

RESEARCH ON THE INFLUENCE OF ENTREPRENEURSHIP ON INNOVATION PERFORMANCE OF HIGH-TECH ENTERPRISES*

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Abstract

Based on resource-based theory and innovation theory, this paper introduces employee innovation behavior as an intermediary variable into the relationship between "entrepreneurial spirit and enterprise innovation performance", and constructs a theoretical model of "entrepreneurial spirit, employee innovation behavior and enterprise innovation performance". The research adopts the questionnaire survey method, collects 386 valid questionnaires from high-tech enterprises in Changchun, Tianjin, Shanghai, Shenzhen, Chengdu and other regions, and uses SPSS23.0 and AMOS to test the research hypothesis. The research results show that: entrepreneurship has a significant positive impact on enterprise innovation performance; entrepreneurship has a significant positive impact on employee innovation behavior; employee innovation behavior has a significant positive impact on enterprise innovation performance; employee innovation behavior has a significant positive impact on innovation performance. Entrepreneurship plays a mediating role in the impact of enterprise innovation performance.

Keywords: Entrepreneurship, Employee Innovation Behavior, Enterprise Innovation Performance

Introduction

Innovation is not only the soul of a nation's progress, but also an inexhaustible driving force for a country's prosperity. Affected by the epidemic, the global economy continued to decline and the recovery was slow. Countries around the world have taken innovation as a source of power to promote economic development. Since the reform and opening up, China's economy has made remarkable achievements, which is largely due to the emergence of a large number of entrepreneurs, whose entrepreneurial spirit plays a vital role in promoting enterprise innovation and economic development. The improvement of enterprise innovation performance not only depends on entrepreneurship, but also requires employees to transform the new ideas and creativity of the enterprise into innovative behaviors. Entrepreneurship includes innovation, risk-taking, initiative and other characteristics, which can stimulate employees' innovative behavior, thereby effectively improving the innovation performance of enterprises.

At present, scholars have done a lot of research on the relationship between entrepreneurship and corporate innovation performance, and some studies have verified the impact of entrepreneurship on corporate innovation performance through empirical research. There are fewer studies, and even fewer studies have introduced employee innovation behavior into the model as a mediating variable. Therefore, this paper intends to integrate entrepreneurship, employee innovation behavior and corporate innovation performance into an analytical framework, and uses a combination of theory and empirical methods to reveal the impact mechanism of entrepreneurship on corporate innovation performance, and proposes

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entrepreneurship cultivation and innovation. The countermeasures and suggestions for the incentive of employees' innovative behavior are expected to provide decision-making basis for managers and further enrich the connotation of related theories such as resource-based theory and innovation theory.

Research purposes

At present, scholars have done a lot of research on entrepreneurship and enterprise innovation performance, and have achieved relatively rich research results, but there is still a lack of relevant research on employee innovation behavior. Whether employees' innovative behavior will affect enterprise innovation performance? How does entrepreneurship affect employees' innovative behavior? The relationship between these three needs to be further verified. This paper takes high-tech enterprises as the research object, discusses the relationship between entrepreneurship, employee innovation behavior and enterprise innovation performance in high-tech enterprises, and examines whether employee innovation behavior has a relationship between entrepreneurship and enterprise innovation performance. mediating effect, and in-depth analysis of its mechanism of action. Finally, according to the research results of empirical analysis, corresponding countermeasures and suggestions are put forward for the improvement of innovation performance of high-tech enterprises.

Literature review

Theoretical Analysis and Research Assumptions

Research on the relationship between entrepreneurship and enterprise innovation performance

With the development of economic globalization, the current competitive environment faced by enterprises is complex, changeable and full of uncertainty. The only way for enterprises to survive in the fiercely competitive environment is to maintain sustainable competitiveness, while entrepreneurial spirit It is the driving force and source for enterprises to gain competitive advantage and achieve sound development. Entrepreneurship can effectively promote the improvement of corporate innovation performance, which has been verified in many scholars' empirical and case studies. Covin and Slevin (1991) proposed that entrepreneurship has the characteristics of innovation, risk-taking and initiative, which can effectively promote enterprises to quickly identify opportunities, develop new products, and seize market share, thereby effectively improving enterprise innovation performance. Mao, Wang and Fang (2016) pointed out in their research that entrepreneurship is beneficial to the ability of organizational learning, and the improvement of organizational learning ability will promote the innovative behavior of enterprises, thereby improving the innovation performance of enterprises. Researches such as Wang and Yao (2021) pointed out that entrepreneurship plays an important role in promoting high-quality economic development, and countries and enterprises should attach importance to and cultivate entrepreneurship.

Through the above theoretical analysis, it is found that entrepreneurship is conducive to the improvement of enterprise innovation performance, and it is one of the important factors for the success of enterprises. Therefore, the hypotheses proposed in this study are as follows:

H1: Entrepreneurship has a significant positive impact on corporate innovation performance

Research on the relationship between entrepreneurship and employee innovation behavior

Entrepreneurship will have an impact on the willingness and methods of innovation within an enterprise to a certain extent. Entrepreneurial enterprises are more inclined to apply new

technologies and new methods into practice. It is an important driving force for promoting employee innovation. Kuratko, & Hornsby (1999) research results show that enterprises with entrepreneurial spirit have a stronger innovation atmosphere within the organization, and employees are more likely to stimulate employees' innovative behavior in a relaxed and harmonious atmosphere, thereby improving the innovation performance of enterprises. Zhu and Liu (2020) researched that entrepreneurship includes innovation, risk-taking, initiative and other characteristics. In the process of enterprise development, these characteristics will subtly have a profound impact on the behavior of employees. Entrepreneurial enterprises have strong The innovative atmosphere can effectively stimulate the innovative behavior of employees. Wu (2012) conducted an empirical study on entrepreneurship, and the results showed that entrepreneurship includes multiple dimensions such as innovation, risk-taking, and initiative. Innovation is the core of entrepreneurship. The higher the innovation spirit, the higher the innovation willingness of employees. higher. Li and Wang (2014) empirical research found that innovation is uncertain, and whether it can be transformed into innovative practice and innovative behavior is constrained by many factors. Enterprise managers with entrepreneurial spirit are more innovative and cooperative, and will be more innovative. Actively use collaborative innovation to motivate employees' innovative behavior.

Based on the above theoretical analysis, this paper proposes the following assumptions:

H2: Entrepreneurship has a significant positive impact on employee innovation behavior

Research on the relationship between employee innovation behavior and the impact of enterprise innovation performance

As the progress of global integration continues to accelerate, the environment facing enterprises is more intense and full of uncertainty. Employee innovation is an important asset for the success of an enterprise. Employees develop a series of innovative behaviors such as new products and new technologies at work. , which is conducive to helping enterprises gain sustainable competitiveness in the fierce market competition. In an enterprise with a strong atmosphere of innovation, employees can give full play to their creativity and constantly put new ideas and ideas into practice. Therefore, a series of innovative behaviors of employees can help to improve the innovation performance of enterprises. Zhang (2021) research shows that employees' innovative behaviors can effectively improve the innovation performance of enterprises, however, the generation of employees' innovative behaviors is affected by cultural differences. The research results of Li and Tang (2017) show that the innovative behavior of employees can help to improve the innovation output of enterprises, and has a significant positive correlation with the innovation performance of enterprises. Xu, Bai and Chen (2016) pointed out that the innovative behavior of employees can help enterprises to expand their knowledge system, improve product recognition in the market, seize market share, enhance the core competitiveness of enterprises, and then improve enterprise performance. Xu (2014) pointed out that the continuous output of employees' innovative behavior needs to be supported by employee innovation ability training, so as to ultimately improve the service innovation performance of enterprises.

Through the above theoretical analysis, it is concluded that employee innovation behavior can effectively promote the improvement of enterprise innovation performance. Therefore, based on the above theoretical analysis and model construction, this paper proposes the following assumptions:

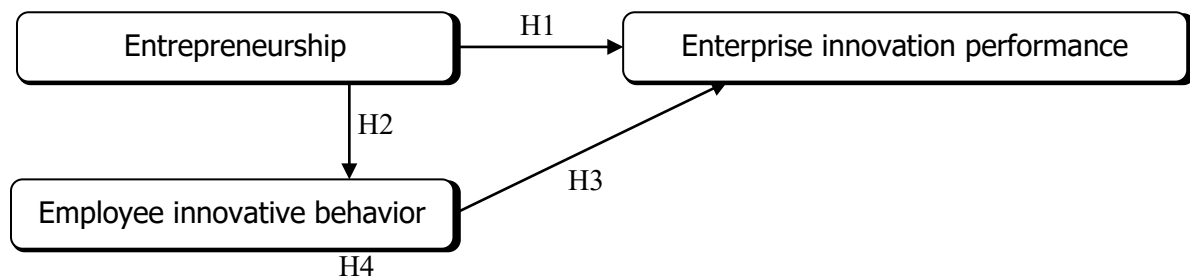
H3: Employee innovation behavior has a significant positive impact on enterprise innovation performance

Theoretical analysis on the mediating effect of employee innovation behavior on entrepreneurship and enterprise innovation performance

Scholars have found that the bivariate model used in the existing research cannot fully explain how entrepreneurship is transformed into corporate innovation performance. direction or intensity. However, from the existing literature, the "black box" problem of the medium of transformation between entrepreneurship and corporate innovation performance has not been well resolved. After a large number of theoretical and empirical studies, it has been shown that there is a third-party variable between entrepreneurship and corporate innovation performance. This variable has an important impact on the relationship between entrepreneurship and corporate innovation performance. innovation performance will also change. Song (2016) showed in the analysis of four city banks in Inner Mongolia that corporate culture is greatly influenced by entrepreneurs. When team members are willing to accept the leader's ideological spirit, it will greatly promote the development and work of the entire team. The employee's sense of belonging to the team will also be greatly improved.

Based on the above researches, this paper proposes the following hypotheses:

H4: Employee innovation behavior has a mediating role in the relationship between entrepreneurship and enterprise innovation performance



picture 1: research model

According to the hypothesis, the constructed research model is shown in Figure 1.

Research design

Research object

The research object selected in this paper is high-tech enterprises. Because the innovation activities of high-tech enterprises are more frequent, their behavioral characteristics are easier to observe, and they have more innovation driving forces. Since the research involves middle and senior managers of enterprises, their own business is relatively busy. Therefore, there are certain difficulties in the distribution and recovery of questionnaires, resulting in a small sample size and increasing the difficulty of this study.

Research methods

This paper adopts the questionnaire survey method. On the basis of learning from the previous research and combined with the actual research, a survey questionnaire is drawn up, and the questionnaire star, WeChat and other methods are used to target high-tech enterprises in Changchun, Tianjin, Shanghai, Shenzhen, Chengdu and other regions. The questionnaires were distributed, and a total of 420 questionnaires were recovered. After excluding invalid questionnaires, 386 valid questionnaires were finally obtained. SPSS23.0 and AMOS were

used to analyze the returned valid questionnaires to test the causal relationship between variables.

Variable measurement

In order to ensure that the scales used in the research have good reliability and validity, the scales used in this study are relatively high-level scales recognized by the current academic circles. On this basis, appropriate adjustments are made according to the actual situation of the research to form a scale. The specific design of the scale is as follows:

Entrepreneurship (independent variable). The article uses the Covin and Slevin (1989) measurement scale on entrepreneurship, and on this basis, the scale is revised according to the understanding of the research subjects, and nine items are designed to measure entrepreneurship, respectively. It is measured from three aspects: innovative spirit, risk-taking spirit and initiative spirit, and each aspect contains three measurement items (as shown in Table 1).

Table 1 Entrepreneurship Scale

X1	Entrepreneurial spirit of innovation
X11	Company leaders always have a steady stream of ideas
X12	Company leaders like to use innovative methods to solve problems
X13	The extent to which company leaders emphasize product design and innovation
X2	The adventurous spirit of entrepreneurship
X21	Company leaders are willing to take higher risks for higher returns
X22	Company leaders have a high tolerance for future uncertainty
X23	Company leaders can accept losses, hoarding and abandonment of bids
X3	Entrepreneurial initiative
X31	In the face of competitors, company executives can take active and aggressive actions, rather than just passive responses
X32	Company leaders take the initiative to set prices that can change market conditions
X33	In the face of competitive and conflicting attitudes, company leaders take the initiative to respond to challenges

Employee innovation behavior (mediating variable). At present, relatively mature employee innovation behavior scales have been formed at home and abroad. Scholars believe that employee innovation behavior is a complex process, including the establishment of problems, the generation of ideas, the seeking of innovation support, and the implementation of innovation plans. Based on the single-dimension 5-item scale compiled by Liu and Shi (2009) and the previous research results, this paper revised the scale according to the understanding of the respondents, and designed a single-dimension 5-item measurement scale (As shown in table 2).

Table 2 Employee Innovation Behavior Scale

M1	I often come up with some creative ideas or ideas in the work
M2	I will pitch my new ideas to colleagues or leaders for support and recognition
M3	In order to realize my idea or idea, I will try to get the resources I need
M4	I will actively develop appropriate plans or plans to implement my innovative ideas
M5	In order to realize the innovative ideas of my colleagues, I often contribute ideas

Firm innovation performance (dependent variable). This paper draws on the research and scale of Xin (2011), etc., and uses a total of 5 items such as enterprise product, technology, process, and market to measure innovation performance. Combined with the research background and research objects of the research, this paper improves and revises the items, and forms the measurement scale of innovation performance in this research.

Table 3 Enterprise innovation performance scale

Y1	Companies are often the first to introduce new products and technologies in the industry
Y2	Companies are often the first in the industry to apply new processes and technologies
Y3	The company's products and technology improvement and innovation have a very good market response
Y4	The company's products contain first-class advanced technology and technology
Y5	The company's new product and new technology development success rate is very high

Reliability and Validity Test

The test of the reliability of the scale is currently mainly tested by Cronbach's alpha coefficient. Under normal circumstances, the value of Cronbach's Alpha coefficient is between 0 and 1. When the coefficient is greater than 0.7, it indicates that the scale has good reliability. The validity test of the scale includes content validity and construct validity. Since the research mainly uses relatively authoritative and recognized scales to measure, the content validity of the scale is in line with the research requirements. In addition, for the test of construct validity, KMO value and Bartlett sphericity test were used. In this study, SPSS 23.0 was used to analyze the data, and the results are shown in Table 1. It can be seen from Table 1 that the Cronbach's Alpha value of each variable is greater than 0.7, the KMO value is above 0.7, the value of the Bartlett sphericity test is all below the significance level of 0.001, and the factor loading of each item on its corresponding common factor All are greater than 0.5, that is, the reliability, content validity and construct validity of the questionnaire all meet the research requirements.

Table4 Questionnaire reliability and validity analysis results

variable	item	Cronbach's α value	KMO value	Bartlett sphericity test sig	factor loadings
Entrepreneurship	X21	0.837	0.819	0.000	0.87
	X23				0.835
	X22				0.818
	X33				0.861
	X31				0.849
	X32				0.808
	X12				0.844
	X13				0.812
	X11				0.806
	M5	0.897	0.883	0.000	0.875
	M1				0.854

Employee innovative behavior	M4				0.842
	M2				0.831
	M3				0.812
Enterprise innovation performance	Y3	0.858	0.857	0.000	0.864
	Y5				0.82
	Y4				0.781
	Y1				0.771
	Y2				0.762

Research result

This paper uses SPSS 23.0 statistical analysis software and uses multiple linear regression method to test the mediating effect of entrepreneurship and enterprise innovation performance and employee innovation behavior between entrepreneurship and enterprise innovation performance. The specific results and analysis are as follows:

Regression Analysis of Entrepreneurship and Enterprise Innovation Performance

Taking industry type, enterprise attribute, company size, and region as control variables, entrepreneurial spirit as independent variable, and innovation performance as dependent variable, using SPSS for regression analysis, the following table is obtained.

Table 5 Regression analysis of entrepreneurship and corporate innovation performance

	Enterprise innovation performance	
	M1	M2
business age	0.028	0.014
Industry type	0.207***	0.155***
Enterprise attributes	-0.035	-0.038
Company Size	0.131**	0.083*
area	-0.039	-0.034
Entrepreneurship		0.54***
R square	0.066	0.352
R-square change	0.066	0.286
F	5.382***	34.288***

Note: *, p<0.05; **, p<0.01; ***, p<0.001

From the above model, it can be seen that the impact of entrepreneurship on corporate innovation performance is significant ($\beta=0.54$ and $P<0.05$). The hypothesis is established.

Regression analysis of entrepreneurial spirit on employee innovation behavior

This paper uses industry type, enterprise attribute, company size, and region as control variables, entrepreneurial spirit as independent variable, and employee innovation behavior as dependent variable, using SPSS for regression analysis, and the following table is obtained.

Table 6 Regression analysis of entrepreneurship on employee innovation behavior

	Employee innovative behavior	
	M1	M2
business age	-0.045	-0.059
Industry type	0.123*	0.072
Enterprise attributes	-0.009	-0.012
Company Size	0.113*	0.066
area	-0.013	-0.008
Entrepreneurship		0.528***
R square	0.031	0.304
R-square change	0.031	0.274
F	2.392*	27.608***

Note: *, $p < 0.05$; **, $p < 0.01$; ***, $p < 0.001$

It can be seen from the research model that entrepreneurship has a significant effect on employee innovation behavior ($\beta = 0.528$ and $P < 0.05$), the hypothesis is established.

Regression analysis of employee innovation behavior on innovation performance

This paper uses industry type, enterprise attributes, company size, and region as control variables, employee innovation behavior as an independent variable, and innovation performance as a dependent variable, using SPSS for regression analysis, and the following table is obtained.

Table 7 Regression analysis of employee innovation behavior on innovation performance

	Enterprise innovation performance	
	M1	M2
business age	0.028	0.053
Industry type	0.207***	0.139**
Enterprise attributes	-0.035	-0.03
Company Size	0.131**	0.069
area	-0.039	-0.032
Employee innovative behavior		0.55***
R square	0.066	0.360
R-square change	0.066	0.293
F	5.382***	35.466***

Note: *, $p < 0.05$; **, $p < 0.01$; ***, $p < 0.001$

It can be seen from the model that the impact of employee innovation behavior on enterprise innovation performance is significant ($\beta = 0.55$ and $P < 0.05$). The hypothesis is established.

The mediating analysis of employee innovation behavior on entrepreneurship and enterprise innovation performance

This paper uses industry type, enterprise attribute, company size, and region as control variables, entrepreneurship as independent variable, employee innovation behavior as mediator

variable, and innovation performance as dependent variable, using SPSS for mediation analysis, and the following table is obtained.

Table 8 Regression analysis of the mediating effect of innovative behavior on entrepreneurial learning and start-up performance

	Enterprise innovation performance		Employee innovative behavior		Enterprise innovation performance
	M1	M2	M3	M4	M5
business age	0.028	0.014	-0.045	-0.059	0.035
Industry type	0.207***	0.155***	0.123*	0.072	0.128**
Enterprise attributes	-0.035	-0.038	-0.009	-0.012	-0.034
Company Size area	0.131**	0.083*	0.113*	0.066	0.059
Entrepreneurship	-0.039	-0.034	-0.013	-0.008	-0.031
Employee innovative behavior		0.54***		0.528***	0.347***
R square	0.066	0.352	0.031	0.304	0.444
R-square change	0.066	0.286	0.031	0.274	0.093
F	5.382***	34.288***	2.392*	27.608***	43.19***

Note: *, p<0.05; **, p<0.01;***, p<0.001

It can be seen from the above table that all dimensions of entrepreneurship have a significant positive impact on enterprise innovation performance; entrepreneurship has a significant positive impact on employee innovation behavior; employee innovation behavior has a significant positive impact on enterprise innovation performance, employee innovation behavior has a partial mediating role in the impact of entrepreneurship on corporate innovation performance, the hypothesis holds.

Summary and Discussion

An analysis of the impact of entrepreneurship on enterprise innovation performance

Through the empirical analysis results, the hypothesis H1 "there is a significant positive correlation between entrepreneurship and enterprise performance" is verified, which means that if the leader of the enterprise has the entrepreneurial spirit, the innovation performance of the enterprise will be effectively improved. Through research, it is found that entrepreneurship is a scarce resource of enterprises and plays a vital role in the operation of enterprises. Entrepreneurship is divided into three dimensions: innovation, risk-taking and initiative. The spirit of innovation enables leaders to have a keen insight into opportunities and accurately judge future development trends, so as to lead employees to develop new markets in a timely manner, develop new products, and seize market opportunities; the spirit of adventure can promote leaders in the face of complex and ever-changing uncertainties. In the environment, they can take the initiative to take risks, seize potential opportunities in a timely manner, and create considerable profits for the enterprise; initiative is the strong driving force in the heart of the entrepreneur, hoping to continue to expand the enterprise and maintain a leading position

in the industry. When faced with opportunities, they will be more proactive and strive to help companies innovate their performance.

Analysis of the influence of entrepreneurial spirit on employees' innovative behavior

Through the empirical analysis results, the hypothesis H2 "enterprise spirit has a significant positive impact on employees' innovative behavior" is verified, which shows that entrepreneurial spirit will have an important impact on employees' innovative behavior, which is consistent with the current mainstream research conclusion that Be consistent. Entrepreneurship includes three dimensions: innovative spirit, risk-taking spirit, and initiative spirit. These three dimensions enable employees to feel the influence of entrepreneurship on their own innovative spirit in their hearts, and internalize this influence in their hearts to motivate employees. It produces a steady stream of new ideas, and is willing to transform these ideas into specific innovative behaviors, promoting the continuous improvement of the economic benefits of enterprises.

Analysis of the impact of employee innovation behavior on enterprise innovation performance

Through the empirical analysis of the impact of employee innovation behavior on enterprise innovation performance, the hypothesis H3 "employee innovation behavior has a significant positive impact on enterprise innovation performance" is verified, which shows that employee innovation behavior can effectively improve enterprise innovation performance. That is, the more active the innovation behavior of employees, the more obvious the innovation performance of the enterprise. This is consistent with the conclusions of many previous studies. Employees are the key factor for whether the innovation and change of an enterprise can achieve results. As the specific executors of innovation tasks, the new methods and new technologies used in their work will have a huge impact on the business results of the enterprise. Therefore, enterprise managers must adopt effective management methods, fully mobilize the enthusiasm of employees, and stimulate employees' innovative behaviors, so that enterprises can obtain sustainable competitive advantages and obtain higher innovation performance.

Employee innovation behavior mediates the relationship between entrepreneurship and firm innovation performance

Through the empirical analysis of the mediating effect of employee innovation behavior on entrepreneurship and enterprise innovation performance, the hypothesis H4 "employee innovation behavior plays a mediating role between entrepreneurship and enterprise innovation performance" is verified. This shows that the entrepreneurial spirit can effectively stimulate the growth willingness and dedication of employees, strengthen employees' sense of belonging and innovative behavior, and then exert a benign multiplier effect, which is conducive to improving the enterprise's innovation performance and core competition. force. It can be seen that the improvement of employee innovation behavior on enterprise innovation performance is obvious.

The research contribution of this paper is to verify the impact of entrepreneurship on enterprise innovation performance, reveal the mechanism of entrepreneurship and enterprise innovation performance, identify the important mediating role of employee innovation behavior, and further enrich resource-based theory and enterprise innovation performance. The connotation of innovation theory. In addition, the research results of this paper have certain reference value for the current management practice of high-tech enterprises. (1) Innovation is an important means for an enterprise to survive in a complex and changeable external environment. To maintain a sustainable competitive advantage, an enterprise needs to innovate

continuously. The real implementation of innovation in an enterprise depends on the generation of innovative behaviors of employees. Family spirit has a significant positive impact on the improvement of enterprise innovation performance, and entrepreneurship is conducive to creating a good innovation atmosphere in the enterprise, which is conducive to employees consciously learning new knowledge, mastering new technologies, and learning new skills, so as to effectively Drive business innovation. Therefore, for high-tech enterprises, innovation is the lifeline of the enterprise, and it is necessary to focus on cultivating and exerting entrepreneurial spirit. (2) The new round of industrial revolution and the sudden new crown epidemic have caused a great impact on the survival and development of enterprises.

The realization of enterprise innovation value depends on the continuous generation of innovative ideas by employees. Therefore, in the process of enterprise development, it is necessary to be good at externalizing the innovative ideas generated by employees into various innovative behaviors. These externalized innovative behaviors will eventually be transformed into various positive benefits of the enterprise, thereby improving the innovation performance of the enterprise.

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