

Critical components for innovative restaurant entrepreneurship: The role of human capital relationship effect and competitive strategy

'Shahriar Fatehi

Ph.D. Students of entrepreneurship, University of Tehran, Kish campus ^۱

Abstract

Objective: The effect of entrepreneurial orientation and market orientation on critical criteria for innovative restaurant entrepreneurship. **Research method:** The current research is a descriptive-survey research of the correlational type in terms of its practical purpose and in terms of the method of data collection. The statistical population of the employees of the Manson Group restaurants in Tehran is 415 people, of which the sample size is 199 people from among them. An adapted questionnaire whose validity and reliability have been confirmed has been evaluated. The available sampling method was non-random. The measurement tool is a standard questionnaire that was extracted from the BIS article and its validity and reliability have been confirmed. Descriptive statistics and SPSS 24 software were used to analyze demographic data and extract central indicators, and structural equation model and PLS3 Smart software were used to analyze inferential statistics. **findings:** entrepreneurial orientation has a significant effect on market orientation, market orientation on performance. The market tendency has a positive and meaningful effect on absorption capacity and absorption capacity on performance. Conclusion: Research findings: entrepreneurial orientation has a significant effect on market orientation, market orientation on performance. The market tendency has a positive and meaningful effect on absorption capacity and absorption capacity on performance. **Conclusion:** The positional advantage and related factors of entrepreneurial orientation on the management performance of innovative entrepreneurial restaurants have been discussed, not only because of their relationship with performance, but also because of how to create and maintain restaurants in a highly competitive environment.

Key words: entrepreneurial orientation, performance, absorption capacity, innovation, market orientation

1. Introduction

The global restaurant industry is affected by the turbulent environment and the rise of individualized consumption awareness; more entrepreneurs need to have innovative performance (Skokic et al. 2016). New entrepreneurs must have better performance to survive in a competitive environment (Hallak et al. 2018). Therefore, restaurant entrepreneurs seek ways of building competitive advantages such as adopting mass customization, improving production processing and using innovative technologies to create high performance (Oukil et al. 2007). Resource entrepreneurs play important roles in the stage of market entry (Harrington et al. 2019). Newly entered entrepreneurs taking individual or team approaches use systemic resources such as entrepreneurial orientation to create valuable outputs for survival and expansion (Morris and Lewis, 1995). Furthermore, to survive in the market, the hospitality organization must have continuous innovation in satisfying changeable consumer demand and to create operational performance and sustainable development (Kandampully, Bilgihan, and Zhang, 2016). Therefore, to satisfy changeable consumer demand, successful entrepreneurs need cross-functional cooperation to seize market opportunities, creating a positional advantage (Bello et al. 2018). Hence, an innovative entrepreneurial restaurant's unique resource relationships among entrepreneurial orientation, market orientation, human capital, and performance warrant further discussion.

According to the resource-based view, enterprises should have different resources and should effectively develop their valuable, rare, unique and difficult-to-imitate resources to achieve excellence performance (Barney, 1991). Among these resources is the exploration of entrepreneurial and market orientation and human capital through the absorptive capacity to explore and exploit multiple innovations and performance (Yang, 2010). Absorptive capacity is influenced by human capital qualities such as personnel traits, skills, and training (Zahra and George, 2002). Hitt et al (2001) mention the importance of the human capital required to acquire and make good use of company knowledge and to transfer knowledge processes such as exploratory transformative and exploitative learning to provide the company with a competitive advantage.

In addition to providing new products and services to attract customers, innovative entrepreneurs need to implement new management strategies or technologies to save costs, combining information and communication technologies to respond to customers and marketing to achieve a win-win situation with customer satisfaction and operational performance, such as enhancing brand impression and market share (Kim and Mauborgne, 2017). Through positional advantage, innovative entrepreneurs maintain strong competitiveness; regardless of the challenges of innovation, they have a sufficient conversion capacity to respond to changes in the situation. Additionally, they adopt or apply innovations to create irreplaceable capabilities, allowing companies to adapt to changing markets when market resources are redistributed. Innovative entrepreneurial restaurants can achieve the high performance desired. Based on the above, this study expects to make the following research contributions. First, previous studies have argued that organizational resources and performance may have incomplete links and have noted that potential intermediaries or regulatory variables may affect performance (Hult et al., 2015). For the hospitality industry, service innovation and the customization of service production are conceived as lying somewhere between coproduction and cocreation (Chathoth et al. 2013; Kandampully et al., 2016). This study not only applies the resource-based view to conduct an in-depth exploration of the relationship between positional advantage factors and the performance of innovative entrepreneurial restaurants but also further explains the relationships among entrepreneurial

orientation, market orientation and human capital that can strengthen the insufficient resource-based theory.

This study practically examines the data of a survey of Manson Group restaurants in Tehran. In addition, this study examines the basic measures of innovation entrepreneurship in Manson Group restaurants. Manson Group restaurants, one of the restaurants in Tehran, has been formed by gathering a group of management, information technology and advertising experts with a completely professional and specialized approach in order to create new values and services in the field of restaurants and eating out. This collection, on the one hand, in cooperation with foreign tours and international companies, is trying to introduce the best restaurants of Iran to foreign guests, and on the other hand, it aims to provide a comprehensive introduction of restaurants in the country to our dear compatriots, an environment for sharing people's experiences with each other and Overall, increasing the pleasure and happiness of having a meal outside the home has been provided and attracts many entrepreneurs and managers to run businesses. In addition, the competition in the restaurant industry in Iran is fierce. Therefore, our findings provide interesting insights and experiences on situational advantage, absorptive capacity, innovation and performance for emerging research on innovative entrepreneurial restaurants. (Tasci, and Milman.2018) This research seeks to answer this basic question: What is the role of absorption capacity, innovation and market orientation, human capital and competitive strategy in the impact of entrepreneurial orientation on performance?

2. Theoretical background and hypothesis development

Based on the resource-based view (RBV), restaurant investment requires the use of different organizational resources to improve performance (Jogarathnam, 2017). However, most restaurant companies are limited to available tangible resources, but intangible resources are more important and therefore produce a positional advantage and enhance performance (Rosenbusch, 2011). Positional advantage is an individual potential dimension linking several potential variables, among which entrepreneurial orientation, market orientation and human capital are the most important factors (Jöreskog and Sörbom, 1996). However, some organizational factors may have incomplete links, and potential mediators and moderators may affect performance. The effect of entrepreneurial orientation on performance with the mediating role of absorption capacity, innovation and market orientation and the moderating role of human capital and competitive strategy among the employees of Manson group restaurants in Tehran, it should be said that in past researches, location advantage and its related factors, as issues Key to innovative entrepreneurial restaurant management, not only because of their relevance to performance, but also because of the question of how to create and sustain restaurants in a highly competitive environment Theoretical studies show that market orientation can have a serious role in entrepreneurial orientation and performance.

Previous studies show that in the future, new entrepreneurial restaurants should have more market sensitivity. They must be more customer-focused than competitors, use technology to develop innovative products and services, improve processes to satisfy customers through innovation, shape competitive barriers through innovation, and routinely and regularly Measure customer service. (Bohalis, and Lange, 2018)

In addition to offering new products and services to attract customers, innovative entrepreneurs must employ new management strategies or technologies to save costs, combine information and communication technology to respond to customers, and marketing to achieve a winning position. - Win with customer satisfaction and operational performance.,

such as increasing brand perception and market share through positional advantage, innovative entrepreneurs maintain strong competitiveness. (Buhalis, and Lunge, 2018) In addition to offering new products and services to attract customers, innovative entrepreneurs must employ new management strategies or technologies to save costs, combine information and communication technology to respond to customers, and marketing to achieve a winning position. - Win with customer satisfaction and operational performance. , such as increasing brand perception and market share through positional advantage, innovative entrepreneurs maintain strong competitiveness. (Buhalis, and Lunge, 2018) Regardless of innovation challenges, they have sufficient transformational capacity to respond to changes in circumstances. In addition, they use innovations to create non-substitutable capabilities and allow them to adapt to changing markets when market resources are redistributed (Tasci and Milman, 2018).

Innovative, entrepreneurial restaurants can achieve desired performance. Based on the above, this study expects to make the following contributions. First, previous studies have argued that organizational resources and performance may have imperfect links and have pointed out that possible mediators or regulatory variables may affect performance. For the hospitality industry, service innovation and customization produce service somewhere. It is between simultaneous production and simultaneous production. This study not only applies the resource-based perspective to conduct an in-depth exploration of the relationship between factors of situational advantage and the performance of innovative entrepreneurial restaurants, but also strengthens the relationships between entrepreneurial orientation, market orientation, and human capital. Source-based theory is not enough. (Bello Rogo, 2018)

Horng et al. (2018) point out that due to rapid market changes, market-oriented companies continuously learn new knowledge to provide products and services that meet customer expectations and generate revenue. Buhalis, and Lunge, (2018) also point out that there are still many unknowns in how to convert customers and knowledge into performance. Therefore, absorptive capacity needs further discussion. By combining absorptive capacity with other variables, the importance of this research lies in the fact that this study can better explain the relationship between positional advantage and performance.

In line with the research topic, which is to investigate the effect of entrepreneurial orientation on performance with the mediating role of absorption capacity, innovation and market orientation and the moderating role of human capital and competitive strategy, close studies have been conducted, some of which will be mentioned: - Agha Babaei et al., (2020) "Investigating the impact of entrepreneurial approach on company performance by considering the mediating role of differentiation strategy" The results indicate that leadership and entrepreneurial orientation have an impact on company performance through differentiation strategy. The entrepreneurial approach has a positive and significant effect on the company's performance. Piri Sarassiabi, (2021) "The effect of measuring and evaluating the effective factors on the development of sustainable entrepreneurship in small business investment and mixed results showed that risk-taking, pioneering behavior and innovation on the entrepreneurial approach of small businesses on small business investment Soryaei and Mohammadi, (2019) "Investigation of the impact of entrepreneurial orientation on investment performance (case study: small and medium enterprises in Mashhad) This research clarifies for managers the fact that they invest in hiring , training and development, rewarding and

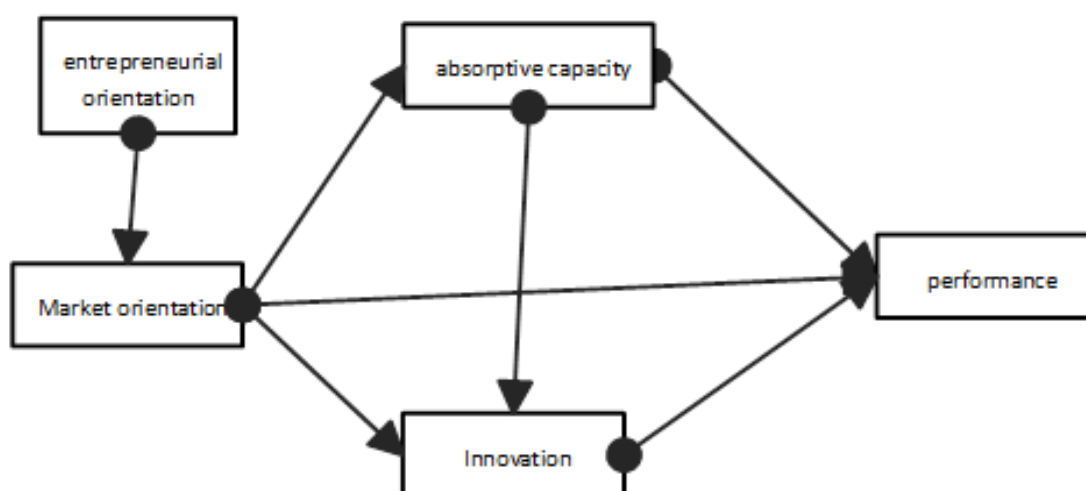
performance evaluation not only do not harm but also achieve a competitive advantage through improving entrepreneurial orientation.

Chou et al. (2020) in an article entitled "Important measures of innovative restaurant entrepreneurship: Considering the interplay of human capital and competitive strategy, a case study in Taiwan." This study examines different mechanisms of absorptive capacity and innovativeness mediating inter-orientation relationships among 622 restaurants in Taiwan. The research results show that absorptive capacity and innovation mediate the relationship between market orientation and performance, and market orientation moderates the relationship between entrepreneurial orientation and performance. This research found that the critical moderating role of human capital strengthens the relationships between market orientation, absorptive capacity, and innovation, and competitive strategy strengthens the relationships between market orientation and innovation relative to performance.

Amaya Rivas et al. (2019) in an article titled "Company knowledge and transfer of knowledge processes." The findings of the study show that the knowledge of the company and the transfer of knowledge processes such as transformative and exploitative learning to provide a competitive advantage to the company have a positive and significant effect. Corporate knowledge and knowledge transfer refer to processes such as transformative and exploitative learning to provide competitive advantage to the company.

Harrington et al. (2019) in an article titled "Entrepreneurship and innovation in the restaurant industry." This study points out that the restaurant industry has low barriers to entry and restaurants are easy to replace. Therefore, this industry has high operational risks. Therefore, in order to survive, entrepreneurs must innovate and have relevant competitive advantages. Competitive strategy has a significant impact on the company's positional advantage and performance. Employing a positive strategy helps high-performing companies achieve higher operational performance. By analyzing and examining the types of models presented in the field of theoretical foundations of the research, the reason for the comprehensiveness and inclusion of Fernandez Chou et al. (2020) all research variables and closeness to the main research objectives "Investigating the effect of entrepreneurial orientation on performance with the mediating role of absorption capacity, innovation and orientation The market and the moderating role of human capital and competitive strategy have been adapted from the aforementioned article.

Figure 1: Research Conceptual Model



Hypothesis 1: Entrepreneurial orientation has a positive and meaningful effect on market orientation.

Hypothesis 2: Market orientation has a positive and meaningful effect on performance.

Hypothesis 3: Market trend has a positive and significant effect on absorption capacity.

Hypothesis 4: Absorptive capacity has a positive and significant effect on performance.

Hypothesis 5: Market orientation has a positive and significant effect on innovation.

Hypothesis 6: Innovation has a positive and significant effect on performance. Hypothesis 7: Absorptive capacity. It has a positive and meaningful effect on innovation.

3. Research Methods

The research is a descriptive-survey research in terms of practical purpose, in terms of collected data, it is quantitative. The statistical population of employees of Manson group restaurants in Tehran was 415 people. The sample size was calculated based on Cochran's formula of a limited population of 199 people. In this quantitative alternative research, we sent a questionnaire to the entire statistical population. Considering that some questionnaires may not be answered or returned, in this research, 10 We distributed questionnaires to a higher percentage than the calculated sample size. However, we obtained 199 valid questionnaires for statistical analysis and the available sampling method was non-random, and also the measurement tool was a standard questionnaire that was extracted from the base article and its validity and reliability were confirmed.

Spss version 24 software was used for descriptive statistics analysis (extraction of central, demographic indicators) and Smart-Pls version 3 software was used for inferential statistics from structural equations and data analysis. To evaluate the questionnaire, a five-point Likert scale on the continuum from completely agree to completely disagree was used. The reliability of the research questionnaire in each of the components was checked through Cronbach's alpha coefficient and it was confirmed at a suitable level in all cases. In order to determine the validity of the questionnaire, content validity and confirmatory factor analysis (validation) have been used. In this research, factor analysis and structural equation modeling (SEM) were used to analyze the obtained data. In the end, SPSS and Smart PLS software are used for data analysis.

4. Findings

The demographic characteristics of the statistical sample are shown in Table 1. The characteristics include the status of gender, age, and education, and how they are distributed among the respondents to the questionnaire according to frequency, percentage of frequency, are classified and presented. Descriptive statistics, central and dispersion indices including mean, standard deviation and variance related to each variable have been examined by the respondents. The results are reported in Table (1).

| Variable | | Abundance | | Abundance percentage |
|-----------|--------------------|-----------|--|----------------------|
| gender | Man | 118 | | 59.3 |
| | Female | 81 | | 40.7 |
| | Total | 198 | | 100 |
| Age | 18 to 30 years | 53 | | 26.6 |
| | 31 to 40 years | 71 | | 35.7 |
| | 41 to 50 years | 39 | | 19.6 |
| | More than 50 years | 36 | | 18.1 |
| | Tota | 198 | | 100 |
| Education | Diploma and less | 23 | | 11.6 |
| | Kardani | 44 | | 22.1 |
| | bachelor | 82 | | 41.2 |
| | Master's degree | 35 | | 17.6 |
| | Ph.D | 15 | | 7.5 |
| | Total | 198 | | 100 |

One of the main presuppositions of using parametric statistics and regression is the normality of the distribution. To check the normality of the data, the Kolmogorov Smirnov Kolmogorov Smirnov test was used. The results showed that all research variables have a normal distribution. Therefore, it is possible to use the method of structural equations with partial least squares approach.

Testing hypotheses

To check the research hypotheses, first, the path coefficients related to each of the hypotheses should be calculated. Therefore, in Figures 2 and 3, the output of the path coefficients of the structural equation model is presented to test the hypotheses of the research, which was also confirmed in the previous stages of its fitting.

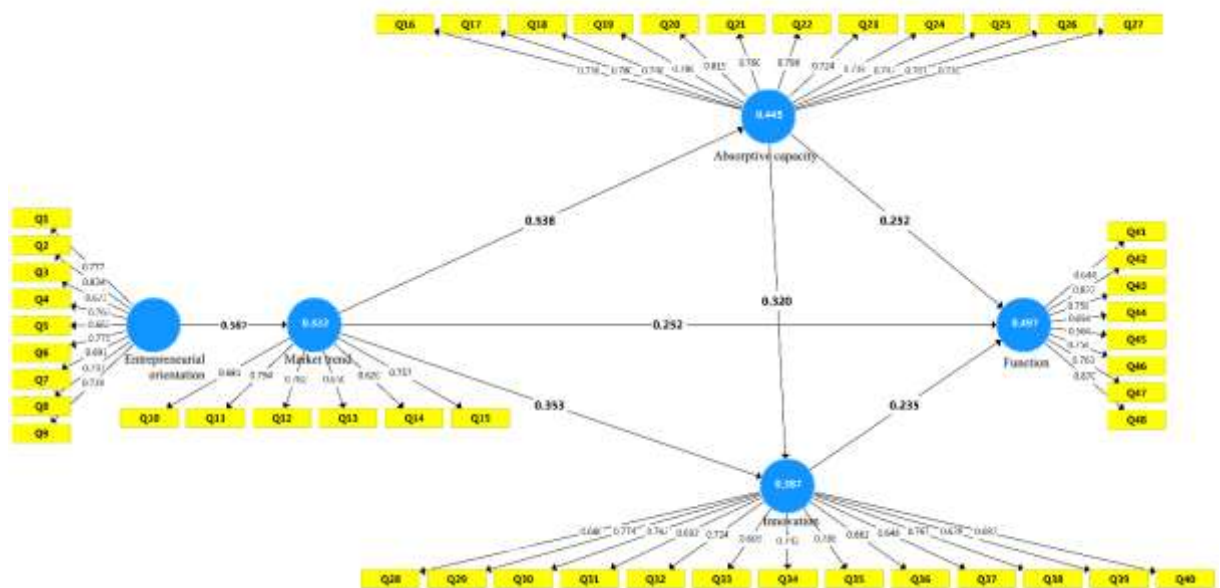


Figure 2: The research model in the case of the standardized path coefficient (evaluation of structural models)

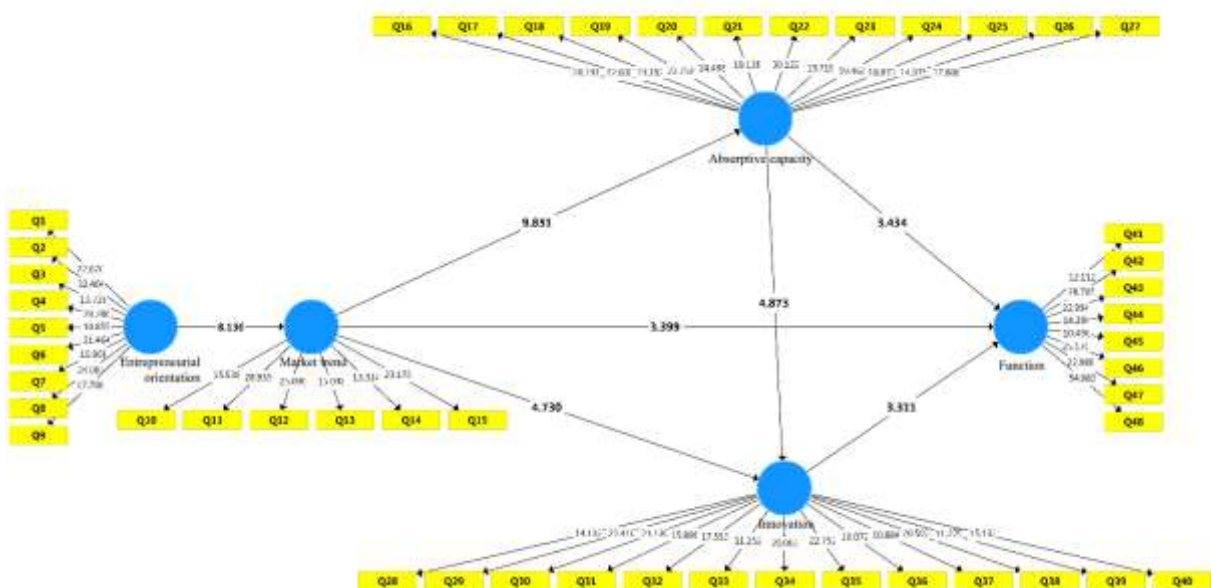


Figure 3: The research model in the significance state of t (evaluation of structural models)

Table 2): The results of the test of research hypotheses

| independent variable and dependent variable | β | <i>T_value</i> | <i>significance</i> | <i>Test result</i> |
|--|---------------------------|-----------------------|----------------------------|---------------------------|
| Entrepreneurial orientation and market orientation | 0.567 | 8.136 | 0.00 | confirmation |
| Market tendency and absorption capacity | 0.538 | 9.851 | 0.00 | confirmation |
| Market trend and performance | 0.252 | 3.399 | 0.001 | confirmation |
| Market trend and innovation | 0.353 | 4.730 | 0.00 | confirmation |
| Absorption capacity and performance | 0.252 | 3.434 | 0.001 | confirmation |
| Absorption capacity and innovation | 0.320 | 4.873 | 0.00 | confirmation |
| Innovation and performance | 0.235 | 3.311 | 0.001 | confirmation |

After examining the measurement and structural and general models, the hypotheses should be interpreted.

The first hypothesis: entrepreneurial orientation has a significant effect on market orientation.

As shown in Table 2, the value of t-statistic and path coefficient between entrepreneurship orientation and market orientation is 8.136 and 0.567, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.00) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; That is, entrepreneurial orientation has a positive and significant effect on market orientation. That is, with an increase of one standard deviation in the entrepreneurial tendency scores, we will see an increase in the market tendency scores as much as 0.567 standard deviations. Therefore, according to the collected data, the first research hypothesis can be confirmed.

The second hypothesis: market trend has a significant effect on performance. As shown in Table 2, the value of t-statistic and the path coefficient between market trend and performance were obtained as 3.399 and 0.252, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.001) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; It means that market trend has a positive and significant effect on performance. That is, by increasing one standard deviation in market tendency scores, we will see an increase in performance scores by 0.252 standard deviations. Therefore, according to the collected data, the second research hypothesis can be confirmed.

The third hypothesis: market tendency has a significant effect on absorption capacity.

As shown in Table 2, the value of T-statistic and path coefficient between market trend and absorption capacity are 9.851 and 0.538, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.00) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; It means that the market trend has a positive and significant effect on the absorption capacity. That is, with an increase of one standard deviation in the market tendency scores, we will see

an increase in the absorption capacity scores as much as 0.538 standard deviations. Therefore, according to the collected data, the seventh research hypothesis can be confirmed.

The fourth hypothesis: absorption capacity has a significant effect on performance.

As shown in Table 2, the value of T-statistic and path coefficient between absorption capacity and performance have been obtained as 3.434 and 0.252, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.001) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; It means that absorption capacity has a positive and significant effect on performance. That is, by increasing one standard deviation in the absorption capacity scores, we will see an increase in the performance scores by 0.252 standard deviations. Therefore, according to the collected data, the eighth hypothesis of the research can be confirmed.

Fifth hypothesis: market orientation has a significant effect on innovation.

As shown in Table 2, the t-statistic and the path coefficient between market orientation and innovation are 4.730 and 0.353, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.00) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; It means that market tendency has a positive and significant effect on innovation. That is, by increasing one standard deviation in market tendency scores, we will see an increase in innovation scores by 0.353 standard deviations. Therefore, according to the collected data, the ninth research hypothesis can be confirmed.

Sixth hypothesis: innovation has a significant effect on performance.

Sixth hypothesis: innovation has a significant effect on performance.

As shown in Table 2, the t-statistic and the path coefficient between innovation and performance are 3.311 and 0.235, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.001) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; It means that innovation has a positive and significant effect on performance. That is, by increasing one standard deviation in innovation scores, we will see an increase in performance scores by 0.235 standard deviations. Therefore, according to the collected data, the tenth hypothesis of the research can be confirmed.

The seventh hypothesis: Absorptive capacity has a significant effect on innovation.

As shown in Table 2, the t-statistic and the path coefficient between absorptive capacity and innovation were obtained as 4.873 and 0.320, respectively. In fact, considering that the significance value (t-value) is greater than 1.96 and the significance level (0.00) is less than 0.05; It can be concluded that this path coefficient is significant at the error level of 0.05; That is, absorption capacity has a positive and significant effect on innovation. That is, with an increase of one standard deviation in the absorptive capacity scores, we will see an increase in the innovation scores as much as 0.320 standard deviations. Therefore, according to the collected data, the 11th research hypothesis can be confirmed.

5. Discussion and conclusion

Based on a research survey of 199 employees of Manson Group restaurants in Tehran, this study, first, showed that entrepreneurial orientation significantly increases performance through market orientation. Therefore, an innovative restaurant with entrepreneurial orientation combined with market orientation will produce higher performance. This study showed that market orientation affects the outcome of innovation in restaurants through

absorptive capacity. However, absorptive capacity does not directly affect performance and has no mediating effect between market orientation and performance. This study further investigates the relationship between absorptive capacity and performance. We find that absorptive capacity does not directly drive performance, but that absorptive capacity must pass through innovation output before it can drive operational performance.

In addition, the results of this study showed the regulatory effects of human capital and competitive strategy on innovative entrepreneurial restaurants. These two variables act as moderators between location advantage and performance. Less market orientation can gradually increase absorptive capacity due to increased human capital and vice versa. Human capital plays a very important role in the process of converting positional advantage into performance. Even restaurants with a lower market orientation can increase their absorption capacity through higher human capital for improvement, such as hiring employees with better education or increasing the knowledge and skills of employees. It helps and at the same time stimulates the company's positional advantage. This process happens because human capital is a rare and important resource for organizations and it can be used to play a role in improving the competitive advantage of companies. Finally, this study showed that since competitive strategy has a regulatory effect between innovation and market orientation with performance, companies should pay more attention to developing and applying a correct competitive strategy to improve performance.

Despite the potential contributions of this study, several limitations have been raised and provide suggestions for future studies. First, because this study focuses on innovative and entrepreneurial restaurants that involve highly fragmented and mature industries, the entire sample consists of local and regional brands. Future research can extend the results of this study and improve its scalability through a comparative study of other types of restaurants and by surveying the opening date and capacity, brand, and type of the restaurants. suggest that future research can extend this study with more inclusive models by exploring more resource variables. For performance evaluation, this study mainly uses the self-assessment of interviewed enterprises, but future research can try to increase other, more objective indicators such as turnover, return on investment, and enterprise ranking to improve the robustness of its findings. Despite these limitations, the study makes an important contribution to the hospitality industry by analyzing the relationship between positional advantage (entrepreneurial orientation, market orientation and human capital), absorptive capacity, innovation and performance.

The results underscore the need for small restaurants, when creating and performing, to create and effectively use their organizational resources. Surviving innovative entrepreneurial restaurants face a fragmented and highly competitive business environment. These entrepreneurs have scarce resources and face unique market challenges. These research results show that the variables relationship between positional advantage and performance of these innovative entrepreneurial restaurant operators has mediating and moderating effects, and, when properly used, those resources can help avoid resource shortages and enhance restaurant performance.

References

- [1] Horng, J. S., Liu, C. H. S., Chou, S. F., Tsai, C. Y., and Hu, D. C. 2018. "Developing a sustainable service innovation framework." *International Journal of Contemporary Hospitality Management*, 30(1): 455–474
- [2] Liu, C. H. S. 2018. "Examining social capital, organizational learning and knowledge transfer in cultural and creative industries of practice." *Tourism Manag.*, 64(4):258–2۷۰.
- [3] Amaya Rivas, A. A., & Wu, W. Y. 2019." A serial mediation model of effects of team innovation on new product development success: Revising the role of team strategic orientations." *Knowledge and Process Management*, 26(3): 262–2۷۶ .
- [4] Harrington, R. J., Hammond, R. K., Ottenbacher, M. C., Chathoth, P. K., and Marlowe, B. 2019. "From goods-service logic to a memory-dominant logic: Business logic evolution and application in hospitality." *International Journal of Hospitality Management*, 76(7): 252–۲۶۰.
- [5] Tasci, A. D., and Milman, A. 2019. "Exploring experiential consumption dimensions in the theme park context." *Curr. Issues Tourism*, 22(7): 853–8۷۶ .
- [6] Buhalis, D., and Lunge, H. 2018." Interconnectivity and interoperability towards an ecosystem." *International Journal of Hospitality Management*, 71(3):41–5۰ .
- [7] Bello Rogo, H., Mohd Shariff, M. N., & Hafeez, M. H. 2018." The relationship between situational advantage and performance for the future development of entrepreneurial restaurant companies." *International Journal of Supply Chain Management*, 7(2): 107–1۱۵
- [8] Agha Babaei, Akram, Hamid Reza Jafari, and Jamshid Pikfelak. (2022) Identifying the effect of leadership and entrepreneurial orientation on bank performance according to the mediating role of differentiation strategy." *Management and Accounting Studies* 3 (1): 19-۲۵
- [9] Piri Sarasiyabi, Ahmed. 2021. "Effect of measurement and evaluation of effective factors on the sustainable orientation of entrepreneurship in the marketing of small and medium-sized companies" *Marketing Management Quarterly* 23 (8): 60-7۴
- [11] Sorayai, Rana, and Javad Mohammadi. 2019. "In a study, the effect of HRM measures on entrepreneurial orientation" *Journal of Business Management* 6 (8): 45-5۲
- [12] Skokic, V., Lynch, P., & Morrison, A. (2016). Hotel entrepreneurship in a turbulent environment. *International Journal of Hospitality Management*, 53, 1–11
- [13] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- [14] Hallak, R., Assaker, G., O'Connor, P., & Lee, C. (2018). Firm performance in the upscale restaurant sector: The effects of resilience, creative self-efficacy, innovation and industry experience. *Journal of Retailing and Consumer Services*, 40, 229–2۴۰.
- [15] Harrington, R. J., Hammond, R. K., Ottenbacher, M. C., Chathoth, P. K., & Marlowe, B. (2019). From goods-service logic to a memory-dominant logic: Business logic evolution and application in hospitality. *International Journal of Hospitality Management*, 76, 252–2۶۰.
- [16] Morris, M. H., & Lewis, P. S. (1995). The determinants of entrepreneurial activity: Implications for marketing. *European Journal of Marketing*, 29(7), 31–4۸.

- [17] Kandampully, B., & Zhang (2016). Developing a people-technology hybrids model to unleash innovation and creativity: The new hospitality frontier. *Journal of Hospitality and Tourism Management*, 29, 154–164.
- [18] Bello Rogo, H., Mohd Shariff, M. N., & Hafeez, M. H. (2018). Investigating the effect of entrepreneurship development on the relationship between market orientation, total quality management and SMEs performance in Kano. *International Journal of Supply Chain Management*, 7(2), 107–115
- [19] Yang, J.-T. (2010). Antecedents and consequences of knowledge sharing in international tourist hotels. *International Journal of Hospitality Management*, 29(1), 42–5۲.
- [20] Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27(2), 185–2۰۳
- [21] Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management Journal*, 44(1), 13–2۸.
- [22] Kim, T., Kim, W. G., Park, S. S. S., Lee, G., & Jee, B. (2012). Intellectual capital and business performance: What structural relationships do they have in upper-upscale hotels? *Internal Journal of Hospitality Management*, 14(4), 391–4۰۸.
- [23] Chathoth, P., Altinay, L., Harrington, R., Okumus, F., & Chane, E. (2013). Co-production versus co-creation: A process based continuum in the hotel service context. *International Journal of Hospitality Management*, 32, 11–2۰.
- [24] Jogaratnam, G. (2017). The effect of market orientation, entrepreneurial orientation and human capital on positional advantage: Evidence from the restaurant industry. *International Journal of Hospitality Management*, 60, 104–113.
- [25] Unger, J. M., Rauch, A., Frese, M., & Rosenbusch, N. (2011). Human capital and entrepreneurial success: A meta-analytical review. *Journal of Business Venturing*, 26(3), ۳۴۱–۳۵۸.