infrastructure plays a significant role. The incorporation of technical infrastructure quality proves to be a source of innovativeness in the production of a new variety of goods and services in several ways. The incorporation of technical infrastructure quality enables the business organizations to acquire adequate, required, in time, and up-to-date information through the implementation of the better-quality communication network. Through this quality network, information is communicated not only within but also outside the organization when needed [18]. The information acquired by an efficient network proves to be useful to make the production and marketing strategies, technology, and procedures innovative. It brings about improvement in the quality of new products and ensures the effective advertisement of the goods, thus enhancing the marketing rate for them. The fast quality transportation system adds to the successful marketing for the new variety of goods as it ensures the acquisition of better-quality raw material from the remote areas and in-time introduction of finished items in the market. The artificial intelligence in the form of technical infrastructure quality brings about improvement in the technology used in operational and production areas, which facilitates the quality and speed of new production [19, 20]. Through the constant availability of fuel, water, and electricity, the technical infrastructure quality makes the working atmosphere peaceful, comfortable, and flexible, which motivates the employees to work wholeheartedly and further leads to the improvement in the production. In China, the manufacturing companies that are employing better-quality technical infrastructure have better competitive advantages for the marketing of new products. In this context, the following hypothesis can be developed:

H1: the technical infrastructure quality is positively linked with the success of new products.

2.1.2. Management Capability. Management capability is taken as a business entrepreneurial approach that implies the use of a set of core capabilities with the basic aim of raising the rate of profitability and the market status among the business rivals. To achieve its objective of higher earnings and strong and superior market position at both the national and international levels, it infuses crucial capabilities in the management personnel so that they may examine the current and anticipated shifts in the market requirements, business environment, and customers' preferences and make an alteration in their strategies and policies accordingly [21, 22]. The management capability approach is considered to be based on or an extension to the previous business approach resource-based view (RBV). This theory states that the valuable, uncommon, distinguishable, and heterogeneous organizational resources should be arranged and integrated efficiently so they may be deployed to the maximum extent of the quality with better market results. As the management capability approach is an extension to the RBV approach, it examines the business shifts, changes in the market trends, production technology, and changes in

customers' tastes and helps the manufacturing firms to perform functions to react to these shifts [23, 24]. The management capability theory brings about alternatives in the organization strategies, policies, resources, technology, and production and marketing methods to meet the evolving requirements [25]. In addition, the organizational resources (both physical and human resources), as well as production processes, are reconfigured and reintegrated to give innovative and maximum production of new goods. The investigation has proved that, with quality management capabilities, the manufacturing companies in China are enjoying distinction while introducing new products in the market. So, based on this literature, the following hypothesis is developed by the current study:

H2: management capability has positive linkage with the success of new products.

2.1.3. Personnel Expertise. This study is a contribution to the literary works as it addresses the influences of personnel expertise on the creativity in production and successful advertisement and marketing of new products. This expertise comprises technical, analytic, cognitive, and motivational skills [26]. The organizations arrange the improvement in existing personnel skills and development of new skills in them for the improvement in their functioning in business. For this purpose, personnel are periodically trained with the time, which motivates them to work efficiently and wholeheartedly, which further contributes to the quality of new products and their success in the marketplace [27, 28]. The analytic skills in personnel help to analyze their surroundings and changes in circumstances. The cognitive skills are needed to acquire knowledge, manipulate the acquired information, and understand the logic behind them. They help to solve problems arising in business operations, production, and marketing. As Rashid and Gianduzzo [29] suggest in their study, the development of technical skills in personnel enables them to run up-to-date technology, machinery, and new production techniques and remove difficulties in employing technology and machinery. Motivational skills urge the personnel to perform functions actively and honestly. The personnel expertise improves problem-solving and decision-making skills in personnel; they can detect defects in products and remove them by manufacturing new better-quality products that produces success in markets [30].

H3: personal expertise is positively associated with new product success.

It can be analyzed that customers prefer innovative goods to previous ones. In the competitive atmosphere, only those companies that keep on introducing innovation in their products and services can survive and enjoy more competitive advantages. As Ettlie et al. [31] propose in their article, the success of new products depends on the innovativeness and development in the features of products. To infuse innovation in production, companies incorporate technical infrastructure quality in the organization. Better-quality infrastructure ensures the acquisition of useful and

in-time information, better-quality raw material, up-to-date technology, and in-time delivery of finished goods to market. Management capabilities and personnel expertise are needed to touch the target of innovativeness. They bring innovation in the business resources, procedures, techniques, and production sensing and responding to the up-to-date requirements [32, 33]. The innovation in the new products affects but strengthens the mutual association of artificial intelligence and new product success. The higher the innovativeness is in new products, the stronger is the relationship between artificial intelligence and the success of new products.

H4: new product innovativeness is moderating among the nexus of artificial intelligence (technical infrastructure quality, management capabilities, and personal expertise) and new product success.

2.2. Nonartificial Intelligence

2.2.1. Emotional Intelligence. The emotional intelligence refers to the abilities of individual employees of the business enterprises to identify and compare their self-emotions and the emotions of outsiders, trying to find discriminations between them and minimize them. The motive of emotional intelligence is to enable the person to manage their senses, thinking, and behavior according to those of stakeholders, especially customers, for the achievement of business targets [34]. In the business world, the term emotional intelligence was used for the first time in 1964, while it achieved popularity among businessmen and scholars in 1995 when this term was discussed in detail in the book "Emotional Intelligence," written by Daniel Goleman. Emotional intelligence creates awareness of self-emotions and experiences and those of business stakeholders and enables them to mould their senses, business conduct, and personal skills to adapt to the social behaviors, especially those of customers. According to Mohamad and Jais [35], the alteration in personal emotions, skills, and business conduct by using emotional information leads to the products having the quality to conform to the customers' changing demands. Thus, emotional intelligence is useful for creating and maintaining the confidence of customers in the quality of products of the concerned organization. The achievement of customers' confidence raises the market for the products and makes the new products successful as well [36, 37].

H5: emotional intelligence imparts positive influences on new product success.

2.2.2. Spiritual Intelligence. This term was first introduced in 1997 by the Danah Zphar in "Rewiring the Corporate Brain." At the outset, this term was perceived from a religious perspective. Still, only a few academics like Ken O' Donnell and Steven Benedict (2000) have shed light on its role in the business world. The paper is an effort to indicate the importance of spiritual intelligence in the creativity in production and the achievement of new product success. Spiritual intelligence creates awareness of moral values

[38, 39]. It motivates the individuals in the organization to have fair dealings with others within the organization and outside as well. It urges the business personnel to perform their duties honestly taking the moral value under consideration. Spiritual intelligence develops a sense of goodness and a sense of responsibility towards the concerned firm and society as well. The expression of spiritual intelligence in the workforce reduces the events of fraud and cheats, which smoothes the business functions [40, 41]. Spiritual intelligence reduces the chances of disputes among employees and provides a favorable atmosphere for work and thus it improves the quality of business procedures and its production and guarantees the success of new products.

H6: spiritual management is positively linked with new product success.

Analysis of the performance of manufacturing companies in the market represents that new product innovativeness influences the success of the new products as the products that have improvement and innovation in their quality and durability are sold like hotcakes. Nonartificial intelligence such as emotional intelligence and spiritual intelligence proves to be an active construct of new product innovativeness. In addition, Sánchez-Álvarez et al. [34] indicated that emotional intelligence motivates the organizational personnel to adjust their emotions and skills according to those of customers and other stakeholders; thus, up-to-date awareness about the thinking and desires of customers leads to the innovation in products. According to Srivastava [42], spiritual intelligence creates a sense of morality, goodness, and responsibility in organizational individuals. It motivates the employees to perform in the favor of organization and society as well. This moral sense of responsibility induces the employees to have fair dealings with seniors, colleagues, and stakeholders, imparting favorable influences on their working and then on the quality of operations and production. The necessity of innovation in new products promotes the relationship between nonartificial intelligence and the success of new products.

H7: new product innovativeness is significantly moderating between nonartificial intelligence (emotional and spiritual intelligence) and new product success.

3. Research Methods

The present study aims to investigate the effects of artificial and nonartificial intelligence on the new product success along with the moderating role of new product innovation in the manufacturing organizations of China. The quantitative methods have been followed by the study and gathered the responses from the respondents. The adopted questionnaires have been used for the data collection. The survey has been distributed to the respondents by personal visit and through the mail. The manufacturing organizations have been selected by using purposive sampling and selected the organization that meets the purpose of high growth in the last five years. However, the respondents have been selected by using simple random sampling. The employees of the

research and development department of manufacturing companies in China have been selected as the respondents; thus individuals are the unit of analysis of the current study. A total of 990 questionnaires have been forwarded to the respondents but, out of them, only 760 that represented about 74.77 percent response rate have been returned. Most of the respondents have graduation qualification, while the respondents who have master qualification are also quite prominent. However, a limited number of respondents have Ph.D. and other qualifications and then the graduation and Master. These are shown in Figure 1. In addition, most of the respondents are working as the permanent employees, which means that they have enough knowledge about the questions that researchers asked from them. However, a very limited number of employees are on a contractual basis and another type of contract with the organization and were included in the study because they also have relevant knowledge about the subject matter. These characteristics of the respondents are mentioned in Figure 2.

Most of the respondents that have been selected by the study have two to five years of experience in the organization, while many of the respondents have five to ten and more than ten years of experience in the organization and are considered as the appropriate respondents who have enough knowledge about the organizations and their activities. However, a very limited number of respondents who have less than one year of experience in the organization and their characteristics are mentioned in Figure 3.

In addition, analysis has been conducted by using the smart-PLS because the purpose of the study is hypotheses testing. Moreover, the framework of the study has been complex, which is another reason for adopting PLS-SEM because it provides the best estimation in case of the complex model [43]. The selected variables include the five predictors that have two main types, namely, artificial intelligence and nonartificial intelligence. The artificial intelligence has three dimensions, namely, management capability (MC) that has seven items [44], technical infrastructure quality (TIQ) that also has seven items [45], and personal expertise (PE) that has three items [46]. In addition, nonartificial intelligence has two dimensions, namely, emotional intelligence (EI) that has three items [47] and spiritual intelligence (SI) that has five items [48]. Moreover, four items have been associated with the new product innovativeness (NPI) that is used as a mediator in the study [49]. Finally, new product success (NPS) has been adopted as a dependent variable that has three items [50]. These constructs have been mentioned in Figure 4.

4. Findings

The results include the assessment of measurement along with the structural model. The assessment of measurement model includes the convergent along with discriminant validity, while the assessment of the structural model includes the path analysis for hypotheses testing. Firstly, assessment of measurement model has been executed by the study in which convergent validity has been examined first. The convergent validity exposed the links among the items

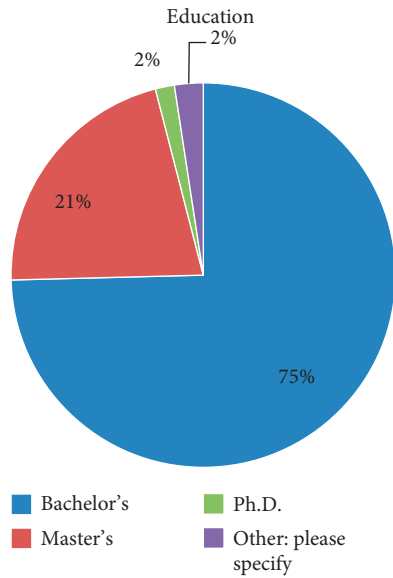


FIGURE 1: Education of the respondents.

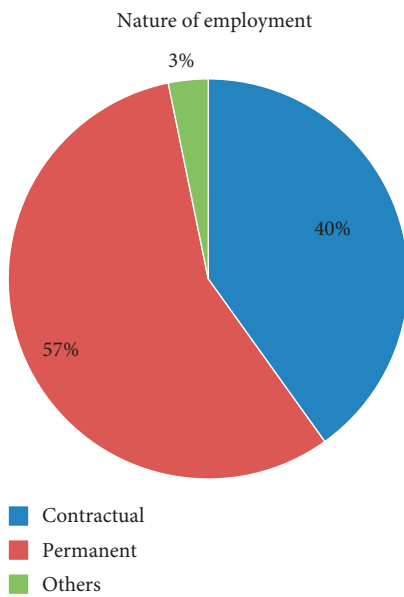


FIGURE 2: Nature of employment.

and the figures show that values of AVE and loadings are larger than 0.50, while the values of CR and Alpha are more than 0.70. These are the indication of high correlation among items and indication of valid convergent validity. These figures are highlighted in Table 1.

In the assessment of the measurement model, discriminant validity has been examined second. The discriminant validity exposed the links among the variables. The Fornell-Larcker and cross-loading methods of checking the discriminant validity have been executed first. The figures show that values that show the links among the variables themselves are larger than the values that show the nexus with other variables. These are the indication of no high correlation among items and indication of valid

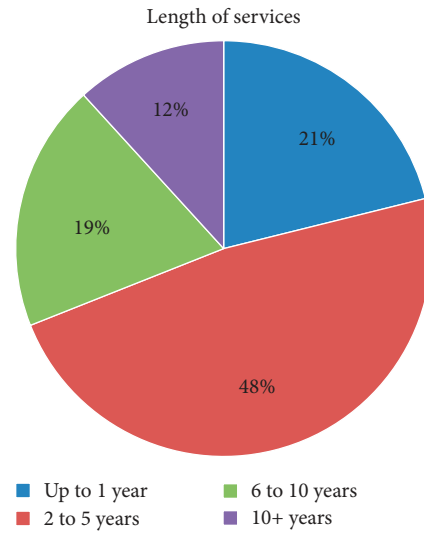


FIGURE 3: Length of the services of the respondents.

discriminant validity. These figures are highlighted in Tables 2 and 3.

The Heterotrait-Monotrait (HTMT) ratio method of checking the discriminant validity has been executed second. The figures show that the values of HTMT ratio are lower than 0.90. These are the indication of no high correlation among items and indication of valid discriminant validity (Figure 5). These figures are highlighted in Table 4.

In the assessment of the structural model, hypotheses testing has been executed by path analysis. The results exposed that all the dimensions of artificial intelligence have positive and significant nexus with the success of the new products and accept H1, H2, and H3. In addition, the results also exposed that all the dimensions of nonartificial intelligence also have positive and significant nexus with the success of the new products and accept H4 and H5. Moreover, the outcomes revealed that the innovation of new products significantly moderated the links among the nonartificial intelligence and the success of new products and accept H7. However, the innovation of new products insignificantly moderated the links among artificial intelligence and the success of new products in the manufacturing organizations of China and rejects H6. These links have been exposed in Table 5 and Figure 6.

The moderating role of new product innovation has been highlighted in Figure 7, which shows positive and significant moderation among the links of emotional intelligence dimension of nonartificial intelligence and the success of new products of the manufacturing organizations in China.

The innovation of new products has negative and significant moderation among the links of spiritual intelligence dimension of nonartificial intelligence and the success of new products of the manufacturing organizations in China. These links are highlighted in Figure 8.

The moderating role of the innovation of new products has been highlighted in Figure 9, which shows positive but insignificant moderation among the links of technical infrastructure quality dimension of artificial intelligence and

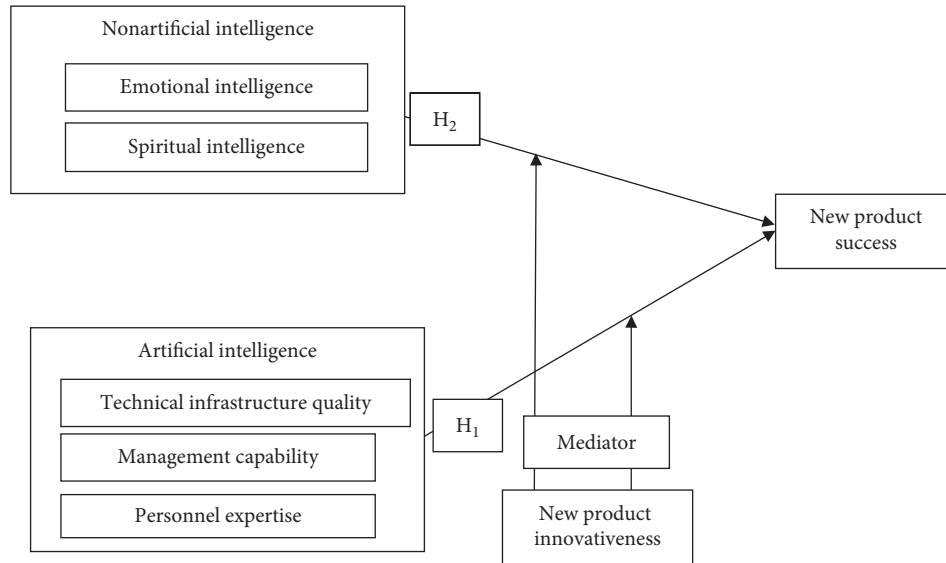


FIGURE 4: Theoretical framework.

TABLE 1: Convergent validity.

Constructs	Items	Loadings	Alpha	CR	AVE
Emotional intelligence	EI1	0.848	0.775	0.821	0.606
	EI2	0.760			
	EI3	0.721			
Management capabilities	MC1	0.781	0.802	0.865	0.564
	MC2	0.837			
	MC4	0.825			
	MC6	0.626			
	MC7	0.662			
New product innovation	NPI1	0.874	0.890	0.924	0.752
	NPI2	0.812			
	NPI3	0.904			
	NPS1	0.782	0.827	0.898	0.747
	NPS2	0.909			
	NPS3	0.895			
Personal expertise	PE1	0.878	0.798	0.883	0.716
	PE2	0.906			
	PE3	0.746			
Spiritual intelligence	SI1	0.792	0.773	0.803	0.511
	SI2	0.513			
	SI4	0.747			
	SI5	0.772			
Technical infrastructure quality	TIQ1	0.835	0.869	0.900	0.600
	TIQ3	0.731			
	TIQ4	0.727			
	TIQ5	0.785			
	TIQ6	0.763			
	TIQ7	0.802			

the success of new products of the manufacturing organizations in China.

The innovation of new products has negative but insignificant moderation among the links of management capabilities dimension of artificial intelligence and the

success of new products of the manufacturing organizations in China. These links are highlighted in Figure 10.

The innovation of new products has negative but insignificant moderation among the links of personal expertise dimension of artificial intelligence and the success of new

TABLE 2: Fornell-Larcker.

	EI	MC	NPI	NPS	PE	SI	TIQ
EI	0.778						
MC	0.405	0.751					
NPI	0.481	0.502	0.867				
NPS	0.523	0.606	0.542	0.864			
PE	0.485	0.519	0.703	0.594	0.846		
SI	0.482	0.452	0.544	0.533	0.538	0.715	
TIQ	0.471	0.575	0.583	0.692	0.610	0.548	0.775

TABLE 3: Cross-loadings.

	EI	MC	NPI	NPS	PE	SI	TIQ
EI1	0.848	0.384	0.467	0.481	0.480	0.471	0.442
EI2	0.760	0.236	0.275	0.357	0.294	0.319	0.273
EI3	0.721	0.310	0.359	0.369	0.334	0.314	0.368
MC1	0.296	0.781	0.318	0.426	0.369	0.342	0.449
MC2	0.289	0.837	0.345	0.478	0.412	0.377	0.513
MC4	0.309	0.825	0.307	0.523	0.370	0.352	0.471
MC6	0.313	0.626	0.443	0.393	0.370	0.281	0.339
MC7	0.320	0.662	0.498	0.439	0.432	0.339	0.367
NPI1	0.417	0.398	0.874	0.416	0.568	0.482	0.430
NPI2	0.340	0.457	0.812	0.540	0.605	0.415	0.586
NPI3	0.478	0.418	0.904	0.448	0.626	0.493	0.508
NPI4	0.444	0.454	0.876	0.450	0.630	0.503	0.470
NPS1	0.553	0.517	0.504	0.782	0.538	0.424	0.557
NPS2	0.409	0.516	0.436	0.909	0.497	0.485	0.627
NPS3	0.391	0.535	0.462	0.895	0.501	0.470	0.606
PE1	0.330	0.424	0.565	0.515	0.878	0.452	0.505
PE2	0.365	0.438	0.585	0.534	0.906	0.441	0.554
PE3	0.558	0.460	0.646	0.455	0.746	0.477	0.489
SI1	0.389	0.404	0.400	0.404	0.404	0.792	0.402
SI2	0.263	0.229	0.252	0.270	0.301	0.513	0.282
SI4	0.363	0.340	0.478	0.465	0.477	0.747	0.480
SI5	0.349	0.295	0.381	0.345	0.319	0.772	0.365
TIQ1	0.393	0.481	0.459	0.651	0.500	0.548	0.835
TIQ3	0.408	0.520	0.563	0.595	0.550	0.414	0.731
TIQ4	0.397	0.346	0.366	0.567	0.378	0.443	0.727
TIQ5	0.329	0.460	0.449	0.446	0.465	0.354	0.785
TIQ6	0.338	0.416	0.430	0.400	0.454	0.348	0.763
TIQ7	0.290	0.430	0.425	0.466	0.474	0.375	0.802

products of the manufacturing organizations in China. These links are highlighted in Figure 11.

5. Discussion and Implications

The results exposed that the technical infrastructure quality dimension of artificial intelligence has positive and significant nexus with the success of new products. These outcomes are in line with the study in [51] that also exposed that the success of new products depends on the quality of technical infrastructure of the organization. The results have proved that the dimension of artificial intelligence, management capability, is associated with new product success in a positive manner. The study by Najafi-Tavani et al. [52] also agrees with our results as they also have proved the positive association of management capability with the market success of new products. In short, both our results and the

mentioned studies focus on the positive contribution of management capability to the creativity in new products and their success among competitors. Besides this, it has been indicated by the results that the incorporation of personnel expertise has positive relationship with new product success. These results agree with the results shown by recent studies [53], which present and prove the same hypothesis. Quite surprisingly, the results have not supported the appropriate moderating role of new product innovation between the three discussed dimensions of artificial intelligence and new product success. The recent article [54] agrees with the result in the same context.

The results of this paper have expressed that emotional intelligence put positive influences on the success of new products. These results match with the previous studies [55] that shed light on the point that emotional intelligence, the dimension of nonartificial intelligence, makes a positive

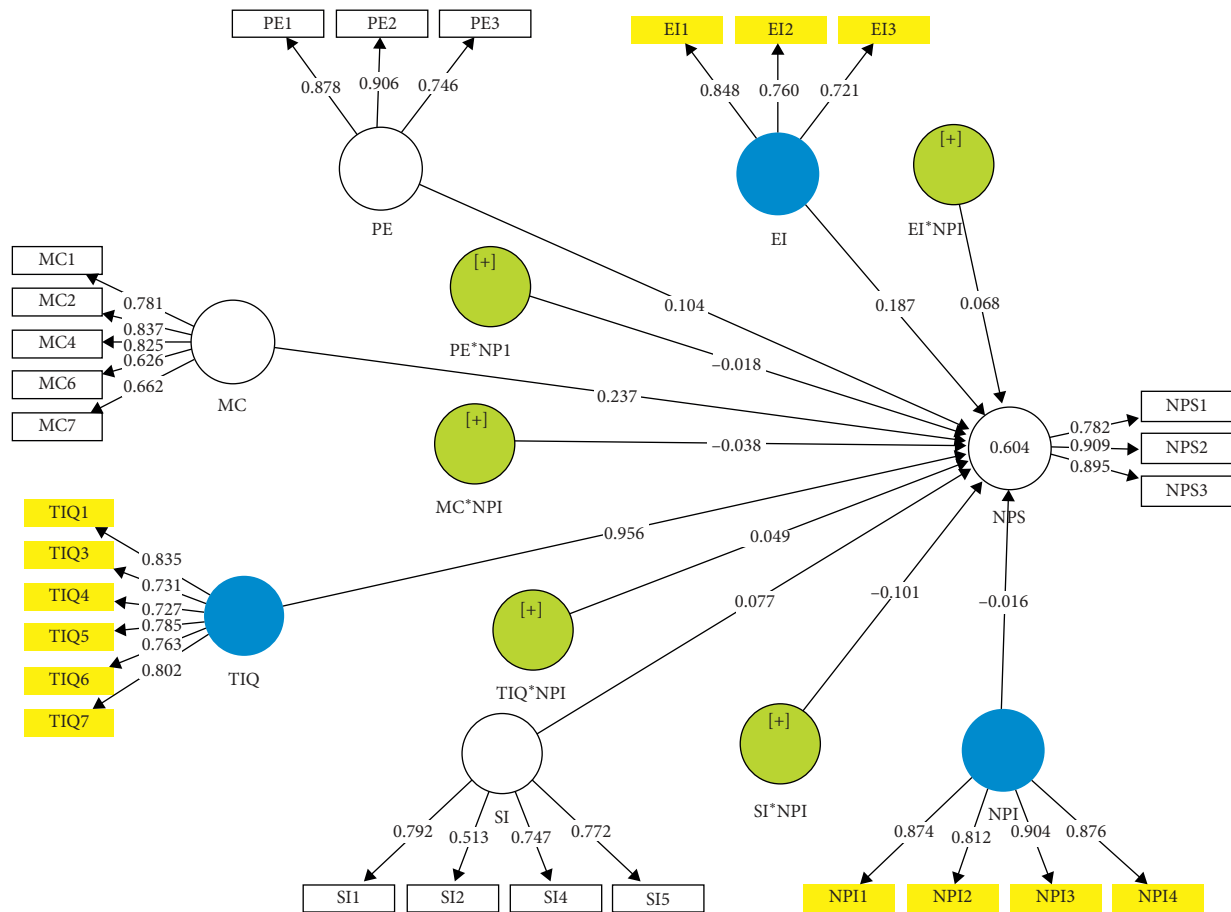


FIGURE 5: Measurement assessment model.

TABLE 4: Heterotrait-Monotrait ratio.

	EI	MC	NPI	NPS	PE	SI	TIQ
EI	■						
MC	0.545	■					
NPI	0.611	0.600	■				
NPS	0.691	0.742	0.623	■			
PE	0.659	0.658	0.838	0.731	■		
SI	0.697	0.607	0.689	0.700	0.726	■	
TIQ	0.593	0.679	0.647	0.791	0.729	0.684	■

contribution to the achievement of marketing success for the new products. These studies also examine that it is useful in creating marketing advantages for the new products as it brings about improvement in production as per the customers' emotions and desires. In addition, the results indicated that spiritual intelligence adds to the success of new products in a positive manner. The previous studies [56] also comment in this favor for they examine that the incorporation of spiritual intelligence in organizational individuals increases the market for the new products by creating confidence in the customers. Finally, the results have indicated that the innovation of new products has a considerable moderating role between nonartificial intelligence like emotional intelligence and spiritual intelligence and new

product success. The results of this study are in accordance with those of previous ones such as [57], which has also presented the significant influence of the innovation of new products on the mutual association of emotional and spiritual intelligence and new product success.

This paper has both theoretical and empirical implications. From the theoretical point of view, it has made remarkable contributions to business-related literature. Some constructs of new product success have been discussed but hardly a study has talked about the role of both the artificial intelligence and nonartificial intelligence in new product success. This study gives a theoretical framework to the business organizations for the creativity and success of new products. This paper contributes to the literature by

TABLE 5: Path analysis.

Relationships	Beta	S.D.	<i>t</i> -statistics	<i>P</i> values	L.L.	U.L.
EI → NPS	0.187	0.032	5.874	0.000	0.122	0.250
MC → NPS	0.237	0.033	7.157	0.000	0.179	0.304
PE → NPS	0.104	0.040	2.625	0.010	0.019	0.172
SI → NPS	0.077	0.032	2.402	0.018	0.015	0.137
TIQ → NPS	0.356	0.037	9.588	0.000	0.279	0.424
EI*NPI → NPS	0.068	0.024	2.799	0.006	0.019	0.106
SI*NPI → NPS	-0.101	0.032	3.134	0.002	-0.152	-0.024
MC*NPI → NPS	-0.038	0.029	1.337	0.184	-0.091	0.030
PE*NPI → NPS	-0.018	0.028	0.632	0.529	-0.078	0.038
TIQ*NPI → NPS	0.049	0.042	1.173	0.244	-0.037	0.118

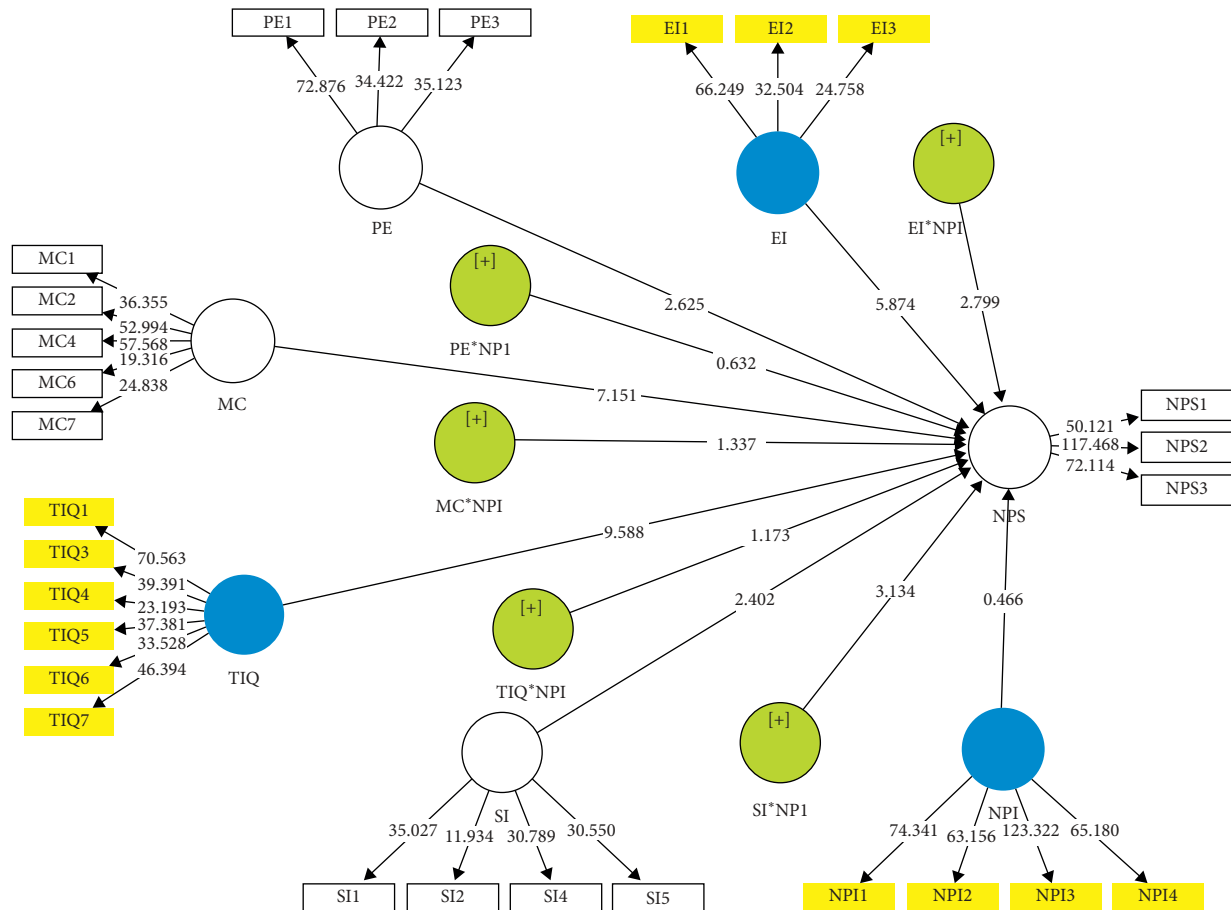


FIGURE 6: Structural assessment model.

addressing the role of the innovation of new products as a moderator between artificial intelligence and nonartificial intelligence and new product success. From the perspective of empirical implications, this study has also effectively contributed to the performance of the organizations in case of marketing new products. These findings have provided

the guidelines to the manufacturing companies and their policies developing authorities that they should be developed and implement the suitable policies regarding the adoption of artificial and nonartificial intelligence, enhancing the success of the new products, which ultimately enhances the success of the organization.

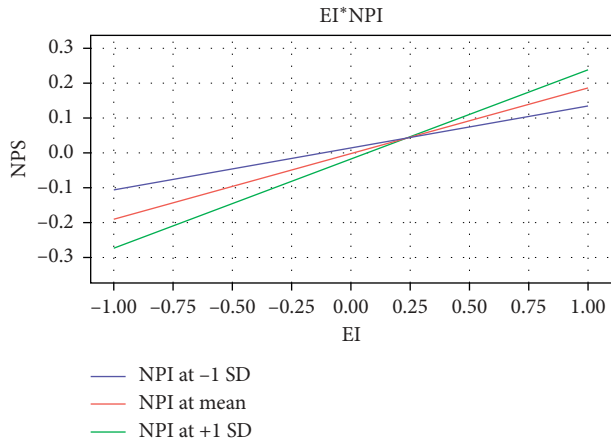


FIGURE 7: EI*NPI.

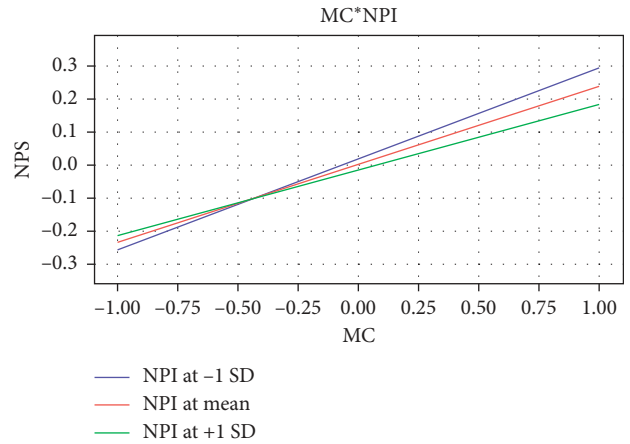


FIGURE 10: MC*NPI.

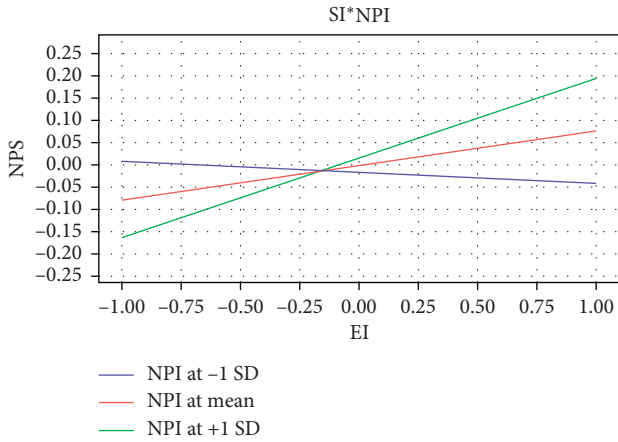


FIGURE 8: SI*NPI.

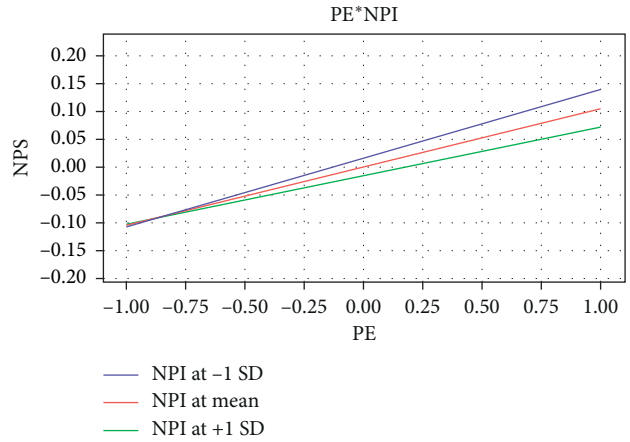


FIGURE 11: PE*NPI.

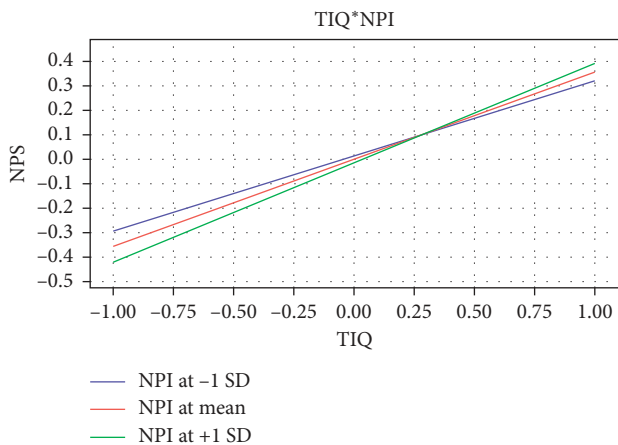


FIGURE 9: TIQ*NPI.

6. Conclusion and Limitations

With the evidential support from the manufacturing companies, this paper suggests how to incorporate artificial intelligence and nonartificial intelligence (emotional and spiritual intelligence) in organizations for the creativity and success of new products. The results conclude that the three dimensions of artificial intelligence, technical infrastructure, management capabilities, and personnel expertise, ensure competitive advantages for the new products and their success among the market rivals, because they bring about improvement in the operational, production, and marketing strategies, technology, and procedures, coping with the changing trends. The artificial intelligence brings about innovation and agility in the production on which new product success is dependent. Moreover, the results prove that the two dimensions of nonartificial intelligence, emotional intelligence and spiritual intelligence, also contribute to the success of new products. From the above discussion, it can be concluded that the individuals having emotional and

spiritual intelligence in an organization win trust of customers by satisfying their emotions and desires. In this context, spiritual intelligence is more useful as it minimizes the contaminating factors in production in other marketing procedures considering the moral sense of goodness and responsibility towards society along with the organization. According to results, the innovation in new products can be a considerable moderator between nonartificial intelligence and the success of new products as it makes their mutual relationship stronger.

Although this study has made theoretical contributions to literature and empirical contribution to the business success by addressing the influences of different dimensions of artificial and nonartificial intelligence on the success of new products, it has some limitations that must be removed by the future scholars. This study has addressed only three dimensions of artificial intelligence and only two dimensions of nonartificial intelligence in relation to the achievement of new product success. While there are still many other dimensions of artificial and nonartificial intelligence and many other factors except these that may also affect new product success, future scholars are recommended to explore the hidden factors that are too effective in this regard. Further, this paper has shown the implication of artificial and nonartificial intelligence in relation to new products only in the case of manufacturing companies in China. Hence, this paper lacks generalizability. We recommend future scholars to address the factors affecting the success of new products taking the greater area under consideration.

Data Availability

The data used to support the findings of this study are included within the article.

Conflicts of Interest

The authors declare no conflicts of interest.

Acknowledgments

This work was supported by Youth Fund for Humanities and Social Sciences Research of the Ministry of Education (Grant no. 20YJC760030).

References

- [1] J. C. F. de Guimarães, E. A. Severo, and C. R. M. de Vasconcelos, "The influence of entrepreneurial, market, knowledge management orientations on cleaner production and the sustainable competitive advantage," *Journal of Cleaner Production*, vol. 174, pp. 1653–1663, 2018.
- [2] N. Kang, C. Zhao, J. Li, and J. A. Horst, "A Hierarchical structure of key performance indicators for operation management and continuous improvement in production systems," *International Journal of Production Research*, vol. 54, no. 21, pp. 6333–6350, 2016.
- [3] C. Roriz, E. Nunes, and S. Sousa, "Application of lean production principles and tools for quality improvement of production processes in a carton company," *Procedia Manufacturing*, vol. 11, pp. 1069–1076, 2017.
- [4] H. Lu, Y. Li, M. Chen, H. Kim, and S. Serikawa, "Brain intelligence: go beyond artificial intelligence," *Mobile Networks and Applications*, vol. 23, no. 2, pp. 368–375, 2018.
- [5] Z. Allam and Z. A. Dhunny, "On big data, artificial intelligence and smart cities," *Cities*, vol. 89, pp. 80–91, 2019.
- [6] R. Rialti, G. Marzi, C. Ciappei, and D. Busso, "Big data and dynamic capabilities: a bibliometric analysis and systematic literature review," *Management Decision*, vol. 57, no. 8, pp. 2052–2068, 2019.
- [7] A. Mahmood, M. A. Arshad, A. Ahmed, S. Akhtar, and Z. Rafique, "Establishing linkages between intelligence, emotional and spiritual quotient on employees performance in government sector of Pakistan," *Mediterranean Journal of Social Sciences*, vol. 6, no. 6, p. 553, 2015.
- [8] J. A. H. Pérez, C. Geldes, M. H. Kunc, and A. Flores, "New approach to the innovation process in emerging economies: the manufacturing sector case in Chile and Peru," *Technovation*, vol. 79, pp. 35–55, 2019.
- [9] R. Vaughan, S. Laborde, and C. McConville, "The effect of athletic expertise and trait emotional intelligence on decision-making," *European Journal of Sport Science*, vol. 19, no. 2, pp. 225–233, 2019.
- [10] M. Sony and N. Mekoth, "The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance," *Journal of Retailing and Consumer Services*, vol. 30, pp. 20–32, 2016.
- [11] K. Munawar and O. Tariq, "Exploring relationship between spiritual intelligence, religiosity and life satisfaction among elderly Pakistani Muslims," *Journal of Religion and Health*, vol. 57, no. 3, pp. 781–795, 2018.
- [12] S. Santra, "The effect of technological innovation on production-based energy and CO2 emission productivity: evidence from BRICS countries," *African Journal of Science, Technology, Innovation and Development*, vol. 9, no. 5, pp. 503–512, 2017.
- [13] C. Jeenanunta, N. Rittippant, P. Chongphaisal et al., "Human resource development for technological capabilities upgrading and innovation in production networks: a case study in Thailand," *Asian Journal of Technology Innovation*, vol. 25, no. 2, pp. 330–344, 2017.
- [14] A. Xia, J. Cheng, and J. D. Murphy, "Innovation in biological production and upgrading of methane and hydrogen for use as gaseous transport biofuel," *Biotechnology Advances*, vol. 34, no. 5, pp. 451–472, 2016.
- [15] B. Aquilani, C. Silvestri, A. Ruggieri, and C. Gatti, "A systematic literature review on total quality management critical success factors and the identification of new avenues of research," *The TQM Journal*, vol. 29, no. 1, pp. 184–213, 2017.
- [16] R. Eidizadeh, R. Salehzadeh, and A. Chitsaz Esfahani, "Analysing the role of business intelligence, knowledge sharing and organisational innovation on gaining competitive advantage," *Journal of Workplace Learning*, vol. 29, no. 4, pp. 250–267, 2017.
- [17] B. Klievink, N. Bharosa, and Y.-H. Tan, "The collaborative realization of public values and business goals: governance and infrastructure of public-private information platforms," *Government Information Quarterly*, vol. 33, no. 1, pp. 67–79, 2016.
- [18] A. H. Sodhro, Z. Luo, G. H. Sodhro, M. Muzamal, J. J. P. C. Rodrigues, and V. H. C. de Albuquerque, "Artificial Intelligence based QoS optimization for multimedia communication in IoV systems," *Future Generation Computer Systems*, vol. 95, pp. 667–680, 2019.

- [19] C. Park, M. M. Khater, A.-H. Abdel-Aty et al., “Dynamical analysis of the nonlinear complex fractional emerging telecommunication model with higher-order dispersive cubic–quintic,” *Alexandria Engineering Journal*, vol. 59, no. 3, pp. 1425–1433, 2020.
- [20] F. Zhong, J. Xing, X. Li et al., “Artificial intelligence in drug design,” *Science China Life Sciences*, vol. 61, no. 10, pp. 1191–1204, 2018.
- [21] A. Nawaz, A. Waqar, S. Shah, M. Sajid, and M. Khalid, “An innovative framework for risk management in construction projects in developing countries: evidence from Pakistan,” *Risks*, vol. 7, no. 1, p. 24, 2019.
- [22] Z. Wang and R. S. Srinivasan, “A review of artificial intelligence based building energy use prediction: contrasting the capabilities of single and ensemble prediction models,” *Renewable and Sustainable Energy Reviews*, vol. 75, pp. 796–808, 2017.
- [23] M. Mohamud and D. Sarpong, “Dynamic capabilities: towards an organizing framework,” *Journal of Strategy and Management*, vol. 9, no. 4, pp. 511–526, 2016.
- [24] A. Nawaz, X. Su, S. Iqbal et al., “Validating a phenomenological mathematical model for public health and safety interventions influencing the evolutionary stages of recent outbreak for long-term and short-term domains in Pakistan,” *Complexity*, vol. 2020, Article ID 88, 9 pages, 2020.
- [25] R. Torres, A. Sidorova, and M. C. Jones, “Enabling firm performance through business intelligence and analytics: a dynamic capabilities perspective,” *Information & Management*, vol. 55, no. 7, pp. 822–839, 2018.
- [26] V. G. Zakirova and S. G. Gilmiyarova, “The problem of developing professional expertise of vocational college students,” *International Journal of Environmental and Science Education*, vol. 11, no. 8, pp. 1807–1819, 2016.
- [27] X. Guan and S. Frenkel, “How perceptions of training impact employee performance,” *Personnel Review*, vol. 48, no. 1, pp. 163–183, 2019.
- [28] W. Hao, S. M. A. Shah, A. Nawaz, M. Q. Barkat, and A. Souhail, “COVID-19 epidemic spread and the impact on public health & safety policy: an analysis of the adoption of preventive measures and effective management: evidence from Pakistan,” *Revista Argentina de Clínica Psicológica*, vol. 29, no. 4, pp. 722–736, 2020.
- [29] P. Rashid and T. R. J. Gianduzzo, “Urology technical and non-technical skills development: the emerging role of simulation,” *BJU International*, vol. 117, pp. 9–16, 2016.
- [30] S. M. Ahn and K. Kim, “The influence of career decision-making self-efficacy, problem solving ability and job-seeking stress on nursing students’ career maturity,” *Journal of the Korea Academia-Industrial Cooperation Society*, vol. 19, no. 1, pp. 555–565, 2018.
- [31] J. E. Ettl, C. Tucci, and P. T. Gianiodis, “Trust, integrated information technology and new product success,” *European Journal of Innovation Management*, vol. 20, no. 3, pp. 406–427, 2017.
- [32] W. Hao, S. M. A. Shah, A. Nawaz, M. A. Nawaz, and S. M. Noman, “The impact of CPEC on infrastructure development, A-double mediating role of project success factors & project management,” *Revista Argentina de Clínica Psicológica*, vol. 29, no. 4, pp. 737–750, 2020.
- [33] V. M. Story, C. Raddats, J. Burton, J. Zolkiewski, and T. Baines, “Capabilities for advanced services: a multi-actor perspective,” *Industrial Marketing Management*, vol. 60, pp. 54–68, 2017.
- [34] N. Sánchez-Álvarez, N. Extremera, and P. Fernández-Berrocá, “The relation between emotional intelligence and subjective well-being: a meta-analytic investigation,” *The Journal of Positive Psychology*, vol. 11, no. 3, pp. 276–285, 2016.
- [35] M. Mohamad and J. Jais, “Emotional intelligence and job performance: a study among Malaysian teachers,” *Procedia Economics and Finance*, vol. 35, pp. 674–682, 2016.
- [36] T. Morgan, M. Obal, and S. Anokhin, “Customer participation and new product performance: towards the understanding of the mechanisms and key contingencies,” *Research Policy*, vol. 47, no. 2, pp. 498–510, 2018.
- [37] A. Nawaz, X. Su, Q. M. U. Din, M. I. Khalid, M. Bilal, and S. A. R. Shah, “Identification of the H&S (health and safety factors) involved in infrastructure projects in developing countries—a sequential mixed method approach of OLMT-project,” *International Journal of Environmental Research and Public Health*, vol. 17, no. 2, p. 635, 2020.
- [38] L. Ali, A. Nawaz, Y. Bai et al., “Numerical simulations of GFRP-reinforced columns having polypropylene and polyvinyl alcohol fibers,” *Complexity*, vol. 2020, Article ID 8841, 14 pages, 2020.
- [39] S. D. Ramachandaran, S. E. Krauss, A. Hamzah, and K. Idris, “Effectiveness of the use of spiritual intelligence in women academic leadership practice,” *International Journal of Educational Management*, vol. 31, no. 2, pp. 160–178, 2017.
- [40] W. Hao, S. M. A. Shah, A. Nawaz et al., “The impact of energy cooperation and the role of the one belt and road initiative in revolutionizing the geopolitics of energy among regional economic powers: an analysis of infrastructure development and project management,” *Complexity*, vol. 2020, Article ID 8820021, 16 pages, 2020.
- [41] A. Mahmood, M. A. Arshad, A. Ahmed, S. Akhtar, and S. Khan, “Spiritual intelligence research within human resource development: a thematic review,” *Management Research Review*, vol. 41, no. 8, pp. 987–1006, 2018.
- [42] P. S. Srivastava, “Spiritual intelligence: an overview,” *International Journal of Multidisciplinary Research and Development*, vol. 3, no. 3, pp. 224–227, 2016.
- [43] J. F. Hair, C. M. Ringle, and M. Sarstedt, “PLS-SEM: indeed a silver bullet,” *Journal of Marketing Theory and Practice*, vol. 19, no. 2, pp. 139–152, 2011.
- [44] H. Mao, S. Liu, J. Zhang, and Z. Deng, “Information technology resource, knowledge management capability, and competitive advantage: the moderating role of resource commitment,” *International Journal of Information Management*, vol. 36, no. 6, pp. 1062–1074, 2016.
- [45] F. Rengkung, M. Rahayu, and A. S. Hussein, “The effect of functional quality and technical quality to the student satisfaction and word of mouth: direct and indirect effect (study to the faculty of economy and business state university of Gorontalo),” *Imperial Journal of Interdisciplinary Research (IJIR)*, vol. 3, no. 2, pp. 1175–1191, 2017.
- [46] R. Bhagat and S. Sambargi, “Evaluation of personal innovativeness and perceived expertise on digital marketing adoption by women entrepreneurs of micro and small enterprises,” *International Journal of Research and Analytical Reviews (IJRAR)*, vol. 6, no. 1, pp. 338–351, 2019.
- [47] R. Maqbool, Y. Sudong, N. Manzoor, and Y. Rashid, “The impact of emotional intelligence, project managers’ competencies, and transformational leadership on project success: an empirical perspective,” *Project Management Journal*, vol. 48, no. 3, pp. 58–75, 2017.

- [48] S. H. Marghzar and A. Marzban, "The relationship between spiritual intelligence and efficacy among Iranian EFL teachers," *Theory and Practice in Language Studies*, vol. 8, no. 1, pp. 67–73, 2018.
- [49] Y. Truong, R. R. Klink, G. Simmons, A. Grinstein, and M. Palmer, "Branding strategies for high-technology products: the effects of consumer and product innovativeness," *Journal of Business Research*, vol. 70, pp. 85–91, 2017.
- [50] S. C. Thornton, S. C. Henneberg, A. Leischnig, and P. Naudé, "It's in the mix: how firms configure resource mobilization for new product success," *Journal of Product Innovation Management*, vol. 36, no. 4, pp. 513–531, 2019.
- [51] L. J. Gutierrez-Gutierrez, V. Barrales-Molina, and H. Kaynak, "The role of human resource-related quality management practices in new product development," *International Journal of Operations & Production Management*, vol. 38, no. 1, pp. 43–66, 2018.
- [52] S. Najafi-Tavani, H. Sharifi, and Z. Najafi-Tavani, "Market orientation, marketing capability, and new product performance: the moderating role of absorptive capacity," *Journal of Business Research*, vol. 69, no. 11, pp. 5059–5064, 2016.
- [53] J. Mu, "Marketing capability, organizational adaptation and new product development performance," *Industrial Marketing Management*, vol. 49, pp. 151–166, 2015.
- [54] T. Davenport, A. Guha, D. Grewal, and T. Bressgott, "How artificial intelligence will change the future of marketing," *Journal of the Academy of Marketing Science*, vol. 48, no. 1, pp. 24–42, 2020.
- [55] M. Darvishmotevali, L. Altinay, and G. De Vita, "Emotional intelligence and creative performance: looking through the lens of environmental uncertainty and cultural intelligence," *International Journal of Hospitality Management*, vol. 73, pp. 44–54, 2018.
- [56] P. H. Krisnanda and I. B. K. Surya, "Effect of emotional and spiritual intelligence on transformational leadership and impact on employee performance," *International Research Journal of Management, IT and Social Sciences*, vol. 6, no. 3, pp. 70–82, 2019.
- [57] W. M. Lim, P.-L. Teh, and P. K. Ahmed, "How do consumers react to new product brands?" *Marketing Intelligence & Planning*, vol. 38, no. 3, pp. 369–385, 2019.