INVESTIGATING THE IMPACT OF ORIENTATION TO PROCESS INNOVATION AND BEHAVIORAL INNOVATION ON IMPROVING THE PERFORMANCE OF SERVICE ORGANIZATIONS (CASE STUDY: TEJARAT BANKS OF BUSHEHR PROVINCE)

Masoud Fatemi[1]

Article History: **Received: 12.07.2023** **Revised: 01.08.2023** **Accepted: 11.09.2023**

Abstract

Aim: Innovation is not only a process in today's business environment, but it is a set of innovative components that include sustainable environmental needs, production process needs, industry and market changes, and demographic composition. Several surveys conducted in recent years suggest that the significance of innovation in the business model is increasing. This study investigates the effect of the orientation to process and behavioral innovation on improving the performance of service organizations.

Methodology: The present study is descriptive-analytical in terms of method and applied in terms of aim. It is also a survey type in terms of the data collection method. A standard questionnaire was used to collect information. Then, descriptive and inferential statistics and partial least squares (PLS) methods, and structural equation modeling were used in Smart-PLS software.

Results: The results revealed that the orientation to process innovation affects organizational performance. Also, the orientation to behavioral innovation significantly affects organizational performance.

Conclusion: The study and analysis of the characteristics and indicators of the present study suggest that the orientation to innovation in organizations is one of the issues leading to the growth and development of information and communication technology, the expansion and complexity of organizations, gaining market share, and competitive advantage.

Keywords: Process innovation, Behavioral innovation, Organization performance, Tejarat banks

[1]Master of industrial management , productivity and quality orientation
Fouladshahr university , isfahan , iran

Doi: 10.31838/ecb/2023.12.3.207

Introduction

Nowadays, innovation is considered one of the primary advantages for the survival of companies due to the complexity of the competition. The emergence of knowledge innovation enables organizations to gain a competitive advantage compared to their competitors. It also provides a useful tool for improving organizational performance. In other words, organizational managers and policymakers have realized that successful innovation is a knowledge-oriented one (Dehghan Najm, 2009, p. 49). Schompeter, the father of the theory of innovation, viewed innovation as the production of a new product. However, it has become a very broad and complex concept (Shafizadeh, 2007, p. 225). Innovation is defined as adopting tools, systems, policies, programs, and products/services that are purchased domestically or produced and are new to the organization. Robbins considers innovation a process of obtaining a creative idea and turning it into new products, services, and methods of operation (Shahnazi et al., 2007, p. 50).

Innovation is a part of technological change. Technological change is the production of products with services and using methods and inputs that are new for the organization. The significant point in this definition is that the first user of this product, method, etc. is new and innovative, and the next users are imitators. Innovation is the application of new ideas resulting from creativity. It can be a new product, service, or new solution for performing work (Soltani, 2010, p. 32). Innovation is nowadays very significant for organizations that want to survive. Without initiative and creativity, organizations fail in today's advanced world. Thus, efforts should be made to innovate and take advantage of scientific and technical achievements for the management of organizations. Additionally, the way for innovation and presentation of suitable plans in these organizations should be paved. We should increase the capability of people to innovate to create an environment for promoting innovation. Capabilities are potential opportunities that can be acquired by guiding them properly (Talebi, 2014). Innovative capability is effective in creating and providing innovation (Taleghani, 2011). Innovation capability is not a simple concept. It has been identified as many aspects of management, leadership, various technical aspects, and the allocation of strategic resources, market knowledge, and organizational incentives (Tabatabaian, 2005).

The missions and strategies of Tejarat Bank, one of the largest active banks in Iran's banking network, which plays a key role in the growth and promotion of the national economy, should be reviewed due to the changes in the ownership structure. Accordingly, intelligent analysis of market conditions, identification, and entry into attractive businesses related to banking and financial products and services have been selected as the continuous approach of the bank to meet the needs of customers and ensure the interests of all stakeholders. Striving for customer orientation, ensuring the sustainable interests of shareholders and investors through obtaining appropriate returns, becoming one of the largest banks listed in the Stock Exchange in terms of capital, striving to fulfill social responsibilities, gaining a superior position among banking system activists, the increasing trust of people in the bank as a protector of the interests of depositors and a provider of financial resources for the country's economic cycle, and gaining the title of the "best bank" in terms of continuous improvement in productivity-increasing processes indicate the bank's movement toward making fundamental changes. Accordingly, the present study investigates the effect of the orientation to process and behavioral innovation on improving the performance of service organizations in Tejarat banks of Bushehr province.

Entrepreneurship

Entrepreneurship includes the activities of organizational creativity, renewal, or innovation inside or outside the existing organization (Sharma & Chrisman, 1999). It has been recognized as a driver of growth, innovation, and especially new job creation. It is the process of creating a business organization that provides goods and services, creates jobs, and contributes to national income and economic development. Entrepreneurship is considered an innovation, creativity, creation of new organizations or activities, or as a kind of novelty and emergence (Aktan, 2008). An entrepreneur stays in the organization. He is responsible for doing innovative work. An entrepreneur can visualize and think of ways to connect profit with the realization of ideas instead of being an inventor or innovator. He is generally an active and pragmatic person (Certo, 2009: p. 179).

These definitions suggest that entrepreneurship is a step beyond innovation and invention. It links

the ideas to the business environment and commercialization. Bilik, Prka, and Vidovic (2011) argue that entrepreneurship is a fundamental transformation process, a transformation from the idea of innovation to business creation, and a transformation from business creation to value production (Chang, 2006: p. 16). In this regard, the theory of knowledge spillover in entrepreneurship suggests that the commercialization of knowledge through entrepreneurship occurs when scientists are aware of the benefits of its commercialization. Second, they are aware of the commercial value of new knowledge. Third, people invest in organizations that have resources and market knowledge (Goyal, 2007: p. 41).

Organizational entrepreneurs do not easily overlook the problems they see in the organization. They look for a solution to the problems. They always develop new plans and ideas and are never satisfied with their current performance. They are idealistic and capable of transforming thoughts and ideas into a profitable reality. Finally, organizational entrepreneurs bring fundamental change by creating innovation in the organization. They are always the pioneers in developing new products and services. They usually undertake the innovation process from the formation of the primary idea to the creation of a new product or service or a modification in the production structure. They are supervisors or executives in the entire process (Arafah, 2018, p. 25).

Innovation

Innovation is one of the most significant concepts in the field of entrepreneurship and strategic management. It ensures the organization's existence in today's competitive environment. Concerning the significance of innovation, it can be stated that all human progress is due to innovation and the discovery of new ways to do work. It opens a horizon to new opportunities and ensures a sustainable competitive advantage. Organizations are nowadays forced to be creative and innovative to act based on the contingency theory in the environment. Thus, organization and management should provide the conditions for creating innovative and non-imitation changes through approaches such as involving people, delegating authority, helping organizational learning, etc. If we want to add another function to the functions of management, that function will be innovation (Balan, 2010: 65). Innovation is a company's desire to support new ideas, innovation and creativity, and processes resulting in new technological processes, products, and services (Lumpkin, 2001).

Innovation reflects the company's desire for new ideas and creative processes (Mitchell et al., 2002), which includes an interest in ideas, new experiences, and creative processes, which may lead to the development and creation of new products, services, or technologies (Morris, 2011). Purposeful and systematic innovation starts from the analysis of opportunities. This analysis begins by thinking about what are called sources of innovative opportunities. They have different degrees of importance at different times and in different areas. Innovation is both conceptual and perceptual.

One of the requirements of innovation is to go out and look, ask, and listen (Phan, 2009: 182). To be effective, it should be simple and focused. It should only do one thing; otherwise, it will result in disturbance. If it is not simple, it will not work well. every complex new thing will lead to problems that cannot be resolved. All effective innovations are extraordinarily simple (Salim, 2012: 183).

Innovation measurement was often organized by government agencies, statistical offices, or scientific and academic institutions until recently to meet their needs. Thus, the obtained results were conflicting in terms of importance and were not easily comparable. Therefore, to measure innovation uniformly in different countries, the Organization for Economic Cooperation and Development (1992) published the first edition of the Oslo Guideline. They showed that the guideline can collect good information about the complex and fragmented process of innovation. In this guideline, definitions, working rules, suggestions, and recommendations are presented for national and international measurements to evaluate different aspects of the innovation process (especially regarding the product and process innovations and the impact of innovation on the performance of companies) and costs of innovative activities (Sarkar, 2008, p. 170).

Innovation can be defined as the production, development, and identification of new ideas in a job, group, and organization and are used to take advantage of the performance of individuals, groups, and organizations. Based on this definition, people in groups perform innovative activities to benefit from an innovative change. Innovation has a significant impact on the long-term efficiency and survival of organizations. Creative and constructive ideas form the basis of

innovation (Tang, 2010: pp. 315-332).

Table 1: Summary of the conducted studies

Row	Year	Authors' name	Title of study	Results
1	2019	Haddadian et al.	Investigating the mediating role of readiness to serve in the effect of innovation, risk-taking, and pioneering on performance in public banks	The dimensions of entrepreneurial orientation through readiness for service positively and significantly affect performance. Also, the mediating role of readiness for service was confirmed.
2	2007	Heydari et al.	The national innovation system as a framework for innovation analysis; Theoretical approach	When there is an absorptive capacity, only cooperation with research organizations and competitors positively will affect the product innovation capability. Regarding process innovation capability, cooperation with research organizations and suppliers were two very significant factors.
3	2017	Akbari et al.	The effect of organizational readiness for organizational entrepreneurship on financial performance and innovation performance of organizations: the mediating role of entrepreneurial orientation	Organization's readiness for organizational entrepreneurship positively and significantly affects financial performance and innovation performance. Also, the variable of entrepreneurial orientation positively and significantly affects innovation and financial performance. The effect of entrepreneurial orientation was confirmed in the relationship between organizational readiness for organizational entrepreneurship and innovation and financial performance.
4	2017	Akbari et al.	The effects of network structure, knowledge storage, and absorptive capacity on the innovative performance of knowledge-based companies	Network structure, knowledge storage, and absorptive capacity are effective in innovative performance. Also, absorptive capacity plays a mediating role in the relationship between knowledge storage, innovative performance, network structure, and innovative performance. Also, absorption capacity has the largest contribution, and network structure has the least contribution in the research model in explaining the innovative performance.

1	2020	Arafeh et al.	Antecedents and consequences of entrepreneurial strategic orientation in a small business unit in Jakarta	(1) The readiness of information communication technology positively and significantly affects the strategic direction of entrepreneurship. (2) Knowledge management positively and significantly affects the strategic direction of entrepreneurship. (3) The readiness of communication technology and knowledge management positively and significantly affects the strategic direction of entrepreneurship. (4) The readiness of information communication technology positively and significantly affects the performance of the company
2	2016	Caseiro et al.	The impact of innovation activities on organizational performance in the hotel business	Organizational entrepreneurship leads to innovation and consequently affects performance.
3	2010	Crosson	The impact of organizational entrepreneurship on the financial performance of companies: Evidence from the Kenyan banking industry	There is a positive relationship between the level of company entrepreneurship and the financial performance of a company. Innovation, risk-taking, pioneering, competitive aggressiveness, and independence positively affect the financial performance of companies.
4	2008	Green	How does entrepreneurship affect company performance?	In their study, they emphasized the significance of the effect of the organization's readiness for entrepreneurship on entrepreneurial orientation and stated that there is a positive and meaningful relationship between them

Methodology

The present study is descriptive-analytical in terms of method and applied in terms of aim Also, it is a survey type in terms of the data collection method. Based on the definitions of the statistical population, a purposeful sampling method was used in this study. In this regard, the researcher selected 158 Tejarat banks of Bushehr province purposefully. The standard orientation to innovation questionnaire was used in this study. It has 14 items and the three dimensions of behavioral innovation (items 1 to 4), process innovation (items 5 to 10), and organizational performance with 15 items. Content validity was used to examine its validity. The content validity depends on the judgment of the reviewers. For this purpose, the content validity index (CVR) was used. Based on the results, the value of the standardized Cronbach's alpha values for orientation to innovation and organizational performance are 0.82 and 0.95, respectively, indicating that the items have a level of reliability. In other words, it has an acceptable internal consistency to measure the study subject.

Results

The results revealed that the highest frequency of people in terms of gender was related to males with 119 people (75.3%), while 39 people

(24.7%) were female. In terms of the level of education, the highest frequency belonged to a bachelor's degree, as 97 people (61.39%) had a bachelor's degree. The lowest frequency was related to the Ph.D. degree, as 4 people (2.55%) had a Ph.D. degree. In terms of organizational position, the highest frequency of people belonged to deputies, as 66 people (42%) were deputies. In terms of age, the highest frequency belonged to the age group over 50 years old, as 57 people (36%) were over 50 years old. In terms of employment history, the highest frequency belonged to 10 to 15 years, as 65 people (41%) had an employment history of 10 to 15 years. Descriptive statistics of the research variables, including their mean and standard deviation, are presented to know the response status of the respondents to the questionnaire items related to each of the research variables (Table 2).

Table 2- Descriptive study of independent and mediating variables of the study

Variables	n	Mean	Median	Mode	SD	Min	Max
orientation to process innovation	158	2.88	3.00	3.00	0.90	1.00	5.00
orientation to behavioral innovation	158	3.32	3.33	3.83	0.76	1.00	5.00
Organizational performance	158	3.05	3.05	2.95	0.58	1.05	4.89

As seen, the orientation to process innovation variable has a mean of 2.88, a median of 3, a mode of 3, a standard deviation of 0.90, a minimum of 1, and a maximum of 5. The variable of orientation to behavioral innovation has a mean of 3.32, a median of 3.33, a mode of 3.83, a standard deviation of 0.76, a minimum of 1, and a maximum of 5. Organization performance variable has a mean of 3.05, a median of 3.05, a mode of 2.95, a standard deviation of 0.58, a minimum of 1.05, and a maximum of 4.89.

Investigations revealed that all research variables are non-normal, except the orientation to process innovation. Thus, we can use a non-parametric test to test these variables.

Table 3- Convergent validity and composite reliability in the fit of measurement models

Research variables	Average variance extracted)AVE(	Composite reliability CR >7.0	Cronbach's alpha reliability coefficient
orientation to process innovation	0.60	0.81	0.66
orientation to behavioral innovation	0.46	0.81	0.71
Organizational performance	0.59	0.88	0.83

As seen in Table 3, the model is at a good level in terms of the three criteria mentioned above since its average variance extracted is more than 0.4, its composite reliability coefficient is more than 0.7, and its Cronbach's alpha reliability coefficient is more than 0.6. Divergent validity is the third criterion used to investigate the fit of measurement models. It covers two issues: a) comparing the correlation between the indicators of a construct with that construct versus the correlation of those indicators with other

constructs and b) comparing the correlation between a construct with its indicators versus the correlation of that construct with other constructs (Abbasi, 2010). Divergent validity is measured by comparing the squared average variance extracted (AVE) with the correlation between measured latent variables and each of the reflective constructs. The squared AVE should be greater than the correlation of that construct with other constructs in the model. The results of examining the divergent validity by comparing the correlation of a construct with its indicators versus the correlation of those indicators with other constructs (Fornell and Larcker method) are shown in Table 4. It shows the confirmation of the divergent validity of the second method. The primary diameter of this matrix contains the squared AVE values of the research constructs. If the squared AVE of each construct is higher than the correlation of that construct with other constructs, it will have divergent validity according to Fornell and Larcker.

Table 4- Correlation matrix and divergent validity check according to Fornell and Larker (1981)

	orientation to process innovation	orientation to behavioral innovation	Organizational performance
orientation to process innovation	0.774		
orientation to behavioral innovation	0.539	0.681	
Organizational performance	0.465	0.371	0.766

Based on Table 4, the values listed in the primary diameter are more than the values below them, and it is true for all research constructs, indicating the confirmation of divergent validity. Based on the output of Smart PLS software in the above tables, the measurement models have appropriate validity (convergent and divergent) and reliability (factor loading, composite reliability coefficient, and Cronbach's alpha coefficient).

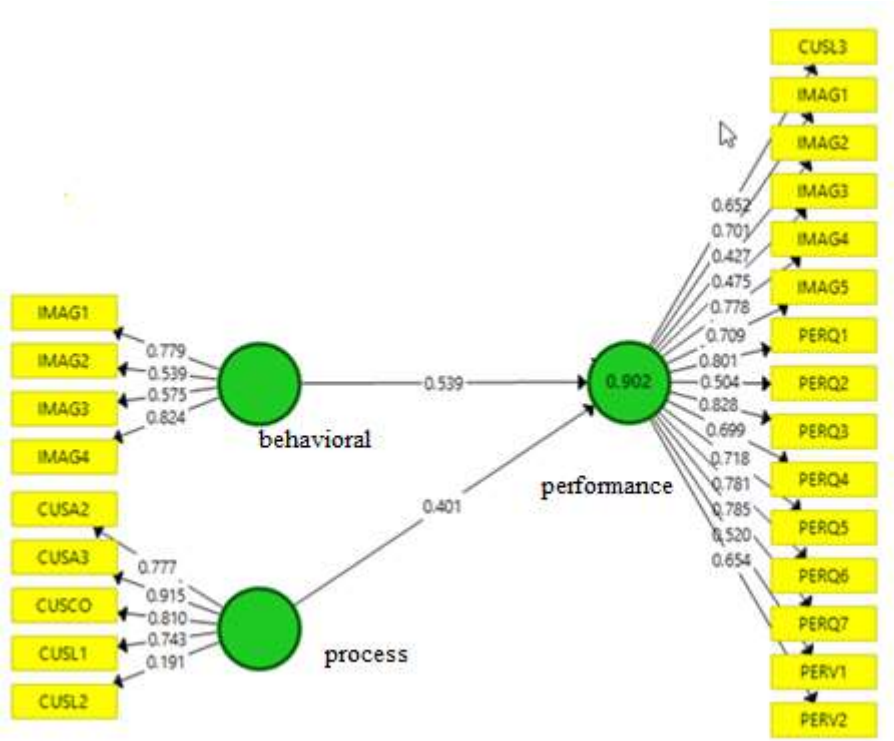

Figure 1- Research model in the state of standard coefficients

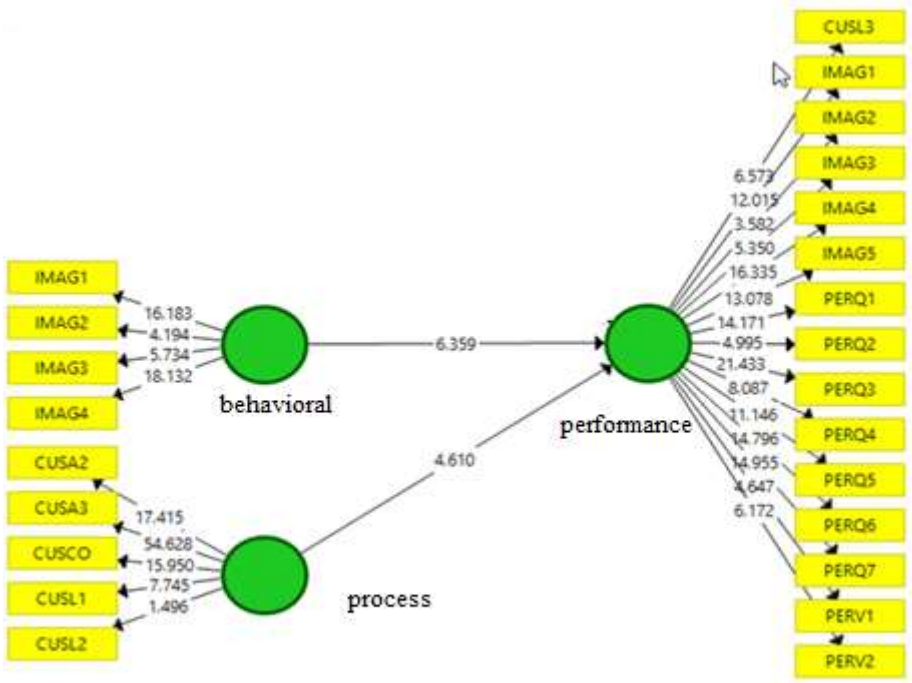

Figure 2- Research model in the state of significant coefficients

The fit of the structural model using t coefficients is such that these coefficients should be higher than 1.96 or their equivalent p-value should be less than 0.05 to confirm the relationship between the variables at the 95% confidence level. As shown in Figure 2, all the paths between the variables have t-values greater than 1.96, indicating the confirmation of the relationship between the variables. Thus, the research hypotheses are confirmed at the 95% confidence level. Tables 5 and 6 show the path coefficients and significant numbers related to the relationships of the latent variables of the model.

Table 5. Direct path coefficients of the variables of the research

Path between the relationships	Path coefficient
Orientation to process innovation <- performance	0.322
Orientation to behavioral innovation <- performance	0.636

Table 6- Significant numbers of the direct paths of the research variables

Path between the variables	t-values	p-value	Result
Orientation to process innovation <- performance	4.559	0.0009	Significant
Orientation to behavioral innovation <- performance	13.954	0.0009	Significant

The t-statistic (t-value) shows the significance of the effect of the variables. If the t-value is greater than 1.96 or its equivalent p-value is less than 0.05, the effect will be significant. Also, if the path coefficients are above 0.6, there will be a strong relationship between the two variables. If it is between 0.3 and 0.6, there will be a moderate relationship, and if it is below 0.3, there will be a weak relationship (Chin, 2003). The data obtained from the field study was implemented in SMART-PLS software and the results of the hypotheses were obtained based on Tables 7 and 8.

Table 7- Path coefficient and significance coefficient

Path between variables	Path coefficients	t-value	p-value	Result
Orientation to process innovation <-performance	0.066	4.726	0.006	Significant

The results of Table 7 show that the path coefficient is 0.066, the t-statistic is 4.726, and the p-value is less than 0.05. It means that at the 95% confidence level, the orientation to process innovation significantly affects the performance of service organizations.

Table 8. Path coefficient and significance coefficient

Path between variables	Path coefficients	t-value	p-value	Result
Orientation to behavioral innovation <- performance	0.332	5.186	0.0009	Significant

The results of Table 8 show that the path coefficient is 0.0332, the t-statistic is 5.186, and the p-value is less than 0.05. It means that at the 95% confidence level, the orientation to behavioral innovation significantly affects the performance of service organizations

Conclusion

The present study investigates the effect of the orientation to process and behavioral innovations on improving the performance of service organizations. The results revealed that the orientation to process innovation affects organizational performance and it is statistically significant and confirmed. Its path coefficient is 0.066, the t-statistic value is 4.726, and the p-value is less than 0.05. It means that at the 95% confidence level, the orientation to process innovation significantly affects the performance of service organizations. Also, orientation to process innovation significantly affects organizational performance. Its path coefficient is 0.332, its t-statistic value is 5.186, and the p-value is less than 0.05. It means that at the 95% confidence level, the orientation to behavioral innovation significantly affects the performance of service organizations.

The results of the present study which showed the significant and positive effect of the entrepreneurial orientation of organizations on performance are in line with the results of the study by Elwani and Abdollahpour (2017), which examined the role of social capital in entrepreneurship and finally presented a model regarding the relationship between social capital and entrepreneurship. However, the result of the present study, which shows a positive and significant relationship between entrepreneurial orientation and performance, is inconsistent with the results of a study by Shokri (2009), which investigated the relationship between social capital and organizational entrepreneurship in Tehran's Eghtesad-e Novin Bank and showed a high correlation between the dimension of cognitive capital and entrepreneurship.

The result of the present study showed that social capital through dynamic capabilities has a positive and significant relationship with entrepreneurial orientation. In this regard, these

results are in line with those of a study by Rabiei and Sadeghzadeh (2013), which investigated the effect of social capital on entrepreneurship in 34 active small and medium-sized companies in the form of quick-impact enterprises and showed a positive and significant relationship between social capital dimensions and entrepreneurship. The results of the present study suggest that social capital through dynamic capabilities has a positive and significant relationship with entrepreneurial orientation and these results are in line with the results of a study conducted by Bashiri. (2013) showed a positive and significant relationship between organizational entrepreneurship and social capital in private and public banks in Gilan province. The result of the present study showed the effect of social capital on entrepreneurial orientation with the mediating role of dynamic capabilities and they are consistent with the results of studies by Toghraei and Rezvani (2012) since showed the significant role of social capital and its dimensions in entrepreneurial marketing activities, so social capital significantly and positively affected the 7 elements of entrepreneurship marketing.

The results of the present study, which showed the effect of social capital on entrepreneurial orientation through the mediating role of dynamic capabilities, are consistent with the results of a study by Karimi (2016), which showed that all dimensions of dynamic capabilities positively affect the competitive advantages, which are signs of entrepreneurial orientation. The present study showed that the dimension of structural capital and social capital directly and the dimensions of cognitive capital, relational capital, structural capital, and social capital indirectly through dynamic capabilities positively and significantly affect entrepreneurial orientation. These results are in line with those of a study by Dehghanan et al. (2014), which showed dynamic capabilities significantly affect the promoting product innovation capability. The results of the present study showed that the dimension of structural capital and social capital directly and the dimensions of cognitive capital, relational capital, structural capital, and social capital indirectly through the mediating role of dynamic capabilities positively and significantly affect entrepreneurial orientation. These results are in line with those of a study by Kheirandish and Jamshidi (2016), which showed social capital and its dimensions positively and significantly affect the creativity of employees. The results of the present study are in line with the results of the study by Abbaszadeh et al. (2015), which showed a positive and significant relationship between social capital and its dimensions and the entrepreneurial potential of Tabriz University students.

Given the results of the study, it is recommended that dynamic capabilities should be identified by managers and experts to be applied and implemented, and necessary measures should be taken to strengthen them among the employees. Also, the managers should support the entrepreneurial orientation and entrepreneurial actions of the employees, otherwise, entrepreneurship will weaken or lead to failure, and the entrepreneurial employees will leave the organization. Organizations should identify and strengthen what is valuable for clients about our product or service (such as quality, innovation, etc.). The present study was limiting the statistical population of the Bushehr Tejarat Bank branches. Thus, to increase the generalizability of the results, it is necessary to conduct such studies in other banks. The results of such studies and their comparison with each other can lead us to know more about the status of the studied variables at the level of industrial towns.

References

Alwani, SM (2007), "Public administration", third edition, Tehran, Ney Publishing.

Bashiri, MS, Fadaei, M, Falah Bagheri, E (2012), Examining the relationship between organizational entrepreneurship and social capital (a case study in private and public banks in Gilan province), The second student entrepreneurship conference of the country, Shahid University, Tehran.

Kheirandish, M, and Jamshidi, H (2016), "The effect of social capital on organizational entrepreneurship with the mediation of job motivation", Social Capital Management Quarterly, Volume 3, Issue 1, Spring 2016, pp. 43-68.

Dehghanan, H, and Harandi, A (2014), "Investigating the effect of social capital on innovative performance: emphasizing the mediating role of knowledge transfer (a case study of Iranian knowledge-based companies active in the field of information technology)", Innovation Management, Volume 3, Issue 1, Spring 2014, pp. 1-22.

Rabiei, A and, Sarabi, S (2013), Investigating the

impact of social capital and its dimensions on women's entrepreneurship (case study; Association of Women Entrepreneur Managers), Socio-Cultural Development Studies, Volume 1, Issue 4, Spring 2012, pp. 33-67

Shokri, A (2010). "Investigating the relationship between social capital and organizational entrepreneurship (a case study of Tehran's Eghtesad-e Novin Bank)", Shahid University, Master's Thesis.

Toghraei, MT, and Rezvani, M (2021). The role of organizational social capital in the orientation to organizational innovation in knowledge-based companies, case study: companies in Science and Technology Park of Tehran University. Transformation management research paper, Volume 3, Issue 6, 28-53.

Karimi, S, and Shahdoosti, M (2017), from social capital to job performance: the mediating role of entrepreneurial orientation in the agricultural jihad organization of Hamadan province, Agricultural Extension, and Education Research Quarterly Journal, Volume 10, Issue 3, Fall 2017, Series 39, pp. 1 -10.

Akbari, M; Ebrahimpour Azbari, M; Hooshmand Chaikhani, M; (2015), Investigating the impact of entrepreneurial orientation and the ambivalence of innovation on the export performance of new products by moderating the intensity of product innovation in the automotive industry, Scientific-Research Journal of innovation management, Volume 4, Issue 4, winter, pp. 81-106.

Akbari, M; Danesh, M; Sakhdari, K; Dolatshah, P; (2017), The effect of organizational readiness for organizational entrepreneurship on the innovation performance of organizations: the mediating role of entrepreneurial orientation, Technology Development Management Quarterly Journal, Volume 5, Issue 1, Summer, pp. 123-146.

Haddadian, A; Sadeghi, F; Salar Babakhani, N (2018), Investigating the mediating role of readiness for service in the effect of innovation, risk of aging, and pioneering on performance in public banks, Scientific Research Journal of Business Management Explorations, Volume 10, Issue 19, Spring and Summer, pp. 277-306.

Heydari, H, 2017, "National innovation system as a framework for innovation analysis; theoretical approach", Iranian Economic Research Quarterly Journal, Volume 9, Issue 33, pp. 129-163.

Dehghan Najm, M, 2009, "Knowledge management and its role in organizational innovation", a specialized monthly journal of the automotive industry and related industries, Issue 60, pp. 47-52.

Soltani, F, 2001, "Institutionalizing innovation in the organization", Tehran, Planning Organization Publications.

Shafizadeh, H, 2017, "Knowledge Management: Theories, Technologies, and Approaches", Specialized Quarterly Journal of Parks and Growth Centers, issue 13.

Shahnazi, S, 2007, "Knowledge management relationship with information innovation", Department of Creativity and Innovation, Malek Ashtar University of Technology.

Talebi, K; Davari, A; Taghavi, N (2014), identifying the impact of strategic entrepreneurship on financial and non-financial performance (case study: FANAP Company), Entrepreneurship Development, Volume 7, Issue 4, Winter, pp. 635-651.

Taleghani, Gh, Anwari, A, 2011, "The relationship between knowledge management and organizational innovation in an insurance company, Insurance Research Journal, Volume 27, Issue 1, pp. 151-171.

Tabatabaian, SH, and Pakzad Nab, 2005, "Investigating innovation systems and presenting a framework for measuring innovation in Iran".

Abbasi, M. and Makki, M., 2010, "Necessity of innovation in the implementation of knowledge management and information technology management programs in Iran", Technology Growth Quarterly Journal, Volume 5, Issue 24, pp. 12-21.

Balan, Peter & Lindsay, Noel. (2010). Innovation Capability, Entrepreneurial orientation And Performance In Australian Hotels. An Empirical Study.National Library of Australia Cataloguing-in-Publication Entry. Dewey Number: 647.068.

Caseiro, Nuno, Coelho, Arnaldo (2016). "BUSINESS INTELLIGENCE AND COMPETITIVENESS: THE MEDIATING ROLE OF ENTREPRENEURIAL ORIENTATION", Competitiveness Review: An International Business Journal, https://doi.org/10.1108/CR-09-2016-0054.

Certo, S. T; Moss, T. W. & Short, J. C. (2009). Entrepreneurship orientation: An Applied Perspective. Business Horizons 52, 319-324.

Chang, S.C, C.Y. Chiang, C.Y. Chu. & Y.B. Wang (2006), The study of social capital, organizational learning, innovativeness, intellectual capital, and performance, The Journal of Human Resource and Adult learning, Vol. 2,No.2, pp. 63-71.

Crosson .M, Apaydin , M , (2010), " A Multi – Dimensional Framework Of Organizational Innovation " , journal of management studies , vol. 47(6), pp.1154-1191.

Goyal, A., and Ahkilesh, K. B. (2007). Interplay among innovativeness, cognitive intelligence, emotional intelligence and social capital of work teams. Team Performance Management 13(7): 206-226.

Green, K. M., Covin, J. G., & Slevin, D. P. (2008). Exploring the relationship between strategic reactiveness and entrepreneurial orientation: The role of structurestyle fit. *Journal of Business Venturing, 23,* 356-383.

Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing, 16,* 429-451.

Mitchell, R.K., Busenitz, L., Lant, T., McDougall, P.P., Morse, E.A. and Smith, J.B. (2002), "Toward a theory of entrepreneurial cognition: Rethinking the people side of entrepreneurship research", Entrepreneurship theory and practice, Vol. 27 No. 2, pp. 93-104.

Morris, M. H., Kuratko, D. F. & Covin, J. G, (2011), Corporate Entrepreneurship and Innovation, 3rd ed., South-Western Cengage, Mason, OH.

Phan, PH., Wright, M., Ucbasaran, D., & Tan, W. L. (2009), Corporate Entrepreneurship: Current Research and Future Directions. Journal of Business Venturing, 24(3), 197–205.

Salim .I. A,(2012), " The Impact Of The Value Chain Activates On The Competition Performance Of The Manufacturing Industries " , VOl .1(11), pp. 01-07.

Sarkar, S., & Costa, A. I. A. (2008). Dynamics of open innovation in the food industry. *Trends in Food Science & Technology, 19,* 574-580.

Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). Strategic management of the family business: Past research and future challenges. *Family Business Review, 10,* 1-35.

Tang, J. (2010). How entrepreneurs discover opportunities in China: An institutional view. *Asia Pacific Journal of Management, 27,* 461-479.