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Investigating the Impact of Organizational Resource Planning on Business Model Innovation with the Mediating Role of Organizational Complexity

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ABSTRACT

Complexity is the degree to which recognizing and using an innovation is considered relatively difficult. Organizational complexity is often expressed as a new way to combine the resources of an organization to achieve innovation in the logic of an organization. Organizational resource planning is software that can integrate the information needs of companies in different areas and functions that combine organizational complexity. Therefore, this study was conducted to investigate the relationship between organizational resource planning and business model innovation with the mediating role of organizational complexity in small and medium enterprises in Fars province. The research method is descriptive-correlational and the standard questionnaire of Rodríguez et al. (2020) was used to measure the research variables. The statistical population of this study is all managers and experts of small and medium companies in Fars province, whose number is equal to 27,000 people, and the sample size is estimated at 379 people using Cochran's formula. The content validity of the research tool and its reliability have been confirmed using Cronbach's alpha. To answer the questions and test the research hypotheses with Smart-PLS software, structural equation method and partial least squares (PLS) method were used. The results show that the complexity of technology has a negative and significant effect on the perceived usefulness of technology and a positive and significant effect on organizational complexity. The results also showed that the perceived usefulness of technology has a negative and significant effect on organizational complexity. According to the research results, organizational complexity has a positive and significant effect on innovation costs and a negative and significant effect on innovation revenue. Finally, the research results show a negative and significant impact of innovation cost on innovation revenue.

Keywords: organizational resource planning, organizational complexity, business model innovation, small and medium enterprises in Fars province

I. INTRODUCTION

In recent years, special attention has been paid to the terminology or definition of the concept of business model and the question has been raised what is a business model. Business models are often described as structural templates of how companies develop their business, linking different activities and systems, and generally shaping the logic of the organization (Teece, 2010). Nowadays, the issue of business model innovation in designing how to create a company, its value proposition and its acquisition has been widely cited (Taran et al., 2015). The capabilities of business intelligence or business intelligence of the organizational resource planning system have been constantly changing the way companies conduct their business (Chou et al., 2005).

However, technological changes in the context of processes and activities necessary for value creation (Sorescu et al., 2011) also increase the complexity of the organization and turn it into a new competitive position (Martins et al., 2015). Therefore, the organizational resource planning system, while being able to improve the perceived efficiency of the technology itself, is also a double-edged sword, because the need to manage all this information properly reduces the activity of the

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organization. In line with this discussion, Skok and Doringer (2001) stated that technical factors and behavioral factors can affect the proper balance between a technological tool such as organizational resource planning system and organizational model. Today, new technologies promote business change that many companies are involved in, but it is important to evaluate its ultimate impact on performance (Aspara et al., 2010). Therefore, combining the components of organizational resource planning and business model innovation (Taran et al., 2015) in addition to the set of communication mechanisms between them (Chesbrough, 2010) is a difficult task that becomes either costly or valuable.

Fortunately, this innovative approach to combining business model components also makes it possible to generate new value (Johnson, et al., 2008) to achieve an optimal configuration, which in turn contributes to organizational performance (Zott and Amit, 2008). Ideally, each company should be able to make the most of the organizational complexity of business models as well as the implementation of the enterprise resource planning system to increase value and reduce costs. As stated by Shindhut and Allen (2005), companies often fail to gain value and profit outside of business model innovation. There are extensive previous works that focus mainly on the factors that lead to the success of the implementation of the organizational resource planning system (Acar et al., 2017) and the process of innovation in the business model (Amit and Zott, 2012) in organizations. However, despite the fact that organizational resource planning is one of the most important technological tools for an organization (Chong et al., 2008), almost no research has been done on the impact of organizational resource planning on innovation in the business model. Is.

As a result, there is still a research gap on how to address organizational complexity for those companies that are introducing an enterprise resource planning system to support business model innovation. Therefore, the research goal of this study is to test the role of organizational complexity between organizational resource planning and business model innovation. Specifically, the purpose of this study is to test the mediating role of organizational complexity between organizational resource planning (i.e., technology complexity structures and perceived technology efficiency) and business model innovation (i.e., innovation cost structures and innovation revenues). Accordingly, the purpose of this study is to examine the outcome of costs and revenues associated with business model innovation, which considers the organizational complexity itself and the pioneers of perceived complexity and efficiency of organizational resource planning.

II. THEORETICAL FOUNDATIONS

Business model innovation is essential for the survival of any company and helps determine how to create value and acquired value from its customers (Clauss, 2017). But apart from the conceptual definitions of this phenomenon, in order to clarify the purpose of the study, different components of business model innovation must be considered. This study addresses how companies face the organizational complexity of business model innovation. In particular, the approach chosen focuses on the predictors of enterprise resource planning and the business implications of enterprise complexity model innovation. Such studies are very common among researchers who want to get a clear picture of the relationships of variables within the company, which in turn affects performance (Ghezzi et al., 2016).

One of the parameters that is closely related to organizational complexity is the implementation of organizational resource planning. There is a growing body of research focusing on the requirements of adapting technical advances to business model innovation at several levels. For example, Mason and Spring (2013) focus on how technology affects the innovation of an enterprise business model. In particular, enterprise resource planning is an important software solution that affects the entire organization and, consequently, the business model itself as information flows in and out and the production of products as well as services (Martins et al., 2015.)

Relationships between companies in a technology market have been constantly changing, but "the relationships that a company has with its customers and suppliers or other business network operators are still unclear" (Pagani and Pardo, 2017). Even a few decades ago, it was well known that the technological core in an enterprise resource planning organization is that it provides a strong infrastructure to support external communications and integrates its information properly. The importance of the infrastructure provided by enterprise resource planning to support the capabilities of all information tools and processes used in an organization, including applications to interact with other buyer or seller companies, is widely recognized in previous works and Have been emphasized. Likewise, the success of a

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company's business model depends on controlling its resources and adapting them (innovation) over time, rather than constantly communicating them not only to customers (who generate revenue) but also to their suppliers (who generate costs). Also ensure (Gambardella and McGahan, 2010).

This study focuses on the impact of organizational resource planning choices (such as technological complexity and perceived usefulness of technology) on organizational complexity and the choice of business model innovation structures (such as innovation costs and revenues) in organizations. Mason and Spring stated in 2011 that technology management in companies is one of the main pillars to explain business model innovation. However, information technology is a broad field of research, and to the best of our knowledge, none of the previous studies have focused on the relationship between the implementation of enterprise resource planning and the results of business model innovation. In addition, there is no study that examines the mediating role of organizational complexity between organizational resource planning and business model innovation. Thomson stated in 1991 that every technological tool has some inherent complexity. Previous studies have explored how technological complexity can create various barriers between users and their job performance. For example, Smith and Green argued in 2002 that it increases technological complexity, the time required, and the number of other things a user needs to do a task. Due to the mental state of users, the technological complexity also increases people's stress. Thus, technological complexity can actually reduce the potential needed to increase job performance.

According to a 1989 study by Davis, the perceived usefulness of technology is the extent to which users believe that a tool can improve their job performance. Thus, it can be assumed that higher technological complexity leads to less perceived usefulness than technology. Chang stated in 2008 that technological complexity can affect users' attitudes toward technology. More recently, Rajan and Baral supported this argument in 2015, providing evidence that technological complexity has a significant negative impact on the perceived usefulness of enterprise resource planning systems. Research Background The model of Rodríguez et al. (2020) was selected as the conceptual model of this research. Therefore, following the findings reported in previous studies, we state our first hypothesis as follows:

Hypothesis 1: The complexity of technology has a negative and significant effect on the perceived usefulness of technology.

On the one hand, technological complexity can lead to problems and difficulties in the implementation and application of technology. Technological complexity reduces the relative level of knowledge that a user can acquire before the regular use of technological tools. Technological complexity forces users to spend a lot of time and a lot of work to perform their tasks (Aiman-Smith and Green, 2002). Leonard and Barton stated in 1990 that high technological complexity reduces a user's ability to perform and perform well. In 1994, Sokol linked technological complexity to an increase in stress and strain on system users.

On the other hand, organizational complexity can lead to more opportunities for the organization. For example, Barney in 1995 and Hart and Banbury in 1994 stated that an organization with multiple goals keeps its options open, leading to confusion and ambiguity about goal decisions. Which goal can be pursued). In 1992, Miller advocated the notion that an organization could use multiple strategies, and this did not necessarily reduce overall organizational performance. Galbraith stated in 1973 that organizations can manage more information when they have more flexibility in their rules and regulations, as well as being decentralized. Accordingly, Schmos stated in 2000 that when organizations identify themselves as complex systems and organize themselves in complex ways, they are more likely to perform successfully. As a result, previous studies have shown that technological complexity negatively affects employees while organizational complexity is considered as a business promoter and has interrelated components in the business model. Therefore, the second hypothesis of this research is expressed as follows:

Hypothesis 2: The complexity of technology has a positive and significant effect on organizational complexity.

Bonano stated in 2005 that companies neglect organizational resource planning in order to cope with organizational complexity. The fact is that organizational resource planning is a technological tool that has the ability to organize, share and manage large volumes of information in an organization. Organizational resource planning is software that can connect the whole organization. Accordingly, the satisfactory implementation and implementation of organizational resource planning can help companies cope with their organizational

complexity. However, the process of implementing organizational resources planning is not without challenges and has a high failure rate. In fact, there are behavioral factors that lead to failure in the implementation and implementation of organizational resource planning (Acar, 2017).

Personal beliefs determine the behavioral goals and intentions for using a technological tool. One of the most important personal beliefs is the perceived usefulness of technology. In 2000, Davis discussed how individual behavioral goals and intentions could determine the ultimate application of technology. Therefore, this study states that perceived higher utility of technology can lead to the application of organizational resource planning system and this helps to manage organizational complexity. As a result, the third hypothesis of this research is presented as follows:

Hypothesis 3: Perceived usefulness of technology has a negative and significant effect on organizational complexity.

Companies can look for new solutions resulting from changes in business logic to simplify operations or provide easier access to resources. Pierce and Carvalho stated in 2008 that changes in the business model are the result of continuous improvement. Companies often change their business model in response to changes in the market and society (Pink and Cook, 2014). Thus, competitive pressure forces companies to rethink their cost structures in order to maintain and improve their competitiveness and market share. This is especially true for companies that are involved in complex technological changes, because through these changes, new ways are created to be more cost-effective.

Business models have proven to be a very important factor in analyzing the impact of supply chain on the innovation process (Zimmerman and Ferreira and Moreira 2016) so that more competitiveness can be achieved through the cost structure of the organization. For example, in 2015, the wine industry found that sufficient changes in cooperation with suppliers and consultants could help companies achieve optimal configuration and structure, and strengthen their market share. However, Helker and Beckman found in 2014 that changes in business models are not always beneficial and can have negative effects on performance. Given this aspect, we propose the following hypothesis:

Hypothesis 4: Organizational complexity has a positive and significant effect on innovation costs.

There is evidence that innovations in digital technologies are contributing to a sustainable competitive advantage in the market. In general, it can be imagined that new business models play an important role in helping companies achieve competitive advantage, which in turn improves financial performance. Previous research has found that introducing new pricing methods is especially important for startups that innovate their business models. Thus, business models that have the right orientation to meet customer expectations increase revenue (Baden and Fuller 2013).

Although previous studies of business model innovation have highlighted the positive effects of business models on corporate financial performance (Zott & Amit, 2008), other researchers have found inconclusive and useless evidence of these relationships. Susna argued in 2010 that outside forces could obsolete existing business models and force companies to look for new ways to generate revenue. Based on this discussion, we state the following hypothesis:

Hypothesis 5: Organizational complexity has a negative and significant effect on innovation revenue.

Companies must face changes in the market and society, all changes that can force them to reduce their cost structures (Johnson, 2008). An organization can reduce its costs not only by reducing fixed and variable economic costs, but also by reducing the use of resources (temporal and human) allocated to the core tasks of the company.

Tiss stated in 2010 that a business model is a description of how an organization's economic value is gained through its resources and capabilities. An organization must continuously and continuously evaluate its goals to increase its efficiency and achieve its goals in order to survive and grow (Guan, 2009). Accordingly, if the organization can change its cost structure by doing things efficiently, the resources allocated to older tasks can perform new, profitable tasks for the organization freely and thus increase financial revenue. In line with this discussion, we propose the following hypothesis:

Hypothesis 6: The cost of innovation has a negative and significant effect on innovation revenue.

All research studies are based on a conceptual framework, which identifies the variables and the relationships between them. This conceptual framework is the model by which the researcher theorizes about the relationships between the factors identified in creating the

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important problem. This theory may not necessarily be the word of the researcher and may logically be derived from the results of previous research on the issue.

Since every field and survey research requires a mind map and conceptual model that is drawn in the form of appropriate analytical tools, variables and relationships between them, accordingly, the theory is conceptually shown in Figure 1, which can be tested with 6 hypotheses. Is visible.

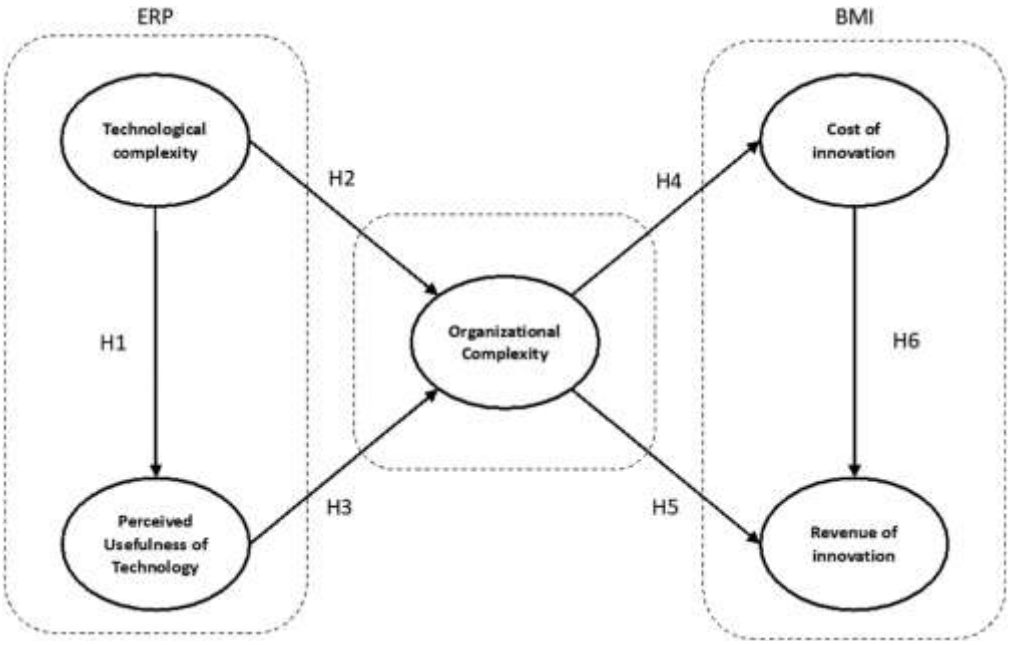

Figure 1: Conceptual model of research

III. RESEARCH METHODOLOGY

Methodologically, this research is a correlational research. The present study is a descriptive research based on how to obtain the required data and in terms of classifying research according to their purpose. This research is applied in terms of type and descriptive-survey method.

In this research, in order to compile the basics, definitions and theoretical concepts, library resources including existing scientific documents, books and articles were used. Also, a standard questionnaire was used to collect the data needed to test the research hypotheses. The questionnaire of Rodríguez et al. (2020) was used to measure the research variables.

The questionnaire of this research was judged by several experts and professors of business management working in universities for the validity of the content. 30 questionnaires were distributed in the statistical community and at first it was not possible for the respondents to understand a number of questions. Data collection was used.

The statistical population of the present study is all managers and experts of small and medium companies in Fars province and the research population is limited and their number is 27,000. In the present study, a simple random sampling method is used to select the samples and the research questionnaire will be randomly distributed among managers and experts of small and medium companies in Fars province. Due to the fact that the size of the statistical population is limited and equal to 27,000 people, Cochran's formula has been used to select the sample size. Therefore, the number of samples studied in this study is equal to 379 people.

IV. DATA ANALYSIS

In this research, structural equation modeling has been used with the help of partial least squares method and PLS software to test the hypotheses and accuracy of the model. PLS is a variance-based approach that requires fewer conditions than similar techniques to structural equations such as LISREL and AMOS. Its main advantage is that this type of modeling requires fewer samples than LISREL. It is also considered as a powerful method in situations where the number of samples and measurement items is limited and the distribution of variables can be uncertain. PLS modeling is done in two steps. In

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the first stage, the measurement model should be examined through validity and reliability analyzes and confirmatory factor analysis, and in the second stage, the structural model should be examined by estimating the path between variables and determining the model fit indices.

4-1- Step 1: Measurement model

The measurement model test is related to checking the validity and reliability of measuring instruments.

4-1-1- Validity

To evaluate the convergent validity, AVE (average variance extracted) and CR (composite reliability) were used. The results of this criterion for the dimensions of the six research variables are shown in Table (1). Composite reliability higher than 0.7 and mean variance higher than 0.5 are two necessary conditions for convergent validity and correlation of structures. As can be seen from Table (2), all composite reliability values are higher than 0.7 and the values of mean variance are higher than 0.5, and this confirms that the convergent validity of the present questionnaire is acceptable.

Table 1: Results of mean variance extracted from research structures

Variable **Criterion**	Technological Complexity	Perceived Usefulness of Technology	Organizational Complexity	Cost of innovation	Revenue of innovation
AVE	0/561	0/735	0/582	0/623	0/624
CR	0/888	0/809	0/909	0/846	0/845

In the divergent validity part, the difference between the indices of one structure and the indices of other structures in the model is compared. This is calculated by comparing the AVE root of each structure with the values of the correlation coefficients between the structures. To do this, a matrix must be formed in which the principal diameter values are the square matrix of the AVE coefficients of each structure and the lower values of the principal diameter are the correlation coefficients between each structure and other structures. This matrix is shown in Table (2). As can be seen from Table (2), the AVE root of each structure is greater than the correlation coefficients of that structure with other structures, which indicates that the divergent validity of the structures is acceptable.

Table 2: Comparison matrix of AVE root with correlation coefficients of structures (divergent validity)

	Technological Complexity	Perceived Usefulness of Technology	Organizational Complexity	Cost of innovation	Revenue of innovation
Technological Complexity	0/749				
Perceived Usefulness of Technology	0/661	0/857			
Organizational Complexity	0/651	0/740	0/763		
Cost of innovation	0/257	0/324	0/432	0/795	
Revenue of innovation	0/458	0/341	0/458	0/458	0/790

4-1-2- Reliability

In addition to Cronbach's alpha coefficient, which is presented in Table 3 and confirms the appropriate reliability of the questionnaire, the PLS method was used to evaluate the reliability of the questionnaire. The PLS method uses index reliability. The reliability of the index is also measured by measuring the factor loads by calculating the correlation value of the indices of a structure with that structure, which if this value is equal to or greater than 0.6, confirms that the reliability in The case for that is an acceptable measurement model. However, if the value of the factor load between a question and the

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relevant dimension is less than 0.6, that question can be removed from the model and subsequent analyzes. As can be seen in Figure (2), all values of factor loads between structures and questions are greater than 0.6, which shows a high correlation.

Table 3: Cronbach's alpha coefficient

Research structures	Technological Complexity	Perceived Usefulness of Technology	Organizational Complexity	Cost of innovation	Revenue of innovation
Cronbach's alpha	0/860	0/705	0/879	0/836	0/712

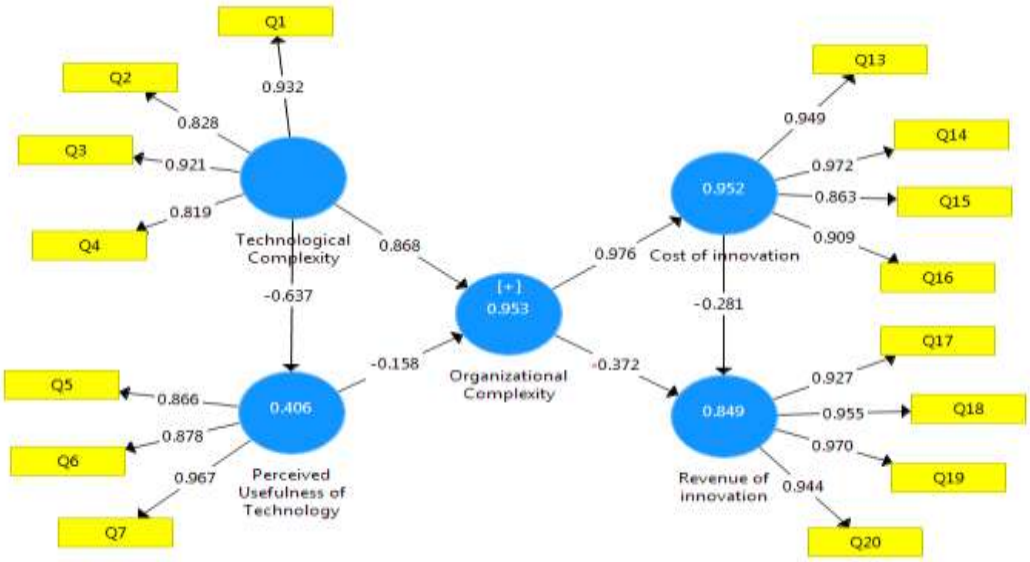

Figure 2: Software output - test model of the research (path coefficients and operating loads)

4-2- Second stage: structural model and testing of hypotheses

Structural model test, which is related to testing research hypotheses and the effect of hidden variables on each other. To confirm the research hypotheses, the Bootstrapping command of Smart PLS software was used, which shows the output of t-coefficients (Figure 4). When the values of t in the range are more than +1.96 and less than -1.96, it indicates the significance of the relevant parameter and subsequently confirms the research hypotheses.

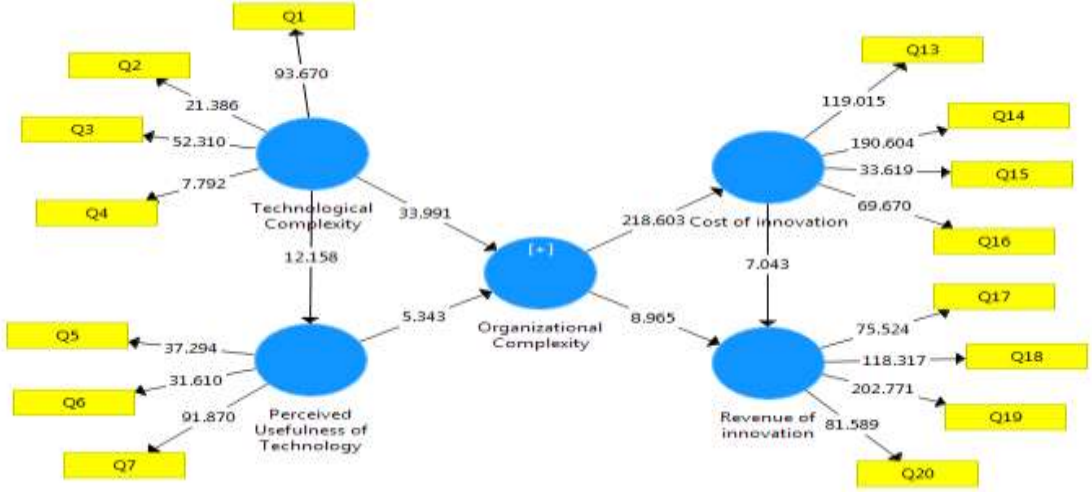

Figure 3: Software output - coefficients t

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4-3- Methods of evaluating shaping models

One of the ways to evaluate the shaping models is the coefficient of determination (R2). The coefficient of determination (R2) examines what percentage of the variance of a dependent variable is explained by the independent variable (s). Therefore, it is natural that this value is equal to zero for the independent variable and greater than zero for the dependent variable. The higher this rate, the higher the coefficient of effect of the independent variables on the dependent. Based on the model determination coefficient, it can be said that the technology complexity variable could explain 0.406 of the variance of the perceived utility variable of the technology. The variables of technology complexity and perceived usefulness of technology as a whole have been able to explain 0.953 of the variance of the organizational complexity variable. Also, the organizational complexity variable could explain 0.952 of the variance of the innovation revenue variable, and the organizational complexity and innovation revenue variables could explain 0.849 of the variance of the innovation cost variable. Researchers have introduced three values of 0.19, 0.33 and 0.67 as the criterion values for weak, medium and strong values of R2. Based on this, it can be concluded that the model has high predictability. The residual value is related to forecast error and can include other factors affecting the perceived usefulness of technology, organizational complexity, innovation revenue and innovation costs.

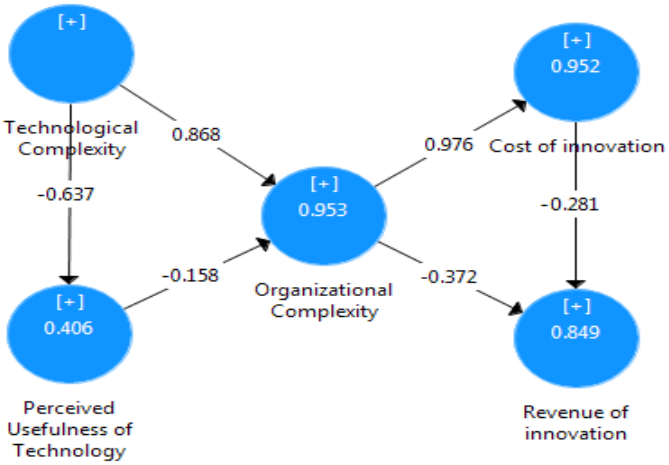

Figure 4: Evaluation of Shaping Models

4-4- Answer to research hypotheses

According to the results obtained from path coefficient and t-statistic, technology complexity has a negative and significant effect on perceived usefulness of technology and a positive and significant effect on organizational complexity. The results also showed that the perceived usefulness of technology has a negative and significant effect on organizational complexity. According to the research results, organizational complexity has a positive and significant effect on innovation costs and a negative and significant effect on innovation revenue. Finally, the research results show a negative and significant impact of innovation cost on innovation revenue.

Table 4: Direct effects, t-statistic and the result of research hypotheses

hypothesis	Standardized path coefficient β	statistics T	Meaningful	No rejection or Reject
Technological Complexity→ Perceived Usefulness of Technology	- 0.637	12.158	Sig<0.05	approved
Technological Complexity→ Organizational Complexity	0.868	33.991	Sig<0.05	approved
Perceived Usefulness of Technology→ Organizational	- 0.158	5.343	Sig>0.05	rejection

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Complexity				
Organizational Complexity → Cost of innovation	0.976	218.603	Sig<0.05	approved
Organizational Complexity → Revenue of innovation	- 0.372	8.965	Sig<0.05	approved
Cost of innovation→ Revenue of innovation	- 0.281	7.043	Sig<0.05	approved

V. CONCLUSIONS AND SUGGESTIONS

Further study and the results of the hypotheses confirm the results of the research in relation to the research model. Dealing with organizational complexity can help companies reduce costs, increase revenue, or both. Organizational resource planning can help to properly behave in the face of complexity by using the available information correctly. However, if the work required for enterprise resource planning is not done properly and users encounter problems and the use of corporate resource planning is not considered useful, then enterprise resource planning can not use its capabilities. And help to satisfy the complexity to a satisfactory degree. In addition, even organizational resource planning may add more negative complexity to the organization that does not become an opportunity for the company.

This research has several academic implications. In line with the theoretical framework previously reported and in justifying the hypotheses, the results of the preliminary research provided information for the researcher to decide on the relationship and the importance of using possible variables and their relationship to each other. The results showed that the distinction between organizational resource planning complexity in terms of technology and organizational complexity as an interaction between organizational resource planning and business model innovation is important because they may move in the opposite direction to the company's goals. It has also been shown that not only is there a way to reduce costs to increase revenue, but companies can also increase their revenue, which in turn reduces costs.

The results reported based on the research model show that the organizational complexity structure completely mediates the impact between the structures related to organizational resource planning (ie components) and business model innovation (ie results and outcomes). As a result, the constituent elements, namely the complexity of technology and the understanding of the usefulness of technology and their impact on the costs and revenue of innovation in organizational complexity are adjusted.

In addition, technology complexity is negatively correlated with perceptions of technology utility, and innovation costs are negatively correlated with innovation revenue. However, the main structure of this study is the relationship between organizational resource planning and business model innovation, which provides insights into the management of component selection (input) in the process of implementing organizational resource planning with the selection of consequences in innovation. Provides business model.

Results Reported Based on the results and related discussion, there are several academic implications. One of these implications is that the components or input of technology, other than the complexity of the technology and the perception of utility, must be tested in future research. We have examined only two important elements in this research model, thus providing opportunities for future research. Academic implication is another consideration of consequences other than the cost and revenue of innovation, such as value added, although cost and revenue provide important information for assessing overall net profit in organizational resource planning and business model innovation.

The supplementary study confirms the results of the main research on the need to reduce the complexity of technology and increase the understanding of the usefulness of users. The supplementary study also confirms that companies view the reduction of organizational complexity as a positive thing that provides opportunities to reduce fixed and variable costs, and increase revenue primarily through accurate or integrated information credit management. Provides both. It all depends on how complex the company is.

The reported results also have managerial implications. For example, companies need to find a way to reduce the complexity of technology in the process of implementing enterprise resource planning, such as hiring a good supplier with experience in implementing enterprise resource planning and being able to implement the project project implementation team. Create organizational resources in the organization. Accordingly, the reported results emphasize the need to find a way to reduce the complexity of technology for users (such as training end users, coordinating enterprise resource planning with the user's job, explaining flows, and

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communicating with other areas). Because when users understand what organizational resource planning tools need to solve, they may find the organizational resource planning system less complex.

Thus, strengthening the understanding of the usefulness of technology by explaining the benefits of the system for users' work positions, marketing strategies (such as sales topics), objective results (such as comparison with competitors), time-to-work analysis, or improving work performance compared to previous work performance. Organizational resource planning is very important since implementation. In addition, the implementation of a complex business model can be recommended by reviewing previous management results, as it may be useful for other business objectives and organizational structure to increase the number of options and competitive advantages.

We also believe that companies should always keep in mind that technology is always evolving rapidly, so it may not be expedient to update everything in the organization. Sometimes this can be a waste of resources and time, and a better option is to request a technology review from a supplier or technology consultant. Obtaining technology packages that contain the options that a company really needs to do in order to do corporate resource planning and business model innovation can be helpful.

Complexity arises from several factors and elements that must work together. Companies are in the market together and a company is made up of several divisions and units. One of the key factors of a company's success is to have the capacity and ability to communicate properly between its various departments. Addressing complexity is at least a challenge, but it is not necessarily a negative. When a company becomes complex with the help of technology tools (such as enterprise resource planning) that have the ability to turn complexity into opportunity, the efficiency of complexity will be positive, that is, a potential competitive advantage in the market and society will be created.

One of the key points for companies in complexity is to manage it properly. That is, more organizational complexity can provide more opportunities in the market, and more complexity in organizational resource planning can help manage organizational complexity and make it more efficient and successful.

Marketers need information to conduct marketing campaigns, compare sales, compare production and logistics, and analyze growth by comparison. This information is usually obtained from enterprise resource planning or related tools such as customer relationship management or business intelligence.

Knowledge of the relationship between technology tools such as enterprise resource planning and corporate business model innovation can provide great opportunities for marketers: (1) Today, enterprise resource planning is the basis of technology for most companies ست .is, especially for companies that are more complex and for large companies; (2) Technology change ensures that enterprise resource planning moves from a server-client tool to a software cloud, a process of enterprise resource planning software that is more cost-effective. (3) Implementing enterprise resource planning enables companies to keep their customers informed of updates, new functions, or technological innovations, and if necessary, all of this is done automatically or on time. It closes.

This study examines the mediating role of organizational complexity between organizational resource planning and business model innovation. The research model tested shows that organizational complexity is involved in linking the implementation of organizational resource planning with the consequences of business model innovation. Accordingly, this study clarifies how to link the executive process of organizational resource planning with the results of business model innovation.

Markets are constantly changing. These changes in market conditions are forcing companies to update their business models to improve or at least not lose their competitive position in the market. Today, companies try to adapt their business models without the help of technological tools. The main software of the company's technology tools is enterprise resource planning. Therefore, companies need an ongoing process to adapt enterprise resource planning software to innovate their business models to meet emerging market challenges.

This study also shows that if the complexity of the organization is properly controlled, the technology complexity of enterprise resource planning systems can be controlled. It is necessary to ensure that corporate users understand the potential of an enterprise resource planning system in the organization. Otherwise, users may become an obstacle to the successful implementation of this system. Therefore, the following suggestions are presented:

- Managers and officials of small and medium companies in Fars province, when they decide to implement technology in restaurants, must provide the necessary training beforehand so that it is better understood by employees.
- Therefore, the more complex the new technology in small and medium-sized companies in Fars

province, the more organizational complexity and labor relations and activities should be expected to face more problems, so training employees to reduce their resistance to using software and acquisition changes. And the work can be effective according to the new solution.

- The support of managers from employees and different parts of the organization in order to use the organizational resource planning system in small and medium companies in Fars province is very important.
- Not paying attention to the high costs of new technology and innovation of the organization can not be very profitable but also increase the costs of small and medium companies in Fars province, so it is suggested that before implementing organizational resource planning, its costs should be properly Be examined.
- In implementing organizational resource planning, reduce direct operating costs and improve and streamline business processes should be considered.
- Efforts to accelerate information response time and increase interaction throughout the organization and efforts to improve interaction with customers and improve interaction with suppliers along with reducing organizational costs can lead to improved revenue for small and medium companies in Fars province on foot Organizational resource planning.

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