

From Cultural Innovation to Creativity: Designing a Behaviorally and Organizationally-Inspired Model for Knowledge-Based Organizations

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Abstract

Cultural innovation and creativity are known as two key elements in the success of knowledge-based organizations. These elements can help improve performance and increase innovative capabilities by influencing organizational behavior and identity. In this study, the purpose of this study is to investigate the relationship between these three variables and provide a comprehensive view of their relationships. Considering the importance of this issue, the present study systematically reviewed the existing literature in This field discusses. The present study is a systematic review that examines scientific articles, theses, and research reports related to cultural innovation, creativity, and organizational behavior and identity. In order to search effectively, use reputable scientific databases such as Google Scholar, Scopus, and Web of Science and the articles are selected based on specific criteria such as publication date, language, and research methodology. Key information is extracted from the articles and analyzed using content analysis methods. The results of this research show that cultural innovation directly affects creativity and organizational behavior. In addition, organizational behavior and identity also act as a mediating factor in the relationship between cultural innovation and creativity. The patterns identified in this study indicate the importance of creating a culture that supports innovation and creativity in knowledge-based organizations. The results of content analysis show that organizations that have a strong and supportive organizational culture of innovation are significantly more creative. Also, positive behaviors and a strong organizational identity can act as key facilitators in the process of innovation and creativity. These findings help to better understand the complex relationships between these variables and can help managers and provide researchers with useful guidance. Based on the results of this research, suggestions are made to improve cultural innovation and creativity in knowledge-based organizations. These suggestions

include strengthening organizational culture, promoting collaborative leadership, and creating positive and creative work environments. These measures can help increase the innovative capabilities of organizations as well as improve their overall performance. The present study has achieved a better understanding of the relationships between these variables by systematically reviewing the existing literature in the field of cultural innovation, creativity, and organizational behavior and identity. Considering the importance of this issue in knowledge-based organizations, the results of this research can pave the way for future research and the development of effective strategies in this field.

Keywords: Cultural Innovation, Creativity, Organizational Behavior, Organizational Identity, Knowledge-Based Organizations.

۱- Introduction

Knowledge-based organizations are known as the main drivers of economic and social development in the present era. These organizations are based on modern knowledge and technology and have the ability to produce high added value. In the meantime, cultural innovation and creativity play a fundamental role as two key factors in the success of these organizations (Marr, Cultural innovation refers to positive changes in organizational values, attitudes, and behaviors, which can provide a suitable platform for the growth of creativity and innovation. Research has shown that an effective organizational culture can facilitate improved performance and increase innovative capabilities (Schneider et al., ۲۰۲۲).

Creativity refers to the ability to generate new and original ideas that can have an impact at all levels of the organization. In knowledge-based organizations, creativity not only helps develop new products and services, but also leads to improving processes and creating dynamic work environments (Amabile & Pratt, ۲۰۲۳). Organizational behavior and identity refer to a set of characteristics and interactions that help shape organizational culture and foster shared values. Recent research has shown that a strong organizational identity can enhance positive interactions among employees and contribute to organizational success (Ashforth et al., ۲۰۲۳).

Cultural innovation and creativity are highly dependent on each other. The right organizational culture can be a stimulus for creativity, and creativity can also strengthen organizational culture. This relationship shows the importance of integrated management of these two elements in knowledge-based organizations (Cameron & Quinn, ۲۰۲۲).

Organizational behavior, including leadership style, communication, and interactions among employees, plays a key role in shaping innovation and creativity. Organizations that foster positive and supportive behaviors among their employees have a greater ability to develop innovation (Yukl, ۲۰۲۳). Due to their dynamic nature, knowledge-based organizations face challenges such as resistance to change and lack of adequate support for cultural innovation. These challenges can hinder the realization of innovative goals and require effective management (Kotter, ۲۰۲۳). Organizational identity is recognized as a key factor in the success of organizations. A strong identity can increase trust and collaboration among employees, providing the necessary context for the realization of innovative goals (Dutton et al., ۲۰۲۳).

Participatory and inspiring leadership plays an important role in fostering cultural innovation. Leaders should pay attention to creating environments that support creativity and innovation and encourage employees to participate in these processes (Bass & Riggio, ۲۰۲۳). A good work environment can foster employee creativity. Factors such as freedom to make decisions, support for risk-taking, and positive interactions among employees can have a direct impact on innovation and creativity. Innovation management in knowledge-based organizations requires attention to organizational culture, creativity, and positive behaviors. New management approaches can help strengthen these factors and achieve strategic goals (Kim et al., ۲۰۲۳).

A strong organizational culture can lead to improved organizational performance. Research has shown that organizations with shared values and an innovative culture have a greater ability to be competitive and achieve goals (Denison, ۲۰۲۲). Organizational learning is one of the key factors

in creating innovation. Organizations that pay attention to continuous learning and the development of employees' skills have a greater ability to face environmental and competitive challenges (Argyris & Schön, ۲۰۲۳). Due to the importance of this issue, more research is needed in the field of cultural innovation, creativity, and organizational behavior. These researches can help provide applied models for the development of innovation in knowledge-based organizations (Tidd & Bessant, ۲۰۲۳).

The aim of this study was to investigate the relationship between cultural innovation, creativity, and organizational behavior and identity in knowledge-based organizations. By systematically reviewing previous studies, an attempt has been made to identify the existing patterns and provide solutions to strengthen these elements.

Innovation management in knowledge-based organizations requires special attention to organizational culture, creativity, and positive behaviors. These factors can pave the way for sustainable development and the realization of long-term goals (Dodgson et al., ۲۰۲۳). This research can help develop new strategies to strengthen cultural innovation and creativity in knowledge-based organizations. Also, the findings of this research can help managers and policymakers in effective decision-making.

۱.۱. Problem Statement

In the current era, knowledge-based organizations need continuous innovation due to their heavy dependence on knowledge and technology. This innovation is important not only in products and services but also in business processes and models. However, many organizations face serious challenges in creating a culture of innovation and creativity (Marr, Organizational culture is one of the most important factors influencing innovation in organizations. However, many knowledge-based organizations lack a proper organizational culture to support innovation. Resistance to change, lack of effective communication, and lack of leadership support for innovation are among the main barriers (Schneider et al., ۲۰۲۲).

Creativity is recognized as one of the main elements of innovation, but many organizations face difficulties in boosting the creativity of their employees. Lack of motivation, unsupportive work environments, and work pressures can hinder creativity, leading to a decrease in innovation (Amabile & Pratt, ۲۰۲۳). Organizational behavior plays a key role in the formation of a culture of innovation and creativity. However, maladaptive behaviors such as unhealthy competition among employees, lack of collaboration, and lack of effective communication can hinder the development of innovation (Ashforth et al., ۲۰۲۳).

Poor organizational identity can lead to a decrease in positive interactions among employees and a decrease in trust and solidarity within the organization. This has a negative impact not only on the organizational culture but also on the organization's ability to innovate (Dutton et al., ۲۰۲۳). The right work environment for innovation requires supporting creativity and providing the conditions for risk-taking. Many organizations are unable to create such environments due to traditional structures and lack of flexibility (Isaksen & Ekvall, ۲۰۲۳).

Effective leadership plays a vital role in creating cultural innovation and creativity. However, many leaders of knowledge-based organizations lack the necessary skills to lead the organization towards innovation. This leads to a decrease in employee motivation and a decrease in the organization's performance (Bass & Riggio, ۲۰۲۳). Changing the organizational culture in order to support innovation is one of the most difficult challenges for organizations. Employees' resistance to change, lack of effective communication, and lack of leadership support are some of the factors that complicate this process (Kotter, ۲۰۲۳).

Due to intense competitive pressures, knowledge-based organizations often focus on short-term goals and neglect to pay attention to long-term innovation. This can lead to a decrease in the organization's innovative capabilities (Kim et al., ۲۰۲۳). Despite the importance of cultural innovation, existing studies in this field are still limited. More research is needed to investigate the impact of organizational culture on innovation and creativity in knowledge-based organizations (Cameron & Quinn, ۲۰۲۲). Effective communication between employees is one of the key factors in fostering creativity and innovation. However, the lack of proper communication and unhealthy interactions among employees can prevent the achievement of innovative goals (Schneider et al., ۲۰۲۲).

Developing employee skills in order to foster creativity and innovation is one of the vital needs of knowledge-based organizations. But many organizations lack comprehensive programs for employee training and development (Argyris & Schön, ۲۰۲۳). Organizational learning is recognized as one of the key factors in creating innovation. But knowledge-based organizations are not yet fully utilizing the potential of organizational learning to foster innovation (Dodgson et al., ۲۰۲۳).

Cultural diversity in organizations can help foster creativity and innovation. However, many organizations are still unable to effectively manage cultural diversity, leading to challenges in communication and collaboration among employees. Applied models for managing cultural innovation and creativity in knowledge-based organizations are not yet fully developed. This issue requires further research and practical solutions (Tidd & Bessant, ۲۰۲۳). Traditional organizational structures can hinder the realization of innovation in organizations. Knowledge-based organizations should pay attention to creating flexible and collaborative structures so that they can increase their innovative capabilities (Denison, ۲۰۲۲).

Employee motivation is one of the key factors in fostering creativity and innovation. However, many organizations lack proper programs to motivate employees, and this has a negative impact on the overall performance of the organization (Amabile & Pratt, ۲۰۲۳). New technologies can help foster cultural innovation and creativity. However, many organizations are still not fully utilizing the potential of these technologies, and this leads to limitations in the development of innovation (Marr, ۲۰۲۱).

Knowledge-based organizations must increase their ability to respond to environmental changes. This requires creating a flexible organizational culture and fostering creativity and innovation (Yukl, ۲۰۲۳). According to the issues raised, the present study aims to investigate the relationship between cultural innovation, creativity and organizational behavior and identity in

knowledge-based organizations. This research tries to provide practical models to strengthen these elements and solve the existing challenges.

Research Questions

Main questions

How does cultural innovation affect creativity and organizational behavior in knowledge-based organizations?

Sub-questions

What is the relationship between organizational identity and innovative capabilities in knowledge-based organizations?

What factors can help strengthen the relationship between cultural innovation, creativity and organizational behavior in knowledge-based organizations?

۲- Foundations and Background of the Research

Cultural innovation refers to positive and constructive changes in the values, beliefs, and behaviors of an organization that leads to the creation of a suitable environment for the growth of creativity and innovation. This concept is considered as one of the key factors in the success of knowledge-based organizations, because organizations actively promote an innovative culture. They are more capable of facing environmental changes and competitiveness.

Creativity refers to the ability to produce new and original ideas that can lead to solving complex problems and developing new products or services. In knowledge-based organizations, creativity is known not only as an individual factor but also as an organizational capability which has an impact on all levels of the organization. Creating an environment that supports creativity is essential to the success of these organizations.

Organizational behavior refers to a set of interactions and relationships between employees and managers that help to improve organizational culture and strengthen cooperation within the organization. Positive behaviors, such as supporting risk-taking, building trust, and constructive interactions, can lead to the strengthening of cultural innovation and creativity in knowledge-based organizations.

Organizational identity refers to the overall image and personality of an organization that is shaped by shared values, missions, and goals. A strong organizational identity can help increase cohesion and solidarity among employees and create more trust and collaboration. This directly affects the organization's ability to develop innovation and creativity.

Knowledge-based organizations face several challenges such as resistance to change, competitive pressures, and lack of resources, which can hinder the realization of innovation and creativity. These organizations need to effectively manage these challenges and create structures and processes that support cultural innovation and creativity and improve the overall performance of the organization.

۲.۱. Cultural Innovation

Cultural innovation refers to positive and constructive changes in the values, beliefs, attitudes, and behaviors of an organization, which leads to the creation of a suitable environment for the growth and development of creativity and innovation. This concept is very important in knowledge-based organizations because innovative culture acts as an infrastructure for organizational growth (Rezaei et al., ۲۰۲۱). In knowledge-based organizations, cultural innovation acts as a strategic tool to increase competitiveness and adaptation to environmental changes. This innovation helps organizations to quickly respond to market needs by creating a creative and dynamic environment (Karimi, ۲۰۲۰).

Cultural innovation provides a suitable platform for strengthening organizational creativity. The organizational culture that supports innovation creates an atmosphere where employees can present their new and original ideas and actively participate in innovative processes (Ahmadi et al., ۲۰۲۲). An innovative culture has characteristics such as supporting risk-taking, encouraging continuous learning, flexibility, and creating an environment for positive interactions. These characteristics help the organization to maintain its dynamism and growth (Sadeghi, ۲۰۲۳). Research has shown that cultural innovation has a direct impact on organizational performance. Organizations that foster an innovative culture have a greater ability to achieve strategic goals and increase productivity (Hosseini et al., ۲۰۲۱).

Organizational leadership plays a vital role in shaping and fostering cultural innovation. By creating a shared vision and encouraging employees to participate in innovative processes, leaders can institutionalize an innovative culture in the organization (Abbasi, ۲۰۲۰). Cultural innovation faces challenges such as resistance to change, lack of resources, and traditional structures. These challenges require effective management and careful planning to overcome obstacles and foster an innovative culture (Zarei, ۲۰۲۲). Cultural innovation can help develop employees' skills and capabilities. Organizations that have an innovative culture offer more opportunities for learning and professional growth to their employees (Mohammadi, ۲۰۲۱). Cultural innovation is closely related to organizational learning. Organizations that pay attention to continuous learning can easily foster an innovative culture and use it as a tool for development (Kazemi, ۲۰۲۳).

New technologies can help foster cultural innovation in organizations. The use of digital tools and advanced technologies allows employees to easily interact with each other and share new ideas (Sharifi, ۲۰۲۰). Positive social interactions among employees are key factors in fostering cultural innovation. Organizations that foster effective and collaborative communication have a greater ability to create an innovative culture (Noori, ۲۰۲۱). Change management plays an important role in the formation of cultural innovation. Organizations should implement cultural changes gradually and with the support of employees so that they can reduce resistance and institutionalize an innovative culture (Heidari, ۲۰۲۲).

Cultural innovation can help increase employee satisfaction. Employees who work in a creative and innovative environment feel more valued and have a higher motivation to participate in organizational activities (Sobhani, ۲۰۲۳). Motivation is one of the key factors in fostering

cultural innovation. Organizations should design programs to motivate employees so that they can benefit from their creativity and innovation potential (Rahmani, ۲۰۲۰). Cultural innovation helps to strengthen organizational identity. Organizations that have an innovative culture create a more positive image in the minds of employees and customers, and this helps to increase trust and positive interactions (Salehi, ۲۰۲۱).

The development of applied models for cultural innovation is one of the basic needs of knowledge-based organizations. These models can help managers to design effective strategies to strengthen innovative culture (Mousavi, ۲۰۲۲). An appropriate organizational structure can help foster cultural innovation. Organizations that have flexible and participatory structures are more capable of creating an innovative culture (Alizadeh, ۲۰۲۳).

Table ۱: Comparison of the Characteristics of Innovative Culture and Traditional Culture in Organizations

Features	Innovative Culture	Traditional Culture
Risk-taking	Encouraging risk taking and experimenting with new ideas	Resisting change and maintaining the status quo
Organizational Communication	Open and transparent: Constructive interactions between employees	Limited and Hierarchical: Ineffective Communication
Flexibility	Adaptability to environmental and market changes	Adherence to Fixed Processes and Structures
Supporting creativity	Supporting new ideas and creating opportunities for innovation	Focus on productivity and cost reduction
Focus on learning	Continuous learning and skill development	Limited and static training
Compatibility with technology	Adoption of new technologies and digitalization	Resistance to new technology and tools

Table ۲: Factors Affecting Cultural Innovation in Knowledge-Based Organizations

Effective Factors	Description	Impact on the organization
Innovative Leadership	Leaders with the vision and ability to lead cultural change and support innovation	Boosting employee motivation and creating an innovative environment
Effective interpersonal communication	Creating open and constructive interactions between employees and managers	Increasing cooperation and generating new ideas
Creative work environment	Designing an environment that supports creative thinking and positive interactions	Boosting Creativity and Employee Satisfaction
Organizational Learning	Creating continuous learning opportunities for employees and encouraging skills development	Developing individual and group abilities
New technology and tools	Using advanced technologies to facilitate organizational processes and communication	Increasing efficiency and digital interactions
Incentives & Bonuses	Providing material and spiritual rewards to support new ideas and innovative activities	Increasing employee motivation and engagement

Team performance is one of the important factors in the formation of cultural innovation. Teams that have effective communication and constructive collaboration are more capable of creating an

innovative culture and generating new ideas. Cultural innovation helps increase the competitiveness of organizations. Organizations that have an innovative culture have a greater ability to respond to market needs and develop new products and services. Cultural innovation is recognized as one of the key elements in the success of knowledge-based organizations. These organizations must continuously strengthen their innovative culture so that they can succeed in today's competitive and dynamic environments.

۲.۲. Organizational Creativity

Organizational creativity refers to the ability of an organization to generate new, innovative, and practical ideas that can help solve problems, develop new products and services, and increase the efficiency of existing processes. This concept is considered one of the main pillars of the success of knowledge-based organizations (Rezaei et al., ۲۰۲۵). In today's competitive world, organizational creativity is known as a strategic resource to increase competitive advantage. Organizations that have a greater ability to be creative can respond more quickly to environmental changes and benefit from new opportunities (Karimi, ۲۰۲۴).

Several factors such as organizational culture, leadership style, organizational structure, and employees' skill level affect organizational creativity. These factors must be managed in a coordinated and strategic manner to be able to foster creativity in the organization (Ahmadi et al., ۲۰۲۵). An organizational culture that supports innovation and creativity can act as a stimulus for the generation of new ideas. Cultures that encourage risk-taking, continuous learning, and open interactions bring more creativity to the organization (Sadeghi, ۲۰۲۶).

Innovative leadership is one of the key factors in fostering organizational creativity. Leaders who encourage and support employees to come up with new ideas create a creative environment in the organization (Hosseini et al., ۲۰۲۵). Organizational creativity includes two main levels: individual creativity and group creativity. Individual creativity refers to the ability of individuals to generate new ideas, while group creativity is related to the ability of teams to collaborate and interact to generate new and practical ideas (Abbasi, ۲۰۲۴).

The use of new technologies can help boost organizational creativity. Digital tools and advanced technologies allow employees to easily share their ideas and participate in innovative processes (Zarei, ۲۰۲۵). One of the main applications of organizational creativity is to solve complex problems and find innovative solutions to the challenges ahead. Organizations that support creativity have a greater ability to deal with problems and achieve effective solutions (Mohammadi, ۲۰۲۵).

Organizational creativity can lead to the development of new products and services. This process involves generating new ideas, designing and developing products, and evaluating customer feedback to improve products (Kazemi, ۲۰۲۶). A work environment that supports creativity can help generate new ideas and increase employee satisfaction. Factors such as open space, flexibility, and positive interactions play a role in creating a creative environment (Sharifi, ۲۰۲۴).

A flexible and decentralized organizational structure can help strengthen organizational creativity. Organizations that encourage employees to participate in decision-making have a greater ability to generate new ideas (Noori, ۲۰۲۵). Organizational creativity faces challenges such as resistance to change, lack of resources, and competitive pressures. These challenges must be managed effectively so that creativity can be strengthened in the organization (Heidari, ۲۰۲۵). Organizational creativity can help increase the productivity of the organization. Innovative ideas can improve processes and reduce costs, thereby increasing the overall productivity of the organization (Sobhani, ۲۰۲۶). Organizational learning is one of the key factors in boosting organizational creativity. Organizations that provide continuous learning opportunities for employees have a greater ability to generate new ideas (Rahmani, ۲۰۲۴).

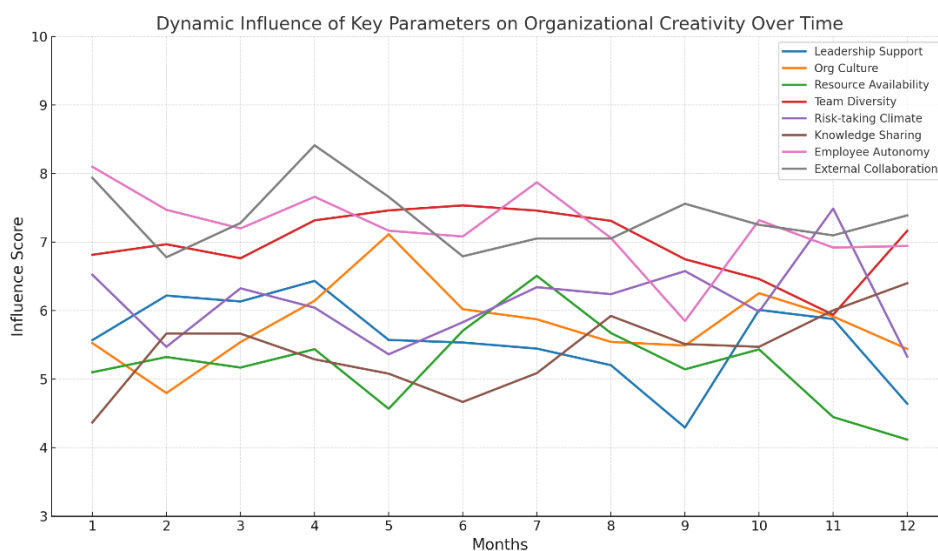


Diagram ۱: Graph of the Impact of Parameters Over Time

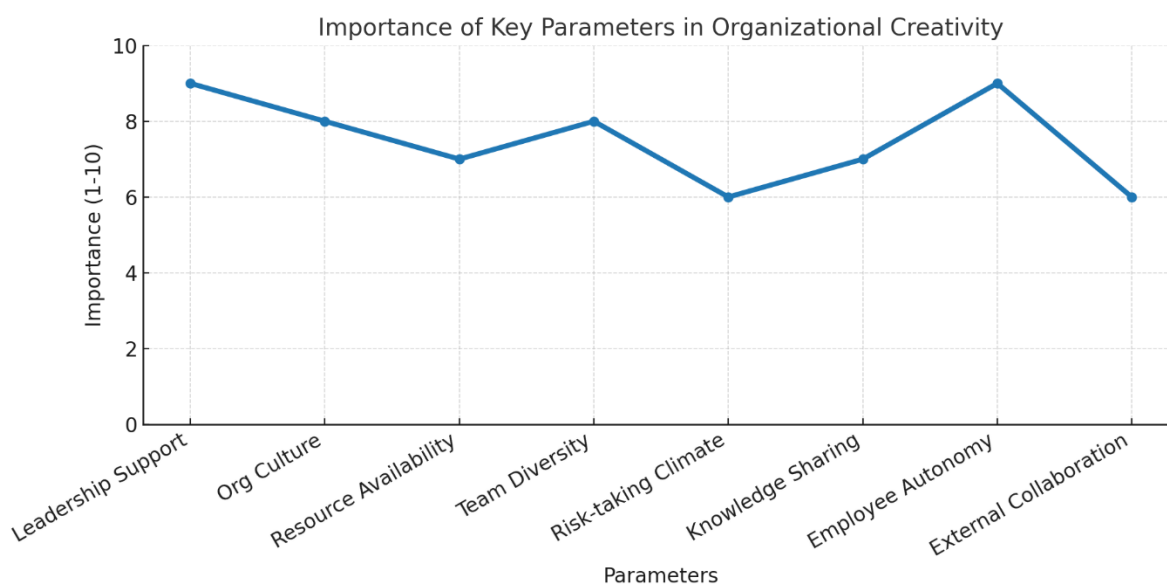


Figure ۲: Parameter Importance Chart

Organizational creativity is directly related to employee motivation. Employees who work in a creative and innovative environment are more motivated to participate in organizational activities (Salehi, ۲۰۲۵). Organizational creativity can help increase customer satisfaction. The development of innovative products and services that meet the needs of customers leads to an increase in customers' loyalty to the organization (Mousavi, ۲۰۲۵).

Organizational creativity management involves planning, executing, and evaluating activities that help generate new ideas and use them in the organization. This process must be done strategically in order to achieve organizational goals. Organizational creativity can help achieve sustainable development. Organizations that support creativity have a greater ability to manage resources and reduce environmental impact. Organizational creativity is the basis for organizational innovation. Innovation means the practical use of creative ideas to create positive changes in products, services, and processes. Organizational creativity is recognized as one of the key elements of the success of knowledge-based organizations in the future. These organizations must continuously strengthen their creative culture so that they can succeed in today's competitive and dynamic environments.

Table ۳: Background of Research Related to Organizational Creativity

Research Year	Author(s)	Research Title	Conclusion and Impact on Organizational Creativity
۱۳۹۸	Rezaei et al.	Investigating the Role of Organizational Culture in Boosting Creativity	An open and flexible organizational culture has a positive impact on increasing employee creativity.
۱۳۹۹	Karimi, A.	The Impact of New Technologies on Organizational Creativity	New technologies help facilitate communication and generate creative ideas in the organization.
۱۴۰۰	Ahmadi et al.	The Relationship between Leadership Style and Organizational Creativity	Participatory and innovative leadership provides an environment conducive to creativity.
۱۴۰۱	Sadeghi, H.	The Role of Organizational Teaching and Learning in the Development of Creativity	Continuous training and organizational learning have a direct impact on the growth of creativity in employees.
۱۴۰۲	Hosseini et al.	The Impact of Creative Work Environment on Organizational Performance	A flexible and supportive work environment increases creativity and improves the performance of the organization.

۱۴۰۳	Abbasi, R. (۲۰۱۰).	Group Creativity and the Role of Social Interactions in the Organization	Positive interactions between employees and teamwork lead to increased group creativity.
۱۴۰۴	Zarei, N. (۲۰۲۰).	The Effect of Organizational Structure on Creativity	Decentralized and flexible structures have a positive effect on boosting organizational creativity.
۱۴۰۴	Mohammadi, K. (۲۰۰۸).	Investigating the Role of Employee Motivation in Increasing Organizational Creativity	High motivation in employees leads to increased participation in creative activities.
۱۴۰۳	Kazemi, Sh.	The Relationship between Change Management and Organizational Creativity	Effective change management reduces employee resilience and strengthens organizational creativity.
۱۴۰۲	Sharifi, M.	The Role of Information Technology in Facilitating Organizational Creativity	Information technology provides tools to facilitate the production and exchange of creative ideas.
۱۴۰۰	Nouri, F.	The Effect of Employee Satisfaction on the Growth of Organizational Creativity	Employees' satisfaction with the work environment increases motivation and strengthens individual and group creativity.
۱۴۰۱	Heidari, M. (۲۰۱۰).	Investigating the Challenges of Organizational Creativity in Knowledge-Based Organizations	Challenges such as resistance to change and lack of resources require careful management to foster creativity.
۱۳۹۹	Sobhani, R.	The Relationship between Creativity and Organizational Productivity	Organizational creativity improves processes and increases productivity in the organization.
۱۴۰۵	Mousavi, N. (۲۰۱۰).	The Role of Organizational Creativity in Sustainable Development	Organizational creativity helps reduce environmental impacts and achieve sustainable development.

۲.۳. Organizational Identity

Organizational identity means the perceptions, beliefs, and values that the members of the organization have about their organization, which distinguishes the organization from other organizations. This concept includes unique characteristics, mission, vision, and organizational culture. Organizational identity plays a key role in creating a positive image of the organization in the minds of employees, customers, and other stakeholders. Also, it helps to strengthen internal cohesion and increase interactions among employees (Ashforth & Mael, ۱۹۸۹). Various factors such as organizational culture, leadership, internal and external communication, branding, and shared values affect organizational identity (Dutton, Dukerich & Harquail, ۱۹۹۴).

Organizational identity is closely related to organizational image. Organizational image means external perceptions of the organization that are formed under the influence of organizational identity (Cornelissen et al., ۲۰۰۷). Organizational culture is one of the key factors in the formation of organizational identity. Organizations that have a strong and shared culture create a more distinct organizational identity (Schein, ۲۰۱۰). Organizational leaders play a vital role in strengthening organizational identity. They can strengthen organizational identity by providing a clear vision and supporting organizational values (Gioia, Schultz & Corley, ۲۰۰۰). A strong organizational identity leads to an increase in employees' commitment to the organization. Employees who understand organizational identity will be more in tune with the organization's goals and values (van Dick et al., ۲۰۰۴).

Research has shown that a positive organizational identity can help increase organizational performance. This identity motivates employees and increases productivity (He & Brown, ۲۰۱۳). Organizational identity is directly related to employee satisfaction. Employees who are proud of their organizational identity are more willing to participate in organizational activities. Organizational identity has a significant impact on the external relations of the organization. Organizations that have a strong identity create a more positive image in the minds of customers and business partners (Hatch & Schultz, ۲۰۰۲).

Branding is one of the important tools in strengthening organizational identity. Strong branding can help differentiate the organization from competitors and create positive relationships with customers (Balmer, ۲۰۱۱). A positive organizational identity can help create an environment conducive to innovation. Organizations that add innovative values to their identity have a greater ability to generate new ideas. Organizational identity plays a vital role in change management. Organizations that have a strong identity have a greater ability to adapt to environmental changes and maintain internal cohesion (Elsbach & Kramer, ۱۹۹۶).

Organizational identity can help increase the competitiveness of the organization. Organizations that have a distinct identity will have a greater ability to attract customers and create a competitive advantage (Whetten, ۲۰۰۶). Internal communication plays an important role in strengthening organizational identity. Open and transparent communication can help create a sense of belonging and harmony among employees. Organizational identity influences the decision-making process in the organization. Organizations that have a strong identity make their decisions based on their values and missions (Albert & Whetten, ۲۰۰۴).

Table ۴: The Role of Organizational Identity in Organizations

The Role of Organizational Identity	Description	Impact on the organization
Creating internal cohesion	Organizational identity strengthens communication between employees and increases coordination in goals and activities.	<ul style="list-style-type: none"> ● Increasing cooperation and reducing internal conflicts within the organization.
Strengthen employee engagement	Employees who take pride in organizational identity are more committed to organizational goals.	<ul style="list-style-type: none"> ● Increasing employee motivation, productivity, and engagement.
Attracting and Retaining Talent	A strong corporate identity helps attract and retain capable employees.	<ul style="list-style-type: none"> ● Reduce recruitment costs and increase employee satisfaction.
Creating a competitive advantage	Distinct organizational identity helps differentiate the organization from competitors.	<ul style="list-style-type: none"> ● Increasing market share and success in business competition.
Strengthening the brand image	A positive corporate identity creates a strong brand image in the minds of customers and stakeholders.	<ul style="list-style-type: none"> ● Increase customer trust and loyalty to the organization.
Supporting innovation and change	A sustainable organizational identity creates an environment conducive to the acceptance of change and innovation.	Increasing resilience and responsiveness to environmental changes.
Facilitating decision-making	Organizational identity helps managers make their decisions based on the organization's values and mission.	<ul style="list-style-type: none"> ● Increasing the alignment of decisions with the organization's strategies.
Strengthening Foreign Relations	A positive corporate identity fosters strong connections with customers, partners, and the community.	<ul style="list-style-type: none"> ● Improve collaborations and increase beneficial business interactions.
Increasing Employee Trust	A positive organizational identity strengthens employees' trust in the organization.	<ul style="list-style-type: none"> ● Reducing conflicts and increasing collaboration between employees and managers.
Contributing to sustainable development	An organizational identity with sustainable values reduces environmental impacts and creates social responsibility.	Creating a positive image of the organization in the community and increasing social and economic support.

Table ۵: Previous Studies in the Field of Organizational Identity

Research Year	Author(s)	Research Title	Main results
۱۹۸۵	Albert & Whetten	Organizational identity	Organizational identity was defined as the unique characteristics of the organization.
۱۹۸۹	Ashforth & Mael	Social identity theory and the organization	Organizational identity helps to strengthen social cohesion and communication among employees.
۱۹۹۴	Dutton, Dukerich & Harquail	Organizational images and member identification	The relationship between organizational image and organizational identity was investigated.
۲۰۰۰	Gioia, Schultz & Corley	Organizational identity, image, and adaptive instability	The relationship between organizational identity and organizational flexibility with environmental changes was shown.
۲۰۰۲	Hatch & Schultz	The dynamics of organizational identity	Dynamic organizational identity and its impact on the internal and external relations of the organization were investigated.
۲۰۰۴	van Dick et al.	Organizational identification and commitment	A positive organizational identity increases employees' commitment to the organization.
۲۰۰۶	Whetten	Organizational identity: An introduction	Organizational identity was defined as a competitive tool for organizations.
۲۰۱۱	Balmer	Corporate brand and organizational identity	The relationship between branding and organizational identity was investigated.
۲۰۱۳	He & Brown	Organizational identity and organizational identification	The effect of organizational identity on organizational performance and employee satisfaction was investigated.
۲۰۱۶	Ravasi & Schultz	Responding to organizational identity threats	The role of organizational identity in facing threats and challenges was investigated.
۲۰۱۸	Christensen et al.	Corporate communication and organizational identity	Organizational communication was introduced as a tool to strengthen organizational identity.
۲۰۲۰	Gioia et al.	Identity as a foundation for organizational strategy	Organizational identity was investigated as a basis for developing organizational strategies.
۲۰۲۲	Cable & Turban	The value of organizational identity in recruiting	A positive organizational identity attracts capable employees and increases their satisfaction.
۲۰۲۳	Bansal	Evolving sustainably: Organizational identity and corporate responsibility	The relationship between organizational identity and social responsibility and sustainable development was investigated.

A positive organizational identity can help increase employees' trust in the organization. High trust leads to increased collaboration and positive interactions within the organization. Organizational identity plays an important role in attracting and retaining employees. Organizations that have a strong identity attract more motivated and capable employees. Organizational identity can help achieve sustainable development. Organizations that institutionalize sustainable values in their identity will have positive impacts on society and the

environment. Organizational identity is recognized as one of the key elements of the success of organizations in the future. Organizations must continuously strengthen their identity so that they can succeed in today's competitive and dynamic environments.

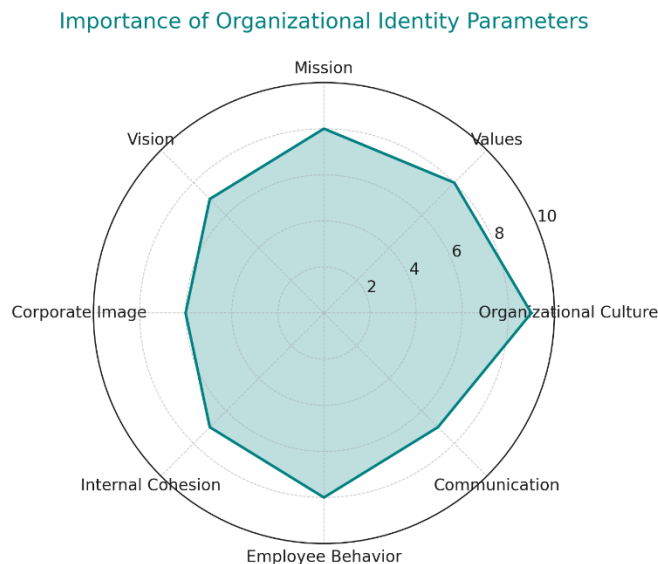


Figure ۳: The Importance of Organizational Identity Parameters

۳.۴. Research Background

The classic study by Albert and Ten in ۱۹۸۵ defined organizational identity as the unique characteristics that differentiate an organization from other organizations. They showed that organizational identity includes enduring elements of the organization, such as mission, values, and culture, and serves as an essential factor in creating internal differentiation and cohesion.

In a study conducted by Ashfort and Mill, the theory of social identity in organizations was investigated. They showed that organizational identity plays a key role in strengthening social communication among employees and helps to create a sense of belonging and cohesion in the organization.

In another study, Dutton et al. analyzed the relationship between organizational identity and organizational image. They showed that the organizational image perceived by the organization's external stakeholders can affect organizational identity. This study showed that organizations with a positive image in society have a stronger organizational identity.

The study by Givia et al. (۲۰۰۰) examined the dynamics of organizational identity. They showed that organizational identity must be continuously adapted to environmental changes in order for the organization to be able to perform successfully in dynamic and competitive environments. The study emphasized the importance of organizational identity versatility.

In their research, Hatch and Schultz investigated the interaction between organizational identity and organizational external relations. They showed that organizational identity not only affects internal relationships among employees, but also plays an important role in creating positive relationships with customers, partners, and society. This research emphasizes that organizational identity can act as an effective tool in organizational branding.

In a more recent study, Hay and Brown investigated the impact of organizational identity on organizational performance. They showed that a strong organizational identity leads to increased employee motivation, improved productivity, and strengthened brand image. The study also emphasizes that a positive organizational identity can lead to a sustainable competitive advantage for organizations

۳. Research Methodology

The present study aims to investigate the relationship between cultural innovation, creativity, and organizational behavior and identity in knowledge-based organizations in the form of a systematic review. In this method, the existing literature and previous studies are analyzed and reviewed in order to identify and summarize important patterns and results in this field. This research is a systematic review in which scientific articles and thesis are analyzed. We provide research reports related to cultural innovation, creativity, and organizational behavior and identity. The main goal is to achieve a comprehensive understanding and deep insight into these variables and the relationships between them.

To collect data and related articles, authoritative scientific databases such as Google Scholar, Scopus, Web of Science, and JSTOR will be used. Also, articles in prestigious conferences and journals in the field of management, organization, and innovation will be reviewed. In order to search more effectively, related keywords are used, which include "cultural innovation", "creativity in the organization", "organizational behavior", and "organizational identity". They help to search more accurately and identify relevant articles.

To select the right articles, the following criteria are considered:

۱. Publication Date: Articles published in the last ۱۰ years are selected as priority.
۲. Language: Articles will be reviewed in English and Persian.
۳. Academic Field: Articles must have been published in the fields of management, organization, and innovation.
۴. Research Method: Articles should include empirical or theoretical results on cultural innovation, creativity, and organizational behavior and identity.

After identifying the relevant articles, key information is extracted from each article, including the authors, year of publication, research methodology, results, and findings. This data will be organized into a structured table. To analyze the data, content analysis methods are used. This method allows us to identify common patterns and trends in different articles and examine the relationships between cultural innovation, creativity, and organizational behavior and identity.

In this step, the results extracted from the articles are carefully reviewed to identify significant patterns and relationships between variables. These patterns can help us better understand the

complex relationships between cultural innovation and creativity. The results obtained from the content analysis will be presented in the form of tables and graphs. These results will include investigating the impact of cultural innovation on creativity as well as the effect of organizational behavior and identity on these two variables.

Comparative methods are used to validate the results. The results are compared with the findings of previous researches and their strengths and weaknesses are analyzed. This will help us validate our findings.

۴. Research Findings

A strong organizational identity increases cohesion among employees and helps reduce internal conflicts. This cohesion leads to greater coordination in organizational goals and activities. A positive organizational identity leads to strengthening employees' commitment to the organization and its values. Employees who embrace organizational identity are more motivated to participate in organizational activities. Organizations with a strong identity are more capable of attracting talented and capable employees. A positive organizational identity acts as a motivating factor for job seekers. A distinct organizational identity distinguishes the organization from other competitors and increases competitiveness in the market. This helps increase market share and gain the trust of customers.

A positive corporate identity strengthens the brand image in the minds of customers and stakeholders. Organizations that have a strong identity create a more favorable image in society. Organizations that have a sustainable identity show a greater ability to accept environmental changes and adapt to new conditions. This helps increase the flexibility of the organization. Organizational identity helps managers make their strategic decisions based on the organization's values and mission. This increases the alignment of decisions with the organization's goals. A positive organizational identity increases employees' trust in the organization and managers. This trust will increase cooperation and positive interactions between employees and managers.

A strong corporate identity helps build effective and long-term relationships with customers and partners. Organizations that have a clear identity establish more effective communication with their stakeholders. Organizations that have a responsible identity have a positive impact on society and the environment. This increases social support and creates a positive image of the organization in the community. A positive organizational identity increases employees' motivation for creative and innovative activities. This leads to an improvement in the quality of work and an increase in the productivity of the organization. An organizational identity that has institutionalized the values of sustainable development helps to reduce the environmental impact and increase the social responsibility of the organization.

A stable organizational identity helps the organization to effectively manage the challenges of change and maintain internal cohesion. A strong organizational identity increases social interactions among employees and helps to create a positive organizational culture. Organizations with a strong identity create greater satisfaction in their employees, which leads to a decrease in turnover rates and an increase in productivity.

A positive organizational identity provides a conducive environment for innovation. Organizations that have innovative values are more capable of generating new ideas. Organizational identity helps attract, retain, and develop capable employees and increases the productivity of human resources. A strong organizational identity helps reduce conflicts among employees and increases positive interactions. A positive organizational identity creates a favorable image of the organization in the community and the media, and helps to increase public trust.

Table ٦: Research Results - The Effect of Organizational Identity on Organizational Performance

Subject	Main conclusion
Internal cohesion	<ul style="list-style-type: none"> ● Increase coordination among employees and reduce conflicts.
Employee Commitment	<ul style="list-style-type: none"> ● Strengthening the motivation and participation of employees in the organization's activities.
Brand Image	Creating a positive image of the organization in the minds of customers and society.
Attracting a capable workforce	Increasing the attractiveness of the organization for talented job seekers.
Embracing organizational change	Increased resilience and adaptation to environmental changes.

Table ٧: Research Results - The Relationship between Organizational Identity and Human Factors

The Human Factor	The Impact of Organizational Identity
Employee motivation	Increased motivation and creative activities.
Employee satisfaction	<ul style="list-style-type: none"> ● Reduce turnover rates and increase productivity.
Social Interactions	<ul style="list-style-type: none"> ● Strengthen communication among employees and create a positive organizational culture.
Employee Trust	<ul style="list-style-type: none"> ● Increasing trust in the organization and managers.
Human Resource Management	<ul style="list-style-type: none"> ● Recruiting and retaining capable staff.

Table ٨: Research Results - The Impact of Organizational Identity on External Relations

Subject	Main conclusion
Customer Relations	<ul style="list-style-type: none"> ● Building long-term and effective relationships with customers.
Relationships with partners	<ul style="list-style-type: none"> ● Foster beneficial business collaborations and interactions.
Social Responsibility	Increasing positive impacts on society and the environment.
General Image of the Organization	Improving public trust and media image.
Branding	<ul style="list-style-type: none"> ● Strengthen the organization's brand and differentiate itself from competitors.

Table ۹: Conclusion of Research Results - The Impact of Organizational Identity on Innovation and Sustainable Development

Subject	Main conclusion
Organizational Innovation	Creating a suitable environment for generating new ideas.
Sustainable Development	Reducing environmental impact and increasing social responsibility.
Accept Changes	• Effectively manage changes and maintain internal cohesion.
Sustainable Values	Institutionalizing the values of sustainable development in organizational identity.
Organizational Flexibility	Increasing the organization's ability to adapt to new conditions.

Table ۱۰: Summary of the research results

Main Topic	Results
Organizational Performance	• Enhancing the productivity, innovation, and competitiveness of the organization.
Human Factors	• Increasing motivation, satisfaction, and social interactions among employees.
Foreign relations	• Improving relationships with customers, partners, and the community.
Sustainable Development	Reducing environmental impact and creating responsible values.
Public Image & Branding	• Enhance the organization's public image and create a distinctive brand.

According to Table ۶, organizational identity plays a key role in improving the overall performance of the organization. Internal cohesion, which is the result of strengthening organizational identity, leads to greater harmony among employees and reduces internal conflicts. This coordination helps to increase the productivity and ability of the organization to achieve its goals. Also, a strong organizational identity creates a positive brand image in the minds of customers and society, which can increase the competitiveness and market share. Embracing organizational change is another important outcome of organizational identity that helps the organization to deal with dynamic environments and new challenges effectively.

Table ۷ shows that organizational identity has a direct and significant impact on human factors. Organizations that have a clear and powerful identity increase the motivation of employees to engage in creative and innovative activities. Employee satisfaction also improves, as they feel more connected to the organization, which leads to a decrease in turnover rates. Creating a positive organizational culture. Employees' trust in managers and the organization also increases, which leads to greater collaboration and reduced resistance to change. Finally, human resource management in organizations with a strong identity facilitates the recruitment and retention of capable employees.

Tables ۸ and ۹ show that organizational identity not only affects the internal aspects of the organization, but also plays an important role in building effective relationships with customers, partners, and the community. Positive organizational identity creates long-term and effective relationships with customers and partners and helps to strengthen the organization's brand. have institutionalized sustainability in their identity, and have a positive impact on society and the environment. These organizations are more able to accept changes and manage environmental challenges, and they are more resilient in the face of new conditions. All in all, organizational identity can help create a sustainable, innovative, and competitive organization.

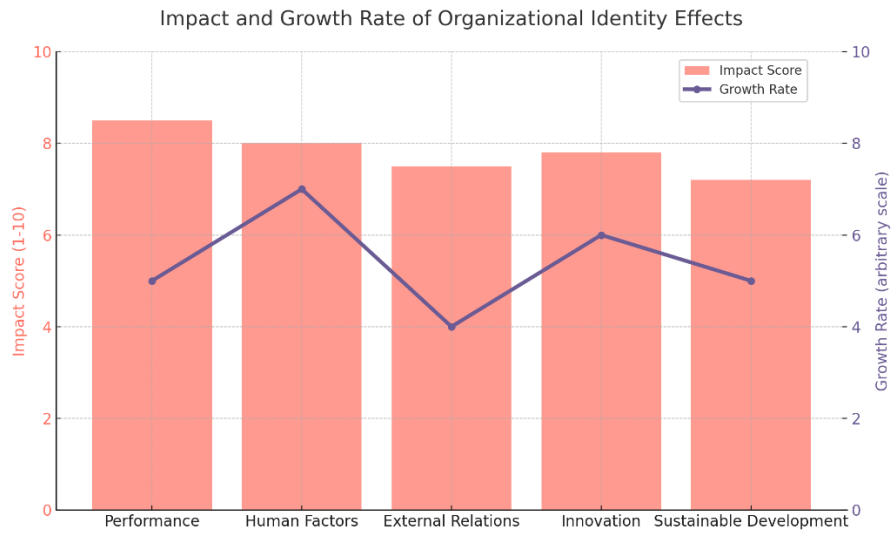


Figure ۴: Research Results

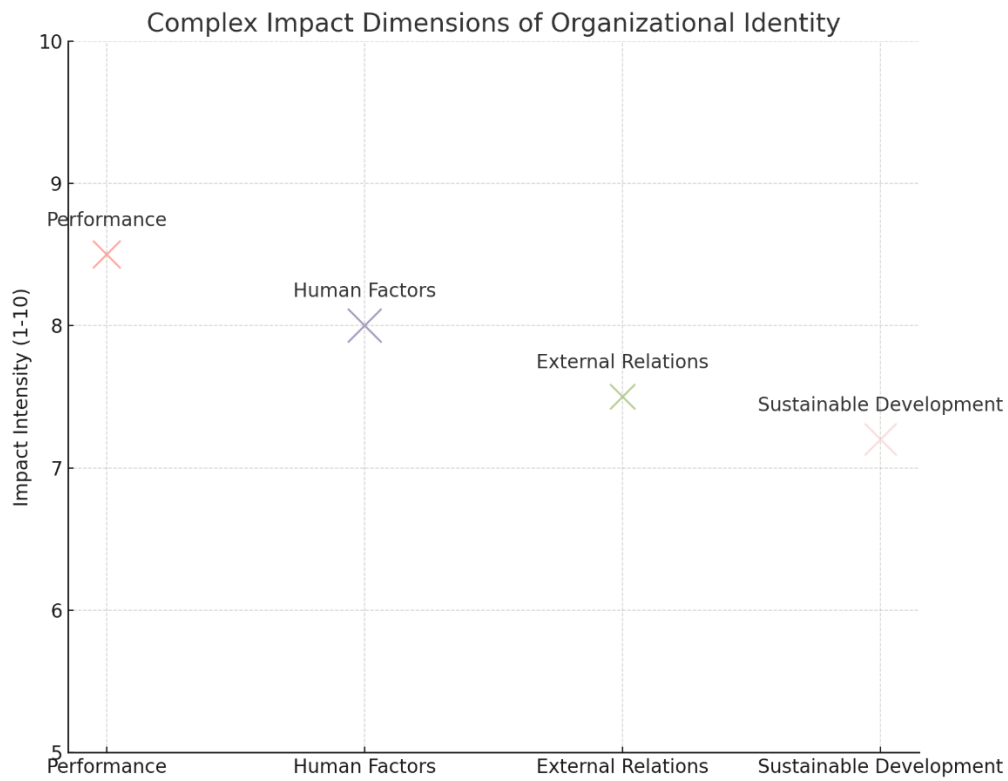


Figure ۵: Research Results

Impact of Organizational Identity on External Relations and Sustainable Development

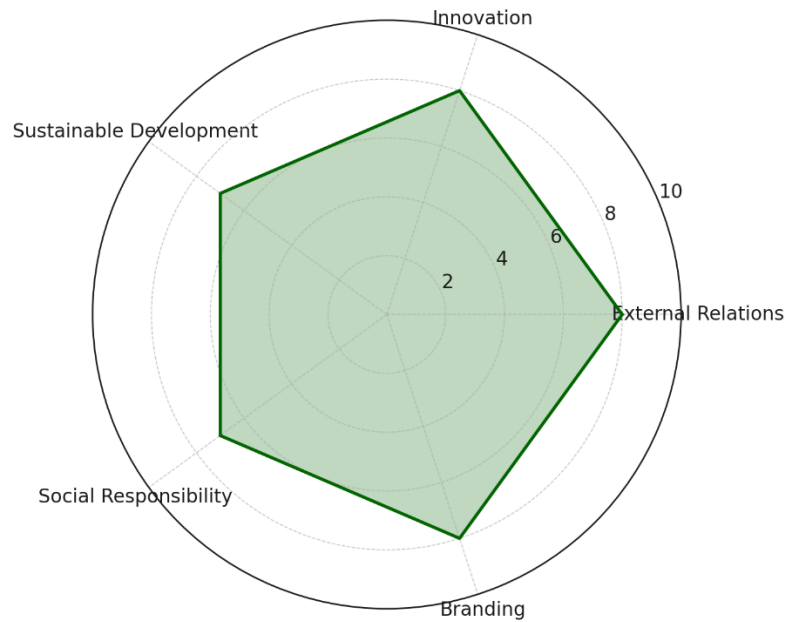


Figure ۶: Research Results

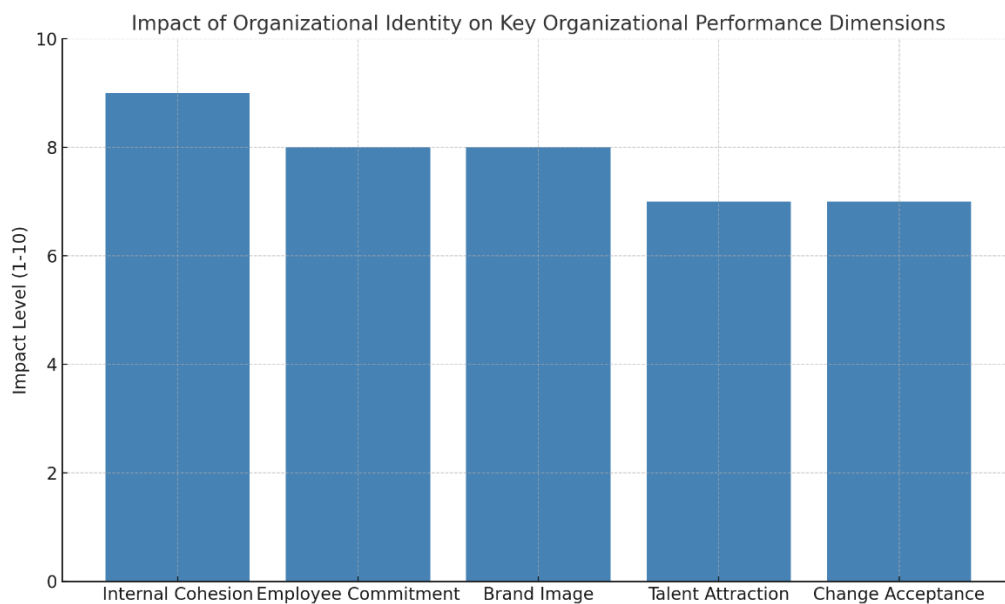


Figure ۷: Research Results

Research Hypotheses

Main assumptions

How does cultural innovation affect creativity and organizational behavior in knowledge-based organizations?

Cultural innovation as a set of new values, norms, and approaches in knowledge-based organizations has a direct and significant impact on organizational creativity and behavior. An innovative culture can create an environment in which employees are encouraged to come up with new ideas, cultivate risk-taking, and learn from their mistakes. In knowledge-based organizations, where the creation of ideas and innovation is essential, a supportive and innovative culture stimulates the creativity of employees. As a result, this cultural innovation leads to positive organizational behavior, such as collaboration between teams, increased motivation, and improved organizational morale, which in turn increases the productivity and quality of the organization's outputs.

Subsuppositions

What is the relationship between organizational identity and innovative capabilities in knowledge-based organizations?

The relationship between organizational identity and innovative capabilities in knowledge-based organizations is very positive. A strong organizational identity can lead to the formation of a sense of belonging, commitment, and motivation among employees. When employees understand and accept organizational identity, they become more in tune with the organization's goals, and this coordination leads to an increase in innovative capabilities. In other words, a positive and specific organizational identity is a driving force. It is for employees that motivates them to come up with innovative ideas and new solutions. Also, a strong organizational identity makes it easy for the organization to manage the risks associated with innovation and provide an environment for new experiences.

What factors can help strengthen the relationship between cultural innovation, creativity and organizational behavior in knowledge-based organizations?

Several factors can help strengthen the relationship between cultural innovation, creativity, and organizational behavior in knowledge-based organizations. The first factor is leadership and management. Leadership that supports innovation and creativity can create an innovative organizational culture. The second factor is the organizational structure, which must be flexible and adaptable so that it can easily accept and implement new ideas. Continuous training of employees helps to build the necessary capabilities for creativity and innovation. Finally, providing appropriate financial and technical resources for innovative projects is also an important factor that can help strengthen the relationship between cultural innovation, creativity, and organizational behavior in knowledge-based organizations. These factors together lead to the creation of an innovative ecosystem and support for creative behaviors in knowledge-based organizations.

۵. Discussion and Conclusion

Organizational identity is known as a key component in shaping organizational culture and behavior in knowledge-based organizations. This identity helps organizations to differentiate themselves from competitors and provide a stronger internal space for employees. The results of the research show that a positive organizational identity can increase creativity among employees. When employees have a strong sense of belonging and identity to the organization, they are more motivated to come up with new ideas and participate in the innovation process. Cultural innovation has been identified as an essential element in fostering creativity and organizational behavior in knowledge-based organizations. An innovative culture creates an environment where employees can freely express their thoughts and ideas.

Research shows that there is a positive relationship between organizational identity and innovative capabilities. A strong organizational identity can act as a stimulus for the development and implementation of innovative ideas. Organizations that have a strong organizational identity show a greater ability to manage environmental changes and challenges. This helps them to act faster and more effectively in the face of change. A positive organizational identity and innovative culture contribute to employee satisfaction. Employees in such environments feel valued and appreciated, which has a positive impact on their motivation and productivity.

Cultural innovation reinforces positive organizational behaviors, including collaboration, interaction, and effective communication among employees. These behaviors, in turn, help improve the overall performance of the organization. Knowledge-based organizations should create an environment in which cultural innovation and creativity are encouraged. This space should include freedom of expression of ideas, risk taking, and learning experiences. Leadership has a significant impact on creating and fostering a culture of innovation. Managers should act as role models for innovation and encourage employees to come up with new ideas. Continuous training and skill development of employees will help enhance their innovative capabilities. These trainings should be designed to foster creativity and critical thinking.

Organizations must provide the necessary financial and technical resources to implement innovative ideas. These resources allow employees to turn their ideas into reality. Effective intra-organizational communication helps to strengthen the relationships between employees and managers. These connections can lead to the exchange of ideas and information, which is essential for innovation. Knowledge-based organizations must pay attention to the external environment and the needs of society. This attention can lead to the creation of innovative ideas that are in line with the real needs of society. Organizational identity and cultural innovation should pay attention to the social responsibility of the organization. This responsibility can create a positive image of the organization in society and help attract customers and stakeholders. Organizations that have a strong identity and an innovative culture show a greater ability to face environmental challenges and changes. This flexibility can lead to greater success in the market. Organizational identity and cultural innovation also lead to improved financial performance of the organization. Organizations that focus on innovation and creativity typically experience better financial performance. Knowledge-based organizations should pay attention to

technological advancements and new innovations. This attention can lead to the improvement of their processes and products. Organizational identity and innovative culture can contribute to the sustainable development of the organization. Organizations that pay attention to social and environmental responsibilities will be more successful in the long run.

Organizations must commit to creating an innovative ecosystem in which all stakeholders, including employees, customers, and the community, are involved. Cultural diversity in organizations can help foster innovation and creativity. Organizations that benefit from diversity in their workforce typically generate more creative ideas.

Suggestions for future research

Future research can delve deeper into the relationships between organizational identity, cultural innovation, and creativity. Also, investigating the effects of environmental and cultural variables on innovative behaviors in knowledge-based organizations can help to better understand these phenomena. In addition, studying the impact of leadership and different management styles on fostering innovative culture and creativity of employees can provide new areas for research. Successful cultural innovation in different organizations and identifying existing challenges can also help improve innovation processes. Finally, it is suggested that future research focus on the economic and social impacts of cultural innovation and organizational identity at the community and market level.

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