



The Mediating Role of Job Resilience in the Agricultural Innovation and Entrepreneurship

*Parisa Ghodrati *¹, Azita Zand²*

Received: 10 July 2023/ Revised: 30 August 2023/ Accepted: 10 September 2023/ Published: 31 December 2023
© Islamic Azad University (IAU) 2023

Abstract

The present study investigates the mediating role of job resilience in the relationship between organizational innovation and entrepreneurship in Islamshahr Municipality. The present study is a descriptive-correlational study conducted using a survey method. The statistical population of this study included 308 employees of Islamshahr municipality and its affiliated organizations. Using the Krejcie and Morgan table and given the statistical population size, the number of samples was estimated at 175 people. The samples were selected using the stratified random sampling method. The primary research tools were questionnaires. To measure organizational entrepreneurship, the Margaret Hill questionnaire was used. To measure organizational innovation, Crossan and Apaydin organizational innovation questionnaire and Suzbilir's innovation capacity questionnaire were used. To measure job resilience, the Connor-Davidson resilience questionnaire was used. The structural equation modeling by the partial least squares method was used to analyze the data. Organizational innovation with a path coefficient of 0.398 has a positive and significant effect on organizational entrepreneurship. Organizational innovation with a path coefficient of 0.502 has a positive and significant effect on job resilience. Job resilience with a path coefficient of 0.279 has a positive and significant effect on organizational entrepreneurship and the variables of organizational innovation and job resilience explain a total of 76.5% of the changes in organizational entrepreneurship. Given the significance of job resilience in strengthening the relationship between innovation and organizational entrepreneurship in Islamshahr municipality, managers should pay attention to these variables to improve the current situation.

Keywords: Job Resilience, Organizational Innovation, entrepreneurship, Islamshahr municipality.

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

¹ Department of Agricultural, Islamshahr Branch, Islamic Azad University, Islamshahr, Iran. Email: nasringhodrati90@gmail.com

² Department of Agricultural, Islamshahr Branch, Islamic Azad University, Islamshahr, Iran

entrepreneurship stems from (Mohammadi et al., 2013) the fact that constituent elements of 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 Islamshahr Municipality.

Methods and Materials

This study is an applied research type. It is also an inductive and non-experimental study regarding the research approach. Regarding the method of data collection, it is a descriptive-correlational type, which was conducted as a survey. The statistical population of this study included the 308 employees of Islamshahr Municipality and its subordinate organizations such as the Firefighting and Safety Services Organization, Urban Transport Network Management and Engineering Organization, Waste Management Organization, Urban Development, and Regeneration Organization, etc. Krejcie and Morgan's (1970) table was used to determine the sample size. The sample size was estimated at 175 people ($S=175$). The reason for



selecting the Krejcie and Morgan's table in this regard is that the size of the population is known. However, there is no information about the variance of the population and the probability of success or failure of the variable, and statistical formulas cannot be used to estimate the sample size.

In the present study, the data were collected by referring to books, documents, and scientific articles, reliable statistics of organizations and institutions and using the library method, questionnaires, observations, and interviews to achieve the goals and answer the research questions. To measure organizational entrepreneurship, the Margaret Hill questionnaire (Leviton et al., 1993) was used. It has six components (organizational actions, flexibility, individual attitude, entrepreneurial leadership, reward status, and entrepreneurial culture) and 60 items. To measure organizational innovation, Crossan and Apaydin organizational innovation questionnaire (Crossan & Apaydin, 2010) and Suzbilir's innovation capacity questionnaire (Sözbilir, 2018) were used. This questionnaire has three components (service innovation, office

innovation, and innovation capacity) and 17 items.

In the present study, to measure job resilience, Connor-Davidson resilience questionnaire (Conner & Davidson, 2003) was used. In the study by Haq Ranjbar et al. (Hagh et al., 2011), the reliability of the questionnaire was tested using Cronbach's alpha coefficient test, which was obtained at 0.84 for this questionnaire. In the study by Samani et al. (Samani et al., 2007), Cronbach's alpha coefficient was reported at 0.87. Thus, this tool has good reliability. In this study, a stratified random sampling method was used. The research samples were randomly selected among the organizations of Islamshahr municipality. After obtaining the results related to the values of factor loadings and Cronbach's alpha coefficients, composite reliability, and AVE was calculated through analyses. Since the values of each of the mentioned criteria for each of the variables are more than the limit, the appropriateness of the reliability and convergent validity of the research model can be confirmed. Also, the divergent validity of the model was confirmed (Table 1).

Table 1. Reliability and convergent validity of research variables

Structure	Cronbach's alpha	AVE	CR	
Organizational entrepreneurship	0.844	0.67	0.89	
Organizational Innovation	0.913	0.56	0.86	
Job resilience	0.795	0.62	0.91	
The matrix of measuring the validity of the research variables				
Variable	Organizational entrepreneurship	Organizational Innovation	Job resilience	squared AVE
Organizational entrepreneurship	1			0.818
Organizational Innovation	**0.789	1		0.748
Job resilience	**0.733	*0.340	1	0.787

:**significant at the level of 0.01 *: significant at the level of 0.05

To process data and describe and analyze them, descriptive statistics and inferential statistics (structural equation modeling in two phases of confirmatory factor analysis and path analysis) were used. To investigate the mediating role of the job resilience variable, the Sobel test was used. Data processing and research calculations were performed using SPSS21 and Smart PLS-3 software.

Results

Demographic characteristics of the respondents

Regarding the age of the respondents, the results revealed that the highest group with a frequency of 50 people was in the age group of 43 to 49 years (28.6 percent). Regarding gender, the male group with 134 people (76.6 percent) had the highest frequency. Regarding education, the highest number of them was in the bachelor group with a frequency of 109 people (62.3 percent). Regarding employment history, 88 people (50.3 percent) had an employment history of 13 to 21 years (Table 2).

Table 2. Frequency distribution of respondents based on age, gender, and education

Variable	Age groups	f	%
Age	29 to 35 years	19	10.9
	36 to 42 years	44	25.1
	43 to 49 years	50	28.6
	50 to 56 years	41	23.4
	57 to 63 years	21	12.0
Gender	Female	41	23.4
	Male	134	76.6
Education	Associate degree	13	7.4
	bachelor	109	62.3
	Masters	38	21.7
	P.H.D	14	8.0
Employment history	4 to 12 years	43	24.6
	13 to 21 years	88	50.3
	22 to 30 years	44	25.1

Organizational entrepreneurship

To investigate organizational entrepreneurship from the point of view of employees of Islamshahr municipality, the Margaret Hill questionnaire (1) was used. It has six components of organizational actions, flexibility, individual attitude, entrepreneurial leadership, reward status, and entrepreneurial culture, and 60 items. The respondents were asked to express their

answers in the field of organizational entrepreneurship on a 5-point Likert scale (strongly disagree = 1, disagree = 2, somewhat agree = 3, agree = 4, and strongly agree = 5). Also, prioritizing organizational entrepreneurship components showed that the components of entrepreneurial culture, flexibility, organizational actions, individual attitude, reward status, and entrepreneur leadership were respectively the most important factors in the field of



organizational entrepreneurship from the point of view of employees of Islamshahr municipality. (Table 3) presents the results of

ranking organizational entrepreneurship items

Table 3. Ranking of organizational entrepreneurship items

Items	Mean	SD	Dispersion coefficient	Priority
Organizational actions	2.7744	0.7621	0.2746	3
Our organization has a high rate of introducing new services and products	2.7110	1.2564	0.4634	9
The number of new products introduced by our organization is more compared to the new products of competitors	2.8971	1.2779	0.4410	5
Our organization has increased the number of services provided during the last two years	2.9314	1.2345	0.4211	2
Our organization is primarily affected by the potential of non-used opportunities	2.6800	1.3773	0.5139	10
Customers are invited to provide their feedback to the organization to get new ideas for products and services	3.0171	1.3238	0.4387	4
In our organization, there is a strong relationship between the number of new ideas and the number of new ideas implemented	2.4800	1.0819	0.4362	3
Our organization is constantly looking for new opportunities	2.6897	1.2335	0.4586	8
Our organization puts much emphasis on new and innovative products and services	2.6343	1.2516	0.4571	7
Employees are constantly encouraged to do new works in different and new ways	2.6114	1.1734	0.4493	6
Our organization puts much emphasis on continuous improvement in service delivery	3.0057	1.2617	0.4197	1
flexibility	2.8760	0.7700	0.2677	2
Our organization can be described as a bureaucratic organization	2.7371	1.33888	0.4891	10
Our organizational structure allows and encourages resource sharing	3.1771	1.3761	0.4331	2
The ideas and suggestions of lower-level employees are valued and taken seriously	2.7886	1.2345	0.4426	5
Employees do not need permission from superiors to do works in a different and new way	2.7771	1.2555	0.4520	7
Our organization has flexible job plans rather than formal job descriptions	2.8800	1.2965	0.4501	6
Employees at the lower levels of our organization have enough power over how they do their work	2.8400	1.3508	0.4756	9
All significant decisions for our organization are made collaboratively	2.8514	1.2413	0.4353	3
In our organization, people do not follow the power framework	2.6800	1.2687	0.4733	8
Employees are encouraged to manage their work and use flexibility to solve problems	2.9371	1.2827	0.4367	4
In our organization, people are not prohibited from doing informal work related to contacts between departments	3.0914	1.2832	0.4150	1

For leveling organizational entrepreneurship, organizational entrepreneurship items were combined. The minimum score was 60 (3x60) and the maximum was 300 (5x60). To obtain the score given by the person to the organizational entrepreneurship variable, the total score given to all items is divided by 60. People whose score was from 1 to 1.8 were placed in the very low group, people whose score was from 1.8 to 2.6 were placed in the low group, f people whose score was from 2.6 to 3.4 were placed in the moderate group, people whose score was from 3.4 to 4.2 were placed in the high group, and people whose score was from 2.4 to 5 were placed in the very high group. Accordingly, 4.6 percent of the respondents with a frequency of 8 people evaluated organizational entrepreneurship in Islamshahr municipality at a very low level,

0.32 percent with a frequency of 56 people evaluated it at a low level, 40.6 percent with a frequency of 71 people evaluated it at medium level, 0.16% with a frequency of 28 people evaluated it at a high level, and 0.6% with a frequency of 1 person evaluated it at a very high level. Also, 6.3 percent with a frequency of 11 people did not answer some items of organizational entrepreneurship.

Organizational Innovation

Prioritizing organizational innovation components showed that the components of office innovation, office capacity, and service innovation, respectively, are the most important in the field of organizational innovation and have the highest priority from the respondents' viewpoints (Table 4).

Table 4. Ranking of organizational innovation items

Items	Mean	SD	Dispersion coefficient	Priority
Service innovation	2.4301	0.9040	0.3720	3
In this organization, new services are offered flexibly based on the expectations and needs of clients.	2.4000	1.2998	0.5415	6
This organization is always at the forefront of providing new services.	2.2529	1.1401	0.5060	3
In this organization, employees are trained to be innovative.	2.3200	1.1697	0.5041	2
In this organization, financial resources are provided to the employees to perform research and new projects.	2.4800	1.2858	0.5184	4
In this organization, various services provided to clients are continuously evaluated and efforts are made to improve their quality.	2.6114	1.2675	0.4853	1
This organization is not at all cautious and conservative in entering new fields and providing new services	2.4857- ---	1.3298	0.5349	5
Office innovation	2.8080	0.8570	0.3051	1
This organization continuously receives the suggestions and criticisms of the clients and makes changes in the methods and process of providing its services according to them.	2.7771	1.3397	0.4824	5
This organization identifies and applies new technologies earlier than other similar established organizations.	2.8908	1.2328	0.4264	1
Our organization always emphasizes identifying and applying management innovations, including innovations related to information technology, new incentive and reward systems, etc.	2.7884	1.1966	0.4291	2



This organization always confronts the new procedures and processes of other organizations and tries to provide better procedures and processes.	2.8400	1.2491	0.4398	3
In this organization, members prefer to use new methods to perform duties	2.7486	1.2796	0.4655	4
Innovation capacity	2.8848	0.9691	0.3359	2
In this organization, attention is paid to the ability of people to create ideas when hiring them	2.8343	1.2914	0.4556	3
In this organization, the activities of the research and development department are continuous and active	3.0914	1.3907	0.4498	2
This organization can track and follow the technological, market, and economic changes	3.1086	1.3956	0.4489	1
In this organization, the structure of the organization and the working environment are based on innovation	2.8000	1.2775	0.4562	4
Our company takes risks in providing new products and processes	2.7543	1.2604	0.4576	5
In our organization, the manager and members are actively looking for innovative ideas, and innovative ideas are well received.	2.7200	1.3460	0.4948	6

For leveling organizational innovation, organizational innovation items were combined. The minimum score that a respondent could give was 17 (3x17) and the maximum was 85 (17x5). To obtain the score given by the person to the organizational innovation variable, the total score given to all items is divided by 60. People whose score was from 1 to 1.8 were placed in the very low group, people whose score was from 1.8 to 2.6 were placed in the low group, people whose score was from 2.6 to 3.4 were placed in the moderate group, people whose score was from 3.4 to 4.2 were placed in the high group, and people whose score was from 4.2 to 5 were placed in the very high group. Accordingly, 14.3 percent of the respondents with a frequency of 25 people evaluated organizational innovation in Islamshahr municipality at a very low level, 26.9 percent with a frequency of 47 people evaluated it at a low level, 38.9 percent with a frequency of 68 people evaluated it at the moderate level, 16.6% with the frequency of 29 people evaluated at the high level, and 2.3% with the

frequency of 4 people evaluated at the very high level. Also, 1.1% with a frequency of 2 people did not answer some items of organizational innovation.

Resilience

To prioritize job resilience items from the employees' viewpoints, the coefficient of variations index was used. The results show that from the point of view of the respondents, the items "I prefer to solve my problems myself rather than letting others make all the decisions", "I am not discouraged even when things become hopeless", "After an illness, injury, and other hardships, I return to my initial state", "I can think of a solution for any problem happens to me", "There is at least one person with whom my close and intimate relationship helps me during stress" had the highest significance in the field of job resilience and has the highest priority from the respondents' viewpoints.

(Table 5) prioritizes the items of job resilience from the respondents' viewpoints.

Table 5. Ranking of job resilience items

Items	Mean	SD	Dispersion coefficient	Priority
When a change occurs, I can adapt myself to it.	4.0400	0.9670	0.2393	6
There is at least one person with whom my close and intimate relationship helps me during stress.	3.9714	0.9494	0.2390	5
When there is no clear solution to my problems, sometimes God or destiny can help.	3.8571	1.0812	0.2803	19
I can think of a solution for any problem happens to me	3.9943	0.9498	0.2377	4
Past successes have made me confident that I can face upcoming challenges.	3.6000	1.1646	0.3235	25
When I face problems, I try to see the humorous aspect of them.	3.8000	1.0721	0.2821	20
The need to cope with stress makes me stronger.	3.7086	1.0174	0.2743	15
After an illness, injury, and other hardships, I return to my initial state.	4.0857	0.9399	0.2300	3
I believe that there is expediency in every event, good or bad.	3.6686	1.0139	0.2762	18
I do my best in everything and I do not care about the result.	3.8914	0.9617	0.2471	8
I believe that despite the barriers, I can achieve my goals.	3.7943	1.0466	0.2758	17
Even when things are disappointing, I do not get discouraged.	4.0171	0.8741	0.2175	2
In stress and crisis, I know where to go for help.	3.6629	1.0088	0.2754	16
When I am under pressure, I do not lose my concentration and I think correctly.	3.7657	0.9631	0.2557	11
I prefer to solve my problems myself rather than others making all the decisions.	4.0571	0.8284	0.2041	1
If I fail, I do not get discouraged easily.	3.8114	0.9246	0.2425	7
When I cope with life's challenges and problems, I find myself a capable person.	3.6609	0.9941	0.2715	13
If necessary, I can make difficult decisions that affect others.	3.5371	1.0814	0.3057	23
I can control unpleasant emotions such as sadness, fear, and anger.	3.8686	0.9707	0.2509	9
it is necessary to act based on guesses in coping with life's problems	3.7086	1.0118	0.2728	14
I have a strong sense of purpose in life.	3.8563	1.1002	0.2852	21
I feel that I have control over my life.	3.6571	0.9328	0.2550	10
I like life's challenges.	3.9143	1.0275	0.2624	12
I work hard to achieve my goals regardless of the barriers ahead.	3.6400	1.1252	0.3091	24
I am proud of my progress.	3.6743	1.1152	0.3035	22

For leveling the job resilience of the respondents, the job resilience items were combined. The minimum score that a respondent could give was 25 (3x25) and the maximum was 125 (25x5). To obtain the score given by the person to the job resilience variable, the total score given to all items is divided by 25. People whose score was from

1 to 1.8 were placed in the very low group, people whose score was from 1.8 to 2.6 were placed in the low group, people whose score was from 2.6 to 3.4 were placed in the moderate group, people whose score was from 3.4 to 4.2 were placed in the high group, and people whose score was from 4.2 to 5, they were placed in the very high group in



terms of job resilience level. Accordingly, regarding job resilience, 0.16% of the respondents with a frequency of 28 people were at the moderate level, 69.7% with a frequency of 122 people were at the high level, and 13.1% with a frequency of 23 people were at the very high level. Also, 1.1% with a frequency of 2 people did not respond to some items of job resilience.

Structural model fit

After fitting the research measurement models, the structural model was evaluated to examine the relationships between the latent variables and test the research hypotheses. (Figure 1) and (Figure 2) show the structural model of the research based on path coefficients and t values.

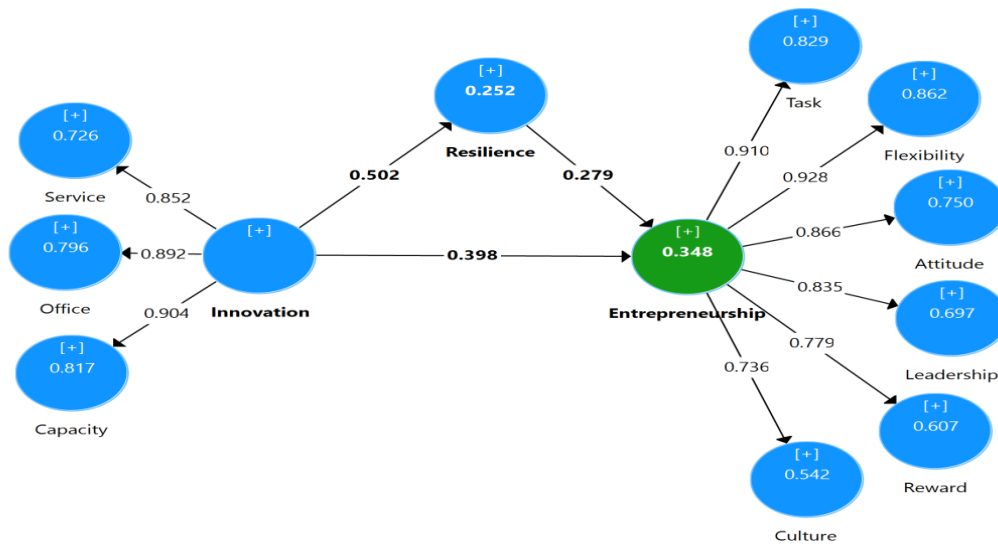


Figure 1. Structural model based on factor loads

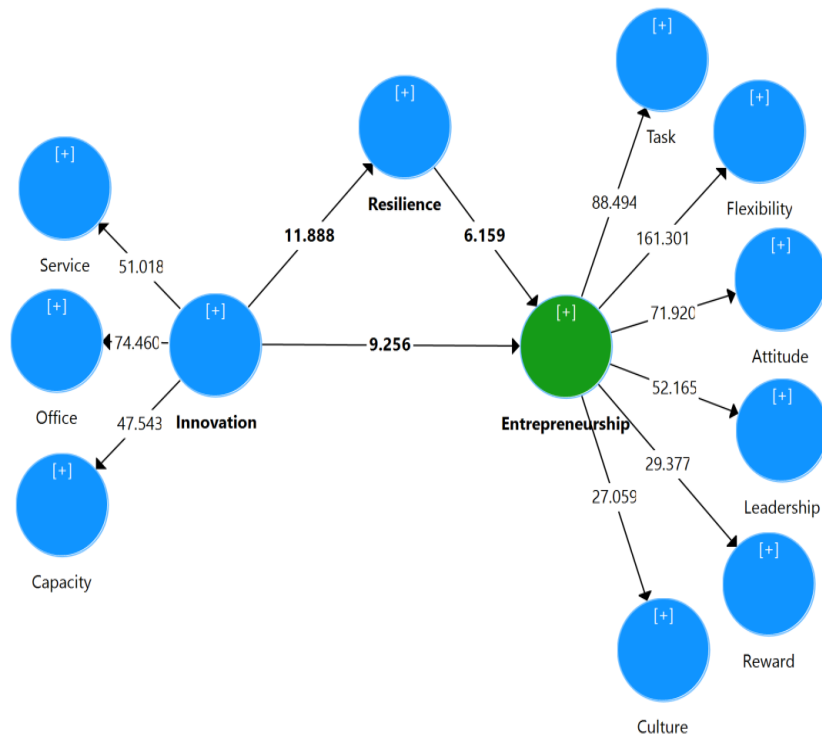


Figure 2. Structural model based on t-values

Three criteria of significance coefficient (T-values), coefficient of determination (R²), and predictive power coefficient (Q²) were used to fit the structural model. The first criterion of structural model fit is significant coefficients. In the structural model of the study, all significant coefficients are greater than 1.96, indicating the significance of the

relationships between the variables at the 95% level. The results of the analysis of the structural model reported the R² criterion for all the endogenous variables of the research model at 0.765 and strong. Also, to examine the predictive power of the model, a criterion called Q² was used (Table 6).

Table 6. The results of the research structural model test

independent variable	dependent variable	Path coefficient	T- value	result
Organizational Innovation	Organizational entrepreneurship	0.398	9.256	confirmed
Organizational Innovation	Job resilience	0.502	11.888	confirmed
Job resilience	Organizational entrepreneurship	0.279	6.159	confirmed
R²=0.765		Q²=0.586		



The model overall fit: a criterion called GoF was used for the overall fit of the model in the analysis of structural equations with Smart PLS software. By using this criterion, the researcher can control the fit of the overall part after fitting the measurement and structural part of the overall research model. Given the value of 0.442 calculated for GOF, the model's overall fit is evaluated as strong and the model was approved. After examining the fit of the measurement models and the structural model and the overall fit of the model, research hypotheses were examined and tested. The results of the research hypotheses are:

Organizational innovation with a path coefficient of 0.398 and a significant value of 9.256 has a positive and significant effect on organizational entrepreneurship with 95% confidence.

Organizational innovation with a path coefficient of 0.502 and a significant number of 11.888 has a positive and significant effect on job resilience with 95% confidence.

Job resilience with a path coefficient of 0.279 and a significant number of 6.159 has a positive and significant effect on organizational entrepreneurship with 95% confidence.

To test the hypothesis related to the mediating role of the job resilience variable in the relationship between organizational innovation and organizational entrepreneurship, the Sobel test (16) was used. Based on the information in (Table 7), job resilience with a confidence of 95% strengthens the relationship between organizational innovation and organizational entrepreneurship.

Table 7. Results of Sobel test to test the mediating role of job resilience variable

Independent variable	Dependent variable	a	sa	b	sb	ta	tb	Test statistic	P-value	T-value	P-value
organizational innovation	organizational entrepreneurship	0.502	0.122	0.279	0.095	11.88	6.159	2.3904	0.016	5.4686	0.000

Discussion

According to the results, organizational innovation has a positive and significant effect on organizational entrepreneurship with a path coefficient of 0.398, a significant value of 9.256, and a confidence of 95%. Thus, from the respondents' viewpoint, this hypothesis is confirmed. Karameddini (2019) and Majdulin et al. (2020) emphasized the effect of organizational innovation on

organizational entrepreneurship. Innovation is considered a special task for entrepreneurs. In other words, the entrepreneur can create new opportunities by developing innovation and innovative ideas, gaining new wealth, and using resources with maximum efficiency. Organizational entrepreneurship can revive organizations. This innovation process occurs through innovative activities,

which causes the organization to acquire new skills, capabilities, and resources.

Based on the results, organizational innovation with a path coefficient of 0.502 and a significant value of 11.888 has a positive and significant effect on job resilience with 95% confidence. Thus, from the respondents' viewpoint, this hypothesis is confirmed. The results of a study by Williams et al. (2017) are in line with this result. Innovation can improve organizational capacity for long-term flexibility and resilience. Innovation in the business model indicates a strong readiness for adaptation. It can be considered the adaptability pole of the resilience continuum. Based on the results, job resilience has a positive and significant effect on organizational entrepreneurship with a path coefficient of 0.279, a significant value of 6.159, and 95% confidence. Thus, from the respondents' viewpoint, this hypothesis is confirmed. Shams et al. (2013), Oklu and Yildiz (2020), Saliso, et al. (2019), and Kober and McNaughton (2018) also reported the effect of job resilience on organizational entrepreneurship.

Resilience refers to entrepreneurs' ability to continue their plans despite unstable events, market problems, and living conditions. It enables entrepreneurs to reduce the harmful effects of unexpected events, overcome them, and search for better situations. Resilient entrepreneurs welcome it and take risks to achieve goals and manage challenges and increase their tolerance threshold instead of resisting change. The characteristics of resilient entrepreneurs give them tools and skills that are significant for success in their businesses. The result suggests that job

resilience with the value of z-statistic (2.3904) and its significance in the Sobel test with 95% confidence plays a mediating role in the relationship between the variables of organizational innovation and organizational entrepreneurship. Thus, from the respondents' viewpoints, this hypothesis is confirmed. Manteghi et al. (2015), Shams et al. (2013), and Ahmed et al. (2019) also emphasized the mediating role of job resilience. In other words, resilience increases people's capacity and ability to change. Resilience contributes to entrepreneurial efficiency and enables entrepreneurs to manage business failure. Additionally, adaptation to changes resulting from innovation requires the job resilience of employees.

Conclusion

Based on the results, it can be stated that organizations on the path of entrepreneurship face uncertainty about the results of entrepreneurship, threats, and many barriers despite the undeniable benefits of entrepreneurship and organizational innovation in the development and improvement of the organization's performance. These barriers disrupt the success system and ultimately cause the failure of entrepreneurship. Hence, resilience is crucial to continue entrepreneurial activities despite unstable conditions and existing barriers. Resilience helps to maintain and improve the organization's performance in critical situations and facilitates the management of challenges and disruptions. Since Tehran Municipality is responsible for providing services to all members of society,



this organization can provide new values to its various stakeholders by adopting an entrepreneurial approach. Also, they should take new solutions to strengthen the process of development of services to citizens, protect the city, and bring economic, social, and cultural sustainable urban development by using efficient and innovative methods to provide significant social, environmental, and development services.

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.

References

- Ahmad, B., Latif, S., Bilal, A. R., & Hai, M. (2019). The mediating role of career resilience on the relationship between career competency and career success: an empirical investigation. *Asia-Pacific Journal of Business Administration*.1 (1).
- Bawden R.Zuber-Skerritt O. (2002). The concept of process management. *The Learning Organization, Journal of Entrepreneurship, Management and Innovation*; 9(3), 132-139.

- Bawden, R., & Zuber-Skerritt, O. (2002). The concept of process management. *The Learning Organization*, 65 (3), 351-362.
- Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson resilience scale (CD-RISC). *Depression and anxiety*, 18(2), 76-82.
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of management studies*, 47(6), 1154-1191.
- Farias, C., Fernandez, P., Hjorth, D., & Holt, R. (2019). Organizational entrepreneurship, politics and the political. *Entrepreneurship & Regional Development*, 31(7-8), 555-566.
- Ghasemiyeh, R., Neysi, A., & Hardani, Y. (2020). Assessing the mediating effect of innovation and organizational entrepreneurship on the relationship between ICT and improving organizational performance (Case study: Ahvaz Industrial Town No. 1). *Journal of Entrepreneurship Development*, 13(3), 401-419.
- Hagh, R. F., Kakavand, A. R., Borjali, A., & Bermas, H. (2011). Resiliency and life quality in mothers of children with mental retardation. 177-187.
- Karamoldini R. Investigating the impact of organizational innovation on entrepreneurial tendencies in urban management in the 12th district of Mashhad, National Conference on Organization and Business Improvement and Reconstruction, Tehran.2019.
- Kodama, M. (2021). Functions of career resilience against changes during working life in Japan: focus on health condition changes and task or job changes. *Sage Open*, 11(1), 21582440211002182.
- Korber, S., & McNaughton, R. B. (2017). Resilience and entrepreneurship: a systematic literature review. *International Journal of Entrepreneurial Behavior & Research*, 24(7), 1129-1154.
- Leal Filho, W. Wall, T. Azul, A. M. Brandli, L. Gökcin Özüyar, P. (2019). Good health and well-being. *Encyclopedia of the UN sustainable development goals*. (Eds.), Springer. <https://doi.org/10.1007/978-3-319-95681-7>
- Leviton, A., Guild-Wilson, M., Neff, R. K., & Gambill, P. (1993). The Boston teacher questionnaire. 1. Definition of syndromes. *Journal of Child Neurology*, 8(1), 43-53.
- Lv, W. D., Tian, D., Wei, Y., & Xi, R. X. (2018). Innovation resilience: A new approach for managing uncertainties concerned with sustainable innovation. *Sustainability*, 10(10), 3641.
- Majdouline, I., El Baz, J., & Jebli, F. (2020). Entrepreneurship orientation and innovation linkage: the case of Moroccan firms. *Projectics/Proyèctica/Projectique*, (1), 27-45.
- Manteghi M. Tavakoli GH.R. Nazari Y. Kameli A.R. (2015). The mediating role of employee resilience and empowerment in the relationship between transformational leadership and innovative performance, *Organizational Behavior Studies*; 5(17), 229-255.
- Mohammadi A. Talkhabi Alisha A.R. Lashkari K. (2013). Investigating factors affecting the entrepreneurship of public relations managers of organizations in Tehran. *Media Studies*; 9(24), 11-34.
- Okello, D. (2020). Gender effect of entrepreneurial orientation on dairy farming career resilience in Kenya. *Cogent Food & Agriculture*, 6(1), 1863565.
- Salisu, I., Hashim, N., & Galadanchi, A. (2019). Social capital and entrepreneurial career resilience: The role of entrepreneurial career commitment. *Management Science Letters*, 9(1), 139-154.
- Samani, S., Jokar, B., & Sahragard, N. (2007). Effects of resilience on mental health and life satisfaction. *Iranian Journal*



- of psychiatry and clinical psychology, 13(3), 290-295.
- Shams F.Mowgli A.R. Bordbar F. (2013). Resilience is the necessity of entrepreneurship: Investigating the mediating role of resilience in the relationship between personality traits and entrepreneurship, the first national conference of educational sciences and psychology, Marvdasht.
 - Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312.
 - Sözbilir, F. (2018). Innovation capacity and innovation performance in terms of educational level of managers. *İşletme Araştırmaları Dergisi*, 10(2), 1-12.
 - Yun, J. J., Lee, M., Park, K., & Zhao, X. (2019). Open innovation and serial entrepreneurs. *Sustainability*, 11(18), 5055.
 - Williams A. Best E. C. Anyanwu A. (2017). Innovation and organizational resilience: a study of selected food and beverage firms in port harcourt, *International Journal of Advanced Academic Research Social & Management Sciences*; 3(6), 1-15.