



Marketing, organizational innovation in Landscape Sector of Municipality

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Abstract

The present study reviewing the relationship between organizational innovation and marketing in Abuja Municipality. The present study is a review article conducted using the internet and library researching. Be that as it may, whereas most of those considers did not constrain their scales to the executed urban arranged zones, others did not conduct a coordinate comparison between the watched urban green space and those assigned by urban plans. Moreover, the affiliation between the observed urban green spaces which of the urban arrange was evaluated and compared. The urban improvement stage I-II (covering around 171.66 km²) of the Government Capital City (FCC), Abuja, Nigeria was chosen for this ponder since urban arranging has been executed within the region. This connected nature consider considers both subjective and quantitative approaches with exploratory and expressive purposes as it's investigate strategy. A study tended to directors of 10 level municipality was conducted. Information examination was carried out in two stages: within the subjective arrange, content analysis of the meet was performed, whereas within the quantitative organize, an expressive quantitative examination through relationship measurements was utilized, in arrange to distinguish the level of relationship between the factors of the hypothetical build. Subjective organization revealed that the degree of green space contributed to progress along innovation and marketing functions. The quantitative comes about distinguished connections among the factors named yearly turnover, number of workers and sum contributed in promoting development. In expansion, relationships were too watched among the factors talented workforce and sum contributed both in item and organizational development, and a relationship was recognized between sum contributed in item advancement and sum contributed in promoting advancement.

Keywords: Organizational innovation, Abuja municipality, marketing

Introduction

To compete and ensure their survival, organizations need innovation since the environmental conditions are so complex and uncertain that they can no longer ensure their long-term survival without innovation. They should ensure their survival and growth by identifying and exploiting the entrepreneurial opportunities caused by environmental changes (Farias et al., 2019). Organizational

entrepreneurship affects achieving high performance in an organization. Entrepreneurial organizations can better adjust their activities in dynamic competitive environments. Also, the significance of investigating the mediating role of job resilience in the relationship between organizational innovation and entrepreneurship stems from (Mohammadi et al., 2013) the fact that constituent elements of

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resilience will facilitate entrepreneurial actions and measures (Burnard et al., 2018). Organizational entrepreneurship is generally manifested through product innovation, process innovation, entering new markets, developing new businesses related or unrelated to the organization's core business, and strategic renewal and organizational structure. Thus, organizational innovation is one of the factors affecting organizational entrepreneurship (Yun et al., 2019). Researchers have confirmed the impact of organizational innovation on the development of entrepreneurial activities (Bawden & Zuber-Skerritt, 2002). An innovative organization uses innovation to adopt strategies for new products/services (Ghasemiyeh et al., 2020). Resilience is significant in innovation and entrepreneurship.

Kudama defined job resilience as "psychological characteristics that help people cope with risks and facilitate job development". He developed a scale to measure it, using scales developed in previous studies. He identified five factors, including the ability to cope with problems and changes, social skills, interest in novelty, optimism about the future, and willingness to help others (Kodama, 2021). Resilience has three elements of buffer capacity, adaptive capacity, and variability (Evans et al., 2019). Buffer capacity is the ability to cope with shocks and disruptions in business. Adaptive capacity includes the ability of entrepreneurs to respond to changes in the structure of the organization. Variability includes the ability of producers to participate in the promotion of the chain, such as diversity in new companies. Resilience helps to maintain and improve the organization's performance in critical conditions (Salisu et al., 2019). Investigating entrepreneurship and identifying the factors affecting its process and its relationship with organizational

innovation is significant. Since Tehran Municipality is responsible to provide services to the people of the society, it can apply innovative methods to provide significant social services, environment, and new solutions for strengthening the process of developing services to citizens. Thus, the present study investigates the mediating role of job resilience in the relationship between organizational innovation and entrepreneurship in Abuja Municipality.

Literature review

Writing survey Innovation In 1912, an improvement of the conceptual approach to advancement happened, which was broadened due to Schumpeter's work. Agreeing to Schumpeter (1934), development is the activity of improving and making forms which advance the disturbance of the financial framework whereas permitting the rise of curiosities. In capitalist economies, financial improvement is driven by the effect of innovative developments, which happens through a energetic handle of "creative destruction". In this setting, development is portrayed as the creation of something novel by destructing what is getting to be out of date whereas challenging the thought of financial adjust, as depicted within the neoclassical hypothesis (Schumpeter, 1934). With regard to the inventive pulverization handle, the essential impulse required for the method to happen is related to setting and keeping the capitalist motor in movement, which is inferred from unused shopper merchandise, novel fabricating or transportation strategies, unused markets and modes of mechanical organization made by the capitalist venture (Schumpeter, 1951). Based on Schumpeter's



speculations, the Oslo Manual (2005) reports that radical advancements lead to strongly changes, though incremental developments give ceaseless changes. Schumpeter proposes five presumptions in arrange for advancement to happen in a advertise: (a) the presentation of unused items; (b) the presentation of unused processes;(c)the opening of unused markets;(d)the improvement of modern sources providing crude materials and other inputs; and (e) the creation of modern showcase structures inside an industry. Advancement comes about from the usage of developments and the information accessible to organizations driven by the seek for competitive preferences which have an economic impact (Schumpeter, 1951). Ahmed (2001) signifies that development may be a complex handle. Agreeing to the creator, indeed in spite of the fact that it is something effectively distinguished and very critical for organizational success, its administration is complicated. Advancement can be characterized as the request, disclosure, trial and execution of modern products, processes and organizational styles. The creator characterizes its four principal properties as: (a) the instability created by the presence of technical and financial issues with obscure arrangement methods; (b) the dependence on modern mechanical openings within the logical information; (c) the expanding of formal inquire about, advancement and execution exercises inside coordinates fabricating firms; and (d) the learning handle due to casual issue understanding exercises and to the endeavors made to meet customers' necessities (Dosi, 1982);

Innovative dimensions

Innovation is classified according to dimensions and is therefore seen as an evolving process where new or significantly improved products or processes replace existing ones. These theoretical approaches classify inventions into four categories (Tidd, Bessant, & Pavitt, 2005). First, product and/or service innovation, which means changes in the product or service that the organization produces using new or existing technologies. It refers to the development and marketing of new products and services related to customer satisfaction. Second, process innovations, which involve changes in the way new or significantly improved products or services are created and delivered. It is the development of different ways of production and service provision. Third, marketing innovation (competitive position), which refers to a change in the context of bringing goods or services to the market, focusing on the needs of consumers. It is the development of new power and governance structures. Finally, organizational innovation (management or mental process), which consists of changes in the underlying mental models that shape the actions of the organization, thus it is the result of strategic decisions that the company makes through newly developed business activities to provide a sustainable competitive advantage . The factors that highlight innovation concepts from the four innovation dimensions according to the Oslo Manual (2005) are related to the innovation dimensions studied in the textile industry of Caxias do Sul. The Oslo Manual (2005) says that product innovation is the introduction of

new or significantly improved goods or services to the market. Regarding the features of the goods or services, this includes improvements in technical specifications, components and materials, ease of use and addition of software and other functional features. According to Jonash and Somme latte (1999), product or service innovation addresses the source of change, enabling competitive advantage; however, service innovation involves offering a new service. Tidd et al. (2005) report that product/service innovation refers to changes in the products or services offered by an organization. Process innovations focus on improving the efficiency and effectiveness of the production process (Higgins, 1995). It involves changes in the way products and services are created and delivered to customers (Tidd et al., 2005). The Oslo Manual (2005) describes process innovation as the implementation of a new or significantly improved production or delivery method. Significant changes in techniques and equipment are part of process innovation, which aims to reduce production or distribution costs in order to improve the quality and distribution of products (OECD, 2005). A marketing innovation is one that significantly improves some element of marketing, such as products, pricing, advertising, distribution, and markets. It can be based on product differentiation, promotion, distribution, markets or costs, in this case price (Higgins, 1995). They are considered changes in the context of bringing products and services to market (Tidd et al., 2005). Marketing innovation therefore focused on the introduction of new methods, resulting in significant changes in product

development, packaging, sales promotion, positioning and even pricing. Therefore, the goal of marketing innovations is to meet the needs of consumers, because the way to open new markets, to reposition the company's product in the market, the goal is to increase sales (OECD, 2005). Organizational innovations are important for firms that intend to meet strategic challenges because they lead to improved organizational management (Higgins, 1995). Organizational innovation therefore means the application of a new organizational method in the business attitudes of the company, for example in workplace organization and also in external relations. New methods help organizational routines and operating methods and direct work and practices that facilitate learning and knowledge sharing within the company (OECD, 2005). Product innovation is believed to improve quality, while process innovation increases product innovation in a low-quality firm (Bacchiega, Lambertini, and Mantovaini) and is reinforced by the recruitment of new skills and personnel for training (Bocquet, 2011). Trends in product innovation also include the full integration of environmental aspects from the beginning of the product creation phase. Such a trend is called an eco-innovation project, which simultaneously applies definition-based design principles and corresponding information technology (ICT) innovative process tools that improve communication and decision-making between geographically dispersed groups (Sorli and Stokic, 2011). High quality innovation offers a company the opportunity to grow faster, better and more fully than its competitors. Thus, a company



can dictate the path of its industry (Davila, Epstein, & Shelton, 2012). Product innovation is an input process introduced to improve the production of a standard product (Abernathy and Utterback, 1978) and has been defined for use in various sectors (Pavitt, 1984). Despite the recognition of the importance of innovation, not all organizations are able to develop and implement it, considering that in 2008-2010 the average percentage of companies that introduced innovation was 53% (European Union, 2013). A company's best results tend to focus on product and process innovation, and there is no simple winning strategy to complement different forms of innovation (Ballot, Fakhfakha, Galia, & Salter, 2015).

Material division

In Brazil, there has been a quick mechanical development, and the material industry contributed to it, since it had come to, sometime recently 1930, self-sufficiency within the generation of textures for the residential advertise and had all the essential necessities for the advancement of other subordinate zones. In this setting, Brazil developed as a maker of requested crude materials, such as cotton and fleece (Reichel and Moreira, 1978). The textile industry was the primary mechanical segment to be created in Brazil, with few necessities for its execution and a steady and secure advertise. Hence, this division was a pioneer due to the ease of the introductory fabricating prepare, whereas moreover extending inside the capitalist characteristics (Herédia, 1995, 2003). Brazil is on the list of the best 10 world markets of material industry, separated from being the moment around the world driving

indigo provider and the third greatest knitwear provider. Besides, Brazil is among the six driving nations of the clothing segment and is among the eight greatest yarn, string and texture markets (ABIT, 2011). The material industry is one of the foremost critical segments of the Brazilian economy, speaking to 5.2% of the fabricating industry, which is composed of add up to of 30,000 companies that speak to 17.3% of the occupations inside the industry, whereas creating a normal of 1.65 million coordinate occupations. Amid the past 15 a long time, the activity in the worldwide has had a 125% increment, with a 5.6% normal development rate per year (IEMI, 2014). In Rio Grande do Sul state, the rise of the material division happened within the late nineteenth century when modern businesses settled inside the region, among them, the material industry. In this setting, it is vital to address the beginnings of the material industry in this state, which due to its scope includes a transitional climate between the tropical and mild zone making one of a kind climate conditions, which are very distinctive from other parts of Brazil. In a few districts, for case, ice and snow are commonly watched amid the winter season. By colonizing and building up in this locale, the European workers were able to invigorate the industrialization of the state (Vogt, 2003).

The urban development phase I-II (covering about 171.66 km²) of the Federal Capital City (FCC), Abuja, Nigeria was chosen for this study because urban planning has been implemented in the area (Enoguanbhor et al., 2022). The urban development of FCC Abuja was initially divided into four (now five) phases to be implemented consecutively and

currently; the plan's implementation has gone beyond phase's I-II (Gumel et al., 2020). The urban planning implementation started in the early 1980s in phase I before the relocation of the government seat of power from the formal capital, Lagos to Abuja in 1991 (Adama, 2020; Sufiyan et al., 2015; Abubakar, 2014; Ejaro & Abubakar, 2013; Idoko & Bisong, 2010). The urban plan was prepared in 1979 by the International Planning Associates (IPA) (FMITI, 2015; Fola Consult Ltd, 2011). The plan made provisions for urban green spaces, including the protection of the natural vegetation and the creation of new urban greeneries across various urban development phases (Abubakar, 2014; Fola Consult Ltd, 2011; AS&P & Elsworth, 2008). Some of the parks and gardens as urban green infrastructures include the National Arboretum, Millennium Park, City Park, Zone 6 Neighbourhood Park, Jabi Recreational Park and Garden, Harrow and Lobito Cr Park, and Eden Park and Garden (Figure 6). As a fast-growing region, the population of the FCT, Abuja was estimated to be 1.4 million in 2006 with a 9.1% growth rate defined by the National Population Commission, Abuja (Adama, 2020; NBS, 2016). However, the growth rate was estimated at 5.3% in 2015 (Mashi & Shuaibu 2018). Due to the lack of census data on recent/current population figures in Nigeria, different figures have been projected using different growth rates. Thus, using the 9.1% growth rate, the population of FCT was projected to be 3.6 million in 2016 by NBS (2016) and 3.8 million in 2017 by Enoguanbhor (2019).

Methods and Materials

In arrange to recognize development within the mechanical segment of level green space in Caxias do Sul, this think about has an connected nature, with a subjective and a quantitative approach. It coordinating exploratory and graphic investigate with numerous information collection strategy and an in-depth writing audit on advancement, the material division in Brazil and Rio Grande do Sul, and the level sewing segment, with the reason of clearly characterizing the common concepts. The investigate includes two designs, since it is characterized with exploratory and graphic destinations to breakdown the subject of advancement within the four dimensions proposed by the Oslo Manual (2005), within the level green space industry, based on its characterization and investigation. By the moment design, it is considered a field inquire about, since it examines the existing development inside companies by meeting an agent from each company, with the hypothetical system pre-established and connected on the investigate. Within the ponder, the exploratory stage started by asking on the history of the level green space industry of Caxias do Sul, by going by and meeting the president of FITEMASUL (2011) (Labor Union of the Hosiery, Green space and Green space Businesses of the Northeast Locale of Rio Grande do Sul), arranged in Caxias do Moreover, master's theses, logical articles and public inquire about organizations were too analyzed. As for the technique utilized, the writing survey was utilized to supply a strong system for the consider, which analyzed a person or a gather in arrange to



way better get it them. The populace focused on in this investigate were the level green space businesses that are individuals of FITEMASUL (2011), which is composed of 31 companies of the material division. Within the to begin with screening, five individuals were prohibited from the populace, as they did not fit into the category of movement, named level knitting, in which the part companies of the populace created level green space. In expansion, after the interviews amid the moment screening, three other companies were prohibited from the populace since they fell exterior the sewing industry's profile since they acted as subcontractors of other companies and/or did not create weaved articles of clothing. As a result, the populace met and analyzed in this ponder was composed of 23 companies related to FITEMASUL (2011), falling inside the classification parameter as select makers of level weaved texture. For the subjective investigate phase, the person meet method was utilized. Hence, the fundamental list of questions served as a direct inside the investigate and, after the pilot interviews, it was adjusted in arrange to progress the questions to superior comprehend the interviewees. This was supportive for the inquire about within the organization. At this stage of the investigate, the perceptions happened amid the interviews at the organizations permitting the identification of the similitudes within the way organizations think and work. Subsequently, an examination was performed considering the variables driving advancement through certain factors recognized amid the quantitative stage of the inquire about. Amid the meet investigation, the recordings and

subsequent translations were utilized to analyze the interviewees' reactions. Therefore, at this minute the information accumulated were utilized and changed into connected information (Wolcott, 1994).

For information investigation, substance examination was connected, where information is inspected through perception and examination of substance or composed content messages, such as reports, letters, promotions, open questions overviews and similar content. In other words, the analyst scrutinizes the recurrence of words and primary themes, at that point recognizes the substance and particular data inside the content, which can afterward be utilized to measure the subjective information (Hair et al., 2005). Substance investigation was performed concurring to Bardin (2011), comprising of three stages: (a) pre-analysis: an thought organization stage which begins and closes through hypothetical investigate on the subject of development; (b) fabric investigation: coding and count operations; (c) preparing of comes about and elucidation: at this stage the classification of components is performed, in agreement to the similitudes and contrasts, with future regrouping based on common characteristics (Bardin, 2011). The substance analyzed through interviews and surveys was counted in arrange to organize the answers by their redundancy rate, subsequently improving the accentuation on the innovations executed within the level sewing businesses of Caxias do Sul. By meeting directors, the most objective was to gather data related to the investigate goals. The program Map book TI was used to watch the recurrence of the terms specified by the interviewees within the

subjective arrange. The information collection apparatus was arranged in a organized way, containing both open and closed questions isolated into three parts. Portion I alludes to the Interviewee Profile and the Organization Profile. In Portion II, the questions pointed to recognize the relationship among industry factors (turnover, number of representatives and gifted workforce) and advancement factors (amount invested in item, handle, showcasing and organizational development). In Portion III, questions were explained to recognize how, where and in which ways developments happen in the green space businesses of Caxias do Sul, addressing the four measurements of the Oslo Manual (2005). The collection instrument was based on the works by Nodari (2010). Upon completion of the information collection, the following step was information planning, examination and translation. Since the survey was organized with as it were one open question, the comes about were counted utilizing the computer program Sphinx Léxica 4.5. Be that as it may, a few questions required to be adjusted for counting so that the sum of companies that had executed developments might be measured. Data collected were subjected to clear factual investigation taken after by multivariate analysis. Since the populace was considered within the consider, the variables did not have to be designated as subordinate or free. In this case, the relationship among the factors of advancement was analyzed through bivariate fractional relationship, since this strategy includes the test information investigation in arrange to know the relationship among two or more factors in

a populace (Hair et al., 1995, 1998a; Hair, Anderson, Tatham, and Dark, 1998b). The chosen factors are considered classic for the industry, since they may decide in this investigate the level of development of an organization. The factors of the considered industry are: yearly turnover, number of workers.

Considerations

Based on the proposed objective, the consider comes about illustrated that the level green space industry highlights development as a directing guideline encouraging the advance of organizations, in this case, the green space division, where tall quality and advancement, among other necessities, are requested by the market. In this consider, 51 incremental developments were actualized amid the course of the consider. The advancements said by respondents incorporate incremental changes within the strategies, strategies, materials and promoting components, which are related to the four measurements of development. It can be concluded that the level green space segment innovates in a way that permits the characterization of a changing environment, which continually looks for assist changes and capabilities of the items and administrations advertised to customers. In arrange to attain the goals of this think about, four particular goals were recorded. The primary particular objective sought after to characterize the level sewing mechanical division in Caxias do Sul. This objective was accomplished through the writing audit, get to to records, perception, report investigation, and quantitative tallying. First, the setting of the level sewing industry



in Caxias do Sul was clarified, taken after by building a report on the advancement setting inside the division itself based on the information collected amid the interviews. At this organize, it was taken note that the companies having a place to the level green space division are classified as miniaturized scale and small-sized companies, which are always organizing and altering their forms and looking for to stay overhauled on the most recent European patterns, with trips overseas, in arrange to afterward dispatch the winter collection in Brazil. The moment particular objective looked for to look at and portray the advancements in the flat green space businesses of Caxias do Sul, based on Oslo Manual (2005), which are: (a) item development (products or administrations); (b) handle development; (c) showcasing development; and (d) organizational development. This point was fulfilled through the interviews conducted with the individuals in charge of the considered companies. In this consider, 13 item developments, 8 handle innovations, 17 promoting advancements and 13 organizational developments were recognized. The most item advancements are based on the presentation of unused crude materials, modeling, including ideas to knitwear, presenting patterns within the collection and changing the surface and colors of the items. When managing with process innovation, the highlighted components were noteworthy revises within the apparatus, generation format, software for controlling generation and programming and generation strategies. Promoting advancements were the foremost common, appearing that an expanding number of

companies are willing to showcase their items by making and planning catalogs, brochures, pennants, item parts, names, bundling and advancements. It may be a sort of publicizing coordinate to customers. On the other hand, having an online site and social media platforms encourages the advancement of the company and its items universally. Finally, the foremost specified organizational innovations were the foundation of an electronic receipt and collaborating with other division substances, in arrange to create deals simpler. Outsourcing of labor was another hone received by the administration of knitting industries with the reason of lessening costs of labor and increasing the production. The third objective sought after to classify the advancement concept within the subjective stage of the consider. The concept of advancement was addressed with the intention to explore the discernment and information of the respondents on the subject. The categories assigned were based on selections taken from the interviews, which alluded to these concepts and classified the respondent's conclusions in those expressions that named innovation. "Process technology/innovation" was specified as prepare development; be that as it may, "product innovation" was listed as innovation when making unused collections and applying modern materials. "Marketing innovation" was classified as such since it is characterized by the changes within the exposure prepare, visual improvement of the companies' items and brands. "Organizational innovation" was categorized by the creator in arrange to classify the concept of respondents, in which

advancement could be a set of changes within the organization that includes changing the structure and commerce hones. Respondents cited that the most device, no matter the sort of commerce, is to be client centered, based on a few passages from the interviews that specified contact and consideration to the client as “focus on the client”. Another category tended to by the creator was “compete with China”, since a few respondents said that development was being able to compete with the Chinese items. “Raw fabric innovation” was another category characterized by the creator to highlight that a few respondents accept that development is related with the utilization of one of a kind crude materials in their items and forms. Among other definitions, respondents expressed that advancement depends on “creativity”, by advertising well-designed and advanced items. Others said that development is characterized by “attention to fashion”, another category utilized to classify meet comments that conceptualize mold as a development. A few respondents certified that advancement implies a “balance between the generation and the environment”, which is the category chosen at whatever point development and the environment shows were said. Moreover related to this category is “mindset change”, which includes the execution of other ways of working, both in business and within the company’s relationship with society. At long last, the “operation showcase niche”, a category classifying innovation as a alter on the sort of work and, thus, a alter of clients. The fourth and last particular objective proposed to quantitatively analyze the

relationship connections among the factors. The company’s normal speculation in development when compared to their yearly turnover was 2.79% in item development, 4.18% in prepare advancement, 1.08% in showcasing development and 0.90% in organizational development. Relationships among the considered factors driven to the taking after comes about: (a) the yearly turnover displayed as it were a direct positive relationship with the sum contributed in promoting innovation;(b) the number of workers was compared to the sum contributed in advancement, coming about in two powerless positive relationships, with the sum contributed in item advancement and with the sum contributed in organizational development. The relationship examination of this variable moreover come about in a direct positive relationship with the sum contributed in promoting development. The variable gifted workforce was tried with the factors of sum contributed in advancement and there were two direct positive correlations, which were with the sum contributed in item advancement and with the sum contributed in organizational development. When dealing with the relationships among all factors, 10 correlations can be observed, 7 of them can be classified as direct positive relationships and 3 as frail positive relationships, concurring to Hair et al. (1998a, 1998b). With respect to the sewing companies’ characteristics, all are found in Caxias do Sul and have their possess central command. Based on this consider, the profile of the level green space industry of Caxias do Sul can be portrayed as a segment that contributes



portion of its turnover in advancement and in trade, these advancements produce more turnover. To entirety up, 100% of respondents said they improved in items, 87% reacted they improved in forms, 100% they enhanced in promoting and 100% recognized they improved within the organizational measurement amid the period from 2008 to 2011. It is essential that indeed with a turnover diminish, a rare gifted workforce and some of the time an unfavorable territorial climate for sewing businesses, companies kept contributing in modern items and moving forward the existing ones. The companies have moreover been contributing in their forms, promoting and company administration within the pursuit of actualizing advancements that, in spite of the natural difficulty, keep the financial returns of the segment. The taking after perspectives can be highlighted as impediments for the ponder: the studied populace of 23 companies may not speak to the total number of companies found within the city of Caxias do Sul; the choice of words for categorization may not completely speak to the expressions utilized by the interviewees hence conceivably actuating blunder; the lack of bias, since there was a semi-structures investigate script, which permitted interviewees to precise private information, but may not speak to the reality, actuating the analyst to mistake; and, at long last, the quantitative examination may be compromised since as it were four advancement factors were measured compared to three industry factors within the relationships among This investigate opens possibilities for future reflection. Future considers may point to broaden the consider

going past the populace overviewed in Caxias do Sul; extend the think about covering other cities from Serra Gaúcha, where level sewing businesses are an agent division for the economy; address issues such as the examination of generation the framework and the showcase, which may or may not be related to development; test existing advancement models within the researched companies; increment the number of correlation analyses of the inquire about information; cross-check the factors from the investigate instrument and receive a simply quantitative inquire about approach.

Recommendations

Based on the results, the following recommendations are presented:

To increase organizational innovation, organic and dynamic structures based on the characteristics such as fewer structural layers, structural flexibility in the shadow of reducing bureaucracy, low concentration and empowering others, and less complexity and more general job descriptions should be considered in structural models. In other words, cumbersome laws and regulations should be avoided while valuing creative and innovative people. Also, necessary conditions should be provided for the development of employees' capabilities in the form of flexible organic structures

The organization should use a forward-looking or analytical strategy to search for new opportunities based on the assumptions of the forward-looking strategy, considering its strengths and weaknesses, and implement and control its strategic plans based on that.

Large organizations such as the municipality should pay attention to the existing organizational atmosphere at the end of the year when the performance of employees is appraised and try to maintain and create such an organizational atmosphere that is a stimulus for creativity and innovation, and thus achieve the goals of the organization with high speed and less cost.

It is also recommended to hold workshops, seminars, conferences, and in-service courses with a focus on innovation to acquaint managers and employees with the existing areas of creativity and innovation, especially organizational innovation.

Resilience-enhancing skills such as enhancing people's ability to tolerate negative emotions and accept positive emotions, increasing people's ability to master critical and special situations and control situations, spirituality, meaning in life, hope, optimism, moral reasoning, self-esteem, problem-solving skills, and emotional management skills should be taught to employees through holding resilience training workshops.

Giving training to employees in critical jobs of the organization through different scenarios, emphasizing learning from mistakes, and finally encouraging employees to act and interact in ways that develop job resilience capacity.

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