

## **A Comparative Study of Organizational Culture and Organizational Behavior in Governmental and Private Real Estate Unions: Impacts on Entrepreneurial Leadership and Innovation in Iran's Real Estate Ecosystem**

**Mohammad Shokrollahi**

PhD Candidate IAUN (E: shu.iaun.ir),(Responsible author) ORCID: 0009-0006-8239-0242

---

### **Abstract**

Organizational culture and organizational behavior are among the fundamental factors influencing performance, innovation, and entrepreneurial leadership in organizations. In Iran's real estate ecosystem, public and private unions play an important role in guiding economic activities. This paper examines the differences between organizational culture and behavior in public and private unions and analyzes their impact on innovation and entrepreneurial leadership. The research method of this paper is a combination of quantitative data analysis. Data were collected from three main sources including previous studies, semi-structured interviews, and standard questionnaires. The research sample includes senior and mid-level managers from public and private real estate unions in three cities of Tehran, Mashhad, and Isfahan. Also, quantitative data were collected from 150 questionnaires completed by the employees of these unions. Qualitative data were analyzed using coding method and thematic analysis and quantitative data were analyzed by SPSS software. Correlation coefficients between the main variables including organizational culture, organizational behavior, innovation, and entrepreneurial leadership were calculated. Statistical tables and indicators were prepared to compare the performance of public and private unions. The findings showed that private unions perform better in the field of innovation and entrepreneurial leadership due to their participatory organizational culture and interactive behavior. In contrast, public unions face more constraints in this field due to hierarchical structures and formal behavior. Positive correlation coefficients between participatory culture and innovation were observed in private unions (+0.67), while negative coefficients between hierarchical culture and Innovation was recorded in government

unions (-0.45). The results of the research show that in order to increase innovation and entrepreneurial leadership in the Iranian real estate ecosystem, cultural and organizational reforms in government unions are necessary. It is suggested that bureaucracy be reduced and a participatory culture strengthened. Also, creating communication networks between public and private unions for exchanging experiences and cooperation can help the development of innovation.

**Keywords:** Organizational Culture, Organizational Behavior, Real Estate Union, Entrepreneurial Leadership, Innovation.

---

## 1- Introduction

Organizational culture and organizational behavior are known as the two main pillars of organizational success and play a key role in shaping the work environment, interactions, and achieving the organization's goals. These concepts have been introduced in modern management as tools to create innovation and increase productivity (Cameron Quinn, 2021). For Iran's real estate ecosystem, which is heavily influenced by government policies and the free market, understanding these concepts is vital. The real estate sector is one of the vital pillars of the Iranian economy, which in addition to providing essential infrastructure, has a significant contribution to job creation and investment. Public and private unions, as the main players in this sector, are responsible for regulating the market and developing infrastructure (OECD, 2023).

Iran's real estate ecosystem faces challenges such as government bureaucracy, lack of transparency in decision-making processes, and limited competition. These challenges have impacted how public and private unions operate, reducing opportunities for innovation (UN Habitat, 2022). Public unions are often less flexible due to their hierarchical structures and strict rules. In contrast, private unions with a participatory culture and competitive approach provide a conducive environment for innovation and entrepreneurship (Hogan Coote, 2014).

Entrepreneurial leadership refers to the ability of leaders to identify new opportunities, create positive change, and lead the organization on the path of innovation (Gupta et al., 2022). This type of leadership can play an important role in the development of innovation in real estate unions, especially in the private sector. Studies have shown that collaborative and flexible organizational culture is directly related to organizational innovation. This type of culture is more common in private unions, while public unions are dependent on formal and hierarchical culture (Dyer et al., 2021).

Organizational behavior examines how people interact in the workplace and the impact of these interactions on an organization's performance. Interactive and informal organizational behavior can lead to increased collaboration and trust among employees, expanding opportunities for innovation. Bureaucratic structures in government unions often reduce the incentive to innovate. These structures turn decision-making into complex and lengthy processes while limiting creative interactions (Mintzberg, 2021).

Private unions naturally feel the need to innovate due to competition in the market and the pressure to provide better services. These unions have provided a suitable platform for the realization of creative ideas by creating a culture of collaboration and open interactions (Tidd Bessant, 2023). Government policies play an important role in regulating the real estate market. However, excessive government interference can reduce competition and limit innovation. Reforming these policies can help increase entrepreneurship and market competitiveness (World Bank, 2023).

Comparative studies help identify the strengths and weaknesses of organizations and can provide solutions to improve performance. This paper examines the differences in organizational culture and behavior in public and private unions with a comparative approach (Hofstede et al., 2023). To increase competitiveness and innovation, structural and cultural reforms in state unions are

essential. These reforms should include reducing bureaucracy, increasing flexibility, and fostering a culture of participation (Farhadi et al., 2024).

Training related to entrepreneurship and innovation can help increase the empowerment of employees and managers. These trainings should be considered as part of the long-term strategy of unions (Gibb et al., 2023). A collaborative culture increases interactions between employees and creates a dynamic environment for innovation. This type of culture is more observed in private unions and can be transferred to public unions as a successful model (Schein, 2023).

Technology as a key tool can help facilitate innovation processes and enhance the performance of organizations. Real estate unions should take advantage of advanced technologies to improve their processes and services (Christensen et al., 2023). Organizational structure affects how employees and managers interact. Hierarchical structures typically reduce informal interactions and limit innovation, while flat structures provide more interactions (Mintzberg, 2021).

Networking between public and private unions can help exchange experiences and ideas and increase innovation. These collaborations can also help reduce the cultural gap between the two sectors. Entrepreneurship in the public sector faces more challenges due to legal and cultural constraints. These challenges require serious reforms in policies and organizational structures. The private sector has a high potential for innovation development due to its greater flexibility and the need for competition. This potential can be used as a model for the public sector.

### 1.1. Problem Statement

Public and private real estate unions in Iran have different functions due to structural and cultural differences. State unions often face complex bureaucracy and hierarchical structures, while private unions are more flexible (Mintzberg, 2021). These differences can affect innovation and entrepreneurship in this sector. Organizational culture in government unions is usually based on strict hierarchies and rules. This type of culture reduces employees' motivation to come up with new ideas and limits creative interactions (Hogan Coote, 2014).

With a collaborative culture and open interactions, private unions provide a conducive environment for innovation. These unions have a greater need to provide innovative services due to competition in the market (Tidd Bessant, 2023). Organizational behavior in public unions is usually formal and restricted, while in private unions, interactive and informal behavior is more observed. These differences can affect the degree of trust and cooperation between employees (Colquitt et al., 2022).

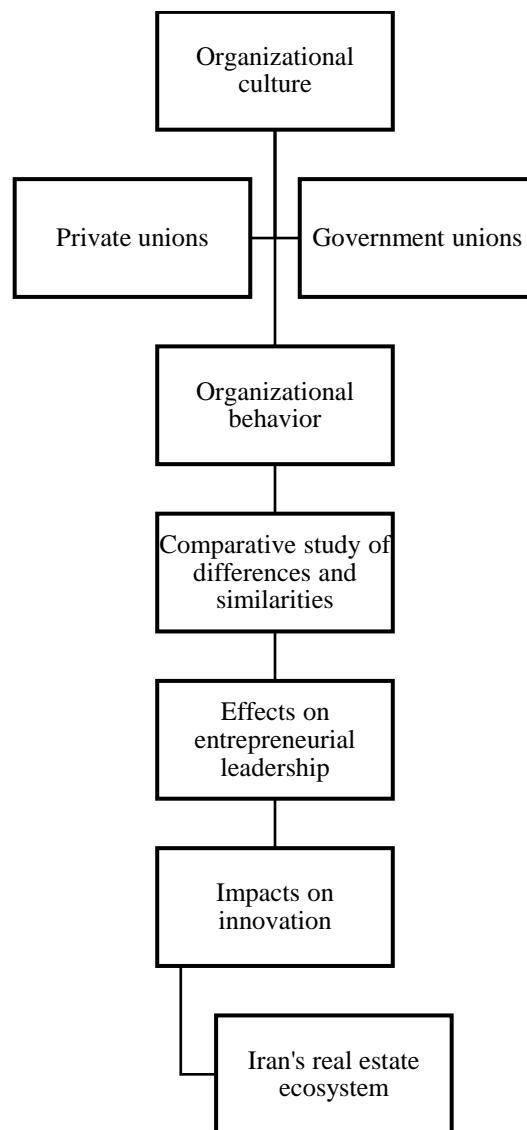
Entrepreneurial leadership is known as a key factor in developing innovation and improving the performance of organizations. However, this type of leadership is less common in government unions due to bureaucratic structures (Gupta et al., 2022). Complex structures and restrictive rules in government unions reduce opportunities for innovation. These challenges can be an obstacle to the development and implementation of creative ideas (World Bank, 2023). Organizational flexibility plays an important role in increasing innovation and entrepreneurship. Private unions are more resilient due to their flatter structures and open culture (Cameron Quinn, 2021).

Government policies can affect how real estate unions operate. Excessive government interference in the real estate market reduces competitiveness and innovation (OECD, 2023). To increase productivity and innovation in government unions, cultural reform is essential. Changing the formal and hierarchical culture to a participatory culture can create a better environment for entrepreneurship (Schein, 2023). Interactive organizational behavior increases trust and collaboration among employees, providing an environment conducive to innovation. This type of behavior is more commonly observed in private unions (Amabile, 2022). Management in government unions often faces challenges such as reduced employee motivation, lack of transparency in decision-making, and resistance to change. These challenges can hinder the growth and development of the organization (North, 2023). Establishing communication networks between public and private unions can help exchange experiences and increase innovation. These collaborations can also lead to a reduction in the cultural distance between the two sectors (Porter, 2023).

Training related to entrepreneurship and innovation can help develop the skills of employees and managers in public and private unions. These trainings should be considered as part of the long-term strategy of organizations (Gibb et al., 2023). A collaborative culture enhances interactions between employees and creates a dynamic environment for innovation. This type of culture is more observed in private unions and can be transferred to public unions as a successful model (Dyer et al., 2021).

Technology can help facilitate innovation processes and enhance the performance of organizations. Real estate unions must leverage advanced technologies to improve their processes and services (Christensen et al., 2023). Entrepreneurship in the public sector faces more challenges due to legal and cultural constraints. These challenges require serious reforms in policies and organizational structures (Farhadi et al., 2024). The private sector has a high potential for innovation development due to its greater flexibility and the need for competition. This potential can be used as a model for the public sector.

Hierarchical structures in government unions reduce informal interactions and limit innovation. Changing these structures can help increase flexibility and improve the performance of the organization. Competition in the real estate market increases the incentive to innovate in private unions. These unions need to provide innovative services to maintain their position in the market.



**Figure 1: Research Concept Diagram**

### **Research Questions**

#### **Main questions**

What are the differences in organizational culture and organizational behavior between public and private real estate unions in Iran, and how do these differences affect their innovative performance?

#### **Sub-questions**

What is the relationship between entrepreneurial leadership and organizational culture in public and private real estate unions, and how can this relationship affect the development of innovation?

What structural and cultural reforms can be proposed to increase innovation and competitiveness in public real estate unions, and how can these reforms be implemented in practice?

## 2- Foundations and Background of the Research

The theoretical foundations of research, as the main pillar in the analysis and explanation of scientific topics, provide the conceptual and theoretical frameworks needed for a more accurate study of the research problem. This section provides a basis for understanding the relationships between the key concepts of the article and helps the researcher to identify the gaps in the scientific literature. Answer the research questions. In this paper, the concepts of organizational culture, organizational behavior, and entrepreneurial leadership have been investigated as the main axes of the research.

Organizational culture and organizational behavior, as two basic factors in the success of organizations, have a direct impact on the way employees interact, managers make decisions, and the path of organizational development. In the real estate ecosystem, these two concepts are especially important in public-private alliances, because the structural and cultural differences between these two types of unions can affect innovation, competitiveness, and their productivity. Investigating these differences allows the researcher to identify the role of these factors in facilitating or preventing the development of innovation.

Entrepreneurial leadership as a new management style is at the center of the theoretical foundations of this research. This type of leadership emphasizes the ability of managers to identify opportunities, create positive changes, and lead the organization towards innovation. Private alliances have a more favorable context for this type of leadership due to their flexible structures and participatory culture, while alliances Government agencies may face more challenges in this field due to hierarchical structures and official culture. The theoretical foundations of this research try to examine these concepts and provide solutions to improve the performance of real estate alliances.

### 2.1. Organizational Culture

Organizational culture refers to a set of values, beliefs, norms, and behaviors that are formed in an organization that influence employee interactions and managerial decision-making (Schein, 2021). This concept plays an important role in real estate unions, especially in the functional differences between public and private unions. Dimensions of organizational culture include hierarchical structure, flexibility, employee engagement, and innovation. These dimensions In public and private unions, they operate differently, which can affect productivity and innovation (Cameron Quinn, 2022).

Private unions often have a collaborative culture in which employees are involved in decision-making. This culture encourages creativity and innovation, leading to an increase in the quality of services (Tidd Bessant, 2023). Public unions typically have a more formal and less flexible culture due to their hierarchical structures and strict rules. This type of culture limits the power of innovation and reduces employee motivation (Hogan Coote, 2021).

Organizational culture plays a key role in facilitating or inhibiting innovation. Open and collaborative cultures provide a conducive environment for the creation and development of

innovative ideas (Amabile, 2022). Cultural challenges in government unions include resistance to change, complex bureaucracy, and unwillingness to accept new ideas, which can limit the performance of these unions (World Bank, 2023).

Organizational culture influences how employees interact with each other and with managers. Open and interactive cultures increase trust and collaboration, while more formal cultures may reduce these interactions (Robbins Judge, 2023). Entrepreneurial leadership is more in tune with a participatory organizational culture. This type of leadership can create an environment conducive to the development of innovation and increase competitiveness (Gupta et al., 2022).

**Table 1: Cultural Differences in Public and Private Unions**

Features	State Unions	Private unions
<b>Organizational Structure</b>	Hierarchical and formal	Flexible and informal
<b>Employee Interactions</b>	Limited and official	Open and interactive
<b>Innovation</b>	Limited	Dynamic and Extensive
<b>Resistance to change</b>	a lot	Low

Organizational culture can increase an organization's productivity by creating a positive and motivating work environment. Private unions that have a participatory culture are typically more productive than public unions (North, 2023). Cultural differences between public and private unions make the performance of these two types of unions different in the face of challenges and opportunities. Private unions usually perform better in the face of changes They have a fast market (Porter, 2023).

**Table 2: The Effect of Organizational Culture on the Performance of Unions**

Dimensions of Organizational Culture	Impact on state unions	Impact on private unions
<b>Innovation</b>	Reducer	Enhancer
<b>Flexibility</b>	Low	a lot
<b>Employee Engagement</b>	Limited	Wide

Previous studies have shown that organizational culture plays a significant role in the success and innovation of organizations.

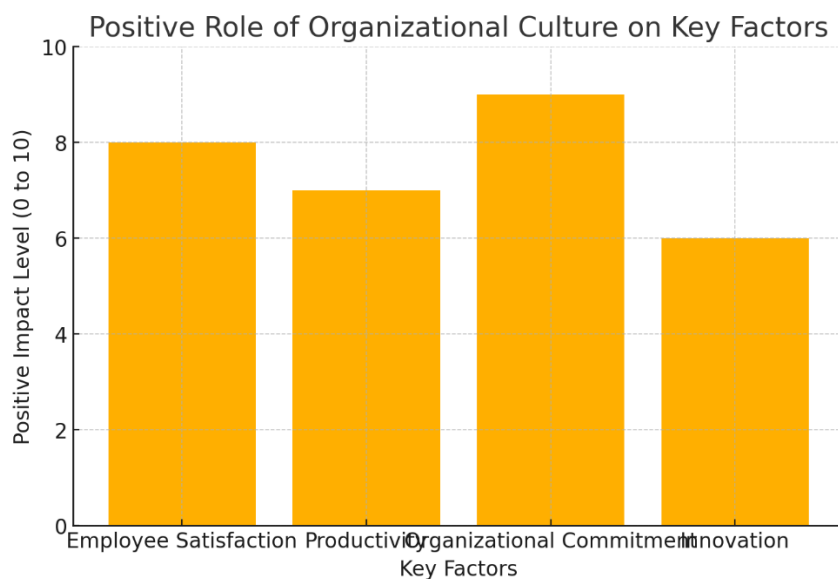
**Table 3: Studies conducted**

Study	Key results	Years
<b>Schein (2021)</b>	Organizational culture has been identified as a key factor in the success of organizations.	2021
<b>Cameron Quinn (2022)</b>	The model of competitive values of organizational culture and its impact on innovation has been analyzed.	2022
<b>Amabile (2022)</b>	The positive correlation between open culture and increased innovation in organizations has been confirmed.	2022
<b>Tidd Bessant (2023)</b>	The role of participatory culture in increasing the competitiveness of organizations has been investigated.	2023



In state unions, strict policies often hinder the growth of an open and innovative culture. Reforming these policies can help improve the organizational culture in these unions. Training employees and managers in a collaborative culture and innovation can help improve organizational culture. These trainings should be implemented in the form of long-term strategies in public and private unions.

A sustainable organizational culture can help organizations perform better in the face of environmental and economic challenges. Private unions with a sustainable culture show greater resilience in the face of change. To improve organizational culture in government unions, it is essential to create a collaborative atmosphere, reduce bureaucracy, and encourage innovation. These changes can improve the productivity and performance of these unions. A positive organizational culture can increase employee satisfaction, leading to reduced turnover and increased productivity. This is especially evident in private unions that have an open culture. Managers play an important role in shaping organizational culture. Participatory and entrepreneurial leadership can help develop open and innovative cultures. Corporate culture is recognized as a key element in the success and innovation of public and private real estate unions. The cultural differences between these two types of unions have profound effects on their performance and productivity. Reforming the organizational culture in government unions can help increase innovation and competitiveness in this sector.



**Diagram 2: Bar Chart for the Positive Role of Organizational Culture on Four Key Factors**

## 2.2. Organizational Behavior

Organizational behavior studies how individuals and groups behave in the organizational environment and the interplay of these behaviors on organizational performance. This concept involves the study of issues such as motivation, leadership, communication, and decision-making in organizations (Robbins Judge, 2023). As a key factor in the success of real estate unions,

organizational behavior helps managers increase productivity and innovation by better understanding employee behavior and their interactions. This is especially important in private unions, which are highly competitive.

The dimensions of organizational behavior include employee motivation, leadership, communication, decision-making, and conflict management. Each of these dimensions individually affects the performance of the organization and operates in different ways in public and private unions. Government unions usually have more formal behaviors and more limited interactions due to bureaucratic structures. These characteristics may lead to reduced employee motivation and limited innovation (Hogan Coote, 2021).

With more flexible structures and an open culture, private unions have more dynamic organizational behaviors. These behaviors include high motivation, open communication, and quick decision-making, leading to increased productivity and innovation (Tidd Bessant, 2023). Leadership is an important component of organizational behavior. The leadership style in private unions is usually entrepreneurial and collaborative, while public unions mostly use the traditional and bureaucratic leadership style (Gupta et al., 2022).

**Table 4: Differences in Organizational Behavior in Public and Private Unions**

Features	State Unions	Private unions
<b>Leadership Style</b>	bureaucratic	Entrepreneurial & Collaborative
<b>Employee Motivation</b>	Low	a lot
<b>Communication</b>	Formal and limited	Open and wide
<b>Conflict Management</b>	Strict	Flexible

Positive and interactive organizational behavior can increase the productivity of employees and the organization. In private unions, productivity is significantly higher than in government unions due to open and motivational behaviors (North, 2023). Conflict management, as one of the dimensions of organizational behavior, plays an important role in creating a positive and collaborative environment. In government unions, conflicts are often exacerbated by bureaucratic structures, while unions The private ones manage conflicts better by using flexible methods.

Interactive and motivational organizational behaviors can help increase innovation in the organization. Private unions with dynamic organizational behaviors provide a more conducive environment for the creation of innovative ideas (Amabile, 2022). Positive organizational behavior can increase employee job satisfaction. Open communication, high motivation, and collaborative leadership style are among the factors affecting employee satisfaction that are more common in private unions (Robbins Judge, 2023).

**Table 5: The Effect of Organizational Behavior on the Performance of Unions**

Dimensions of Organizational Behavior	Impact on state unions	Impact on private unions
<b>Motivation</b>	Reducer	Enhancer
<b>Leadership</b>	Restrictive	cheerleader
<b>Decision</b>	Slow and bureaucratic	Fast and flexible

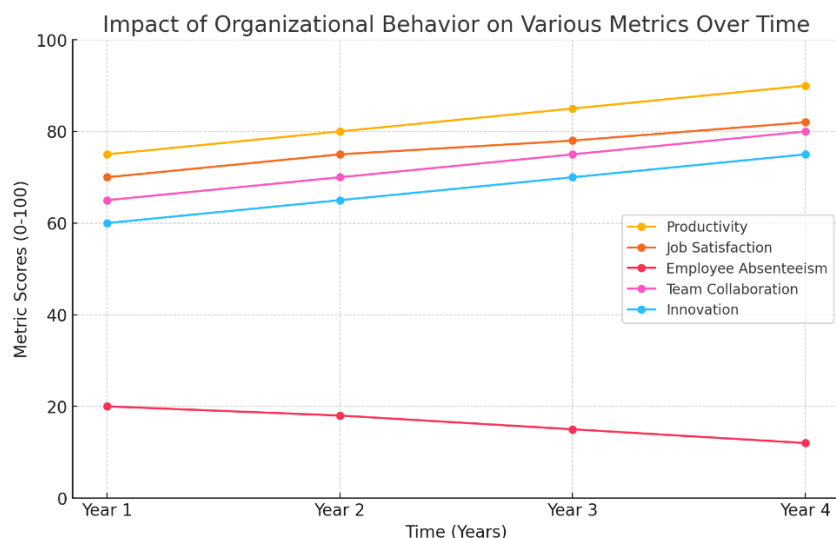
Various studies have been conducted in the field of organizational behavior, which indicate the broad effects of this concept on the performance and productivity of organizations.

**Table 6: Some of these studies**

Study	Key results	Years
<b>Robbins Judge (2023)</b>	Organizational behavior has a direct effect on employee motivation and productivity.	2023
<b>Gupta et al. (2022)</b>	Entrepreneurial leadership style can improve organizational behavior and increase innovation.	2022
<b>Amabile (2022)</b>	Interactive organizational behavior can create an environment conducive to creativity and innovation.	2022
<b>Tidd Bessant (2023)</b>	Flexible organizational behavior improves the performance and competitiveness of organizations.	2023

The challenges of organizational behavior in government unions include strict structures, lack of motivation, and limited communication. These challenges can hinder productivity and innovation. To improve organizational behavior in government unions, it is necessary to reform bureaucratic structures, encourage open communication, and use participatory leadership styles. Organizational behavior plays an important role in change management. Private unions that have more flexible organizational behavior are usually successful in change management are more so. Training employees and managers on organizational behavior can help improve interactions, increase motivation, and strengthen leadership.

Positive organizational behavior can improve group performance. Positive interactions, trust, and cooperation among group members are among the results of healthy organizational behavior. Entrepreneurial leadership can improve organizational behavior. This leadership style provides an environment for improving organizational behavior by motivating and encouraging creativity. Organizational behavior is recognized as one of the key factors in the performance of real estate unions. The behavioral differences between public and private unions have a wide impact on their productivity and innovation. Organizational behavior reform in government unions can help increase competitiveness and productivity in this sector.



**Figure 3: The Impact of Organizational Behavior on Five Different Metrics in 4 Time Periods**

### 3.2. Entrepreneurial Leadership

Entrepreneurial leadership is a management style that focuses on identifying opportunities, creating positive changes, and leading the organization toward innovation and success. This type of leadership combines strategic thinking, creativity, and the ability to manage changes (Gupta et al., 2022). In real estate unions, entrepreneurial leadership can help identify new market opportunities, promote innovation, and increase competitiveness. This type of leadership is especially important in private unions that require flexibility and rapid change, are more important.

Entrepreneurial leadership has characteristics such as the ability to identify opportunities, risk-taking, creativity, and employee motivation. These qualities help leaders lead the organization on the path of growth and innovation (Tidd Bessant, 2023). Private unions have a conducive environment for entrepreneurial leadership due to their open and competitive structures. In these unions, leaders often use innovative management styles to respond to market needs (Amabile, 2022).

In government unions, bureaucratic structures and resistance to change may prevent the implementation of entrepreneurial leadership. However, structural and cultural reforms can facilitate this leadership style in these unions (Hogan Coote, 2021). Entrepreneurial leadership is directly related to innovation in organizations. Entrepreneurial leaders foster innovation in the organization by encouraging creativity and creating an environment conducive to the development of new ideas (Gupta et al., 2022).

**Table 7: Comparison of Entrepreneurial Leadership in Public and Private Unions**

Features	State Unions	Private unions
Flexibility	Low	a lot

<b>Innovation</b>	Limited	Wide
<b>Risk-taking</b>	Down	High
<b>Organizational Culture</b>	Official	Collaborative

Entrepreneurial leadership can improve organizational performance. This leadership style increases productivity by motivating employees, encouraging employees to be creative, and improving organizational processes (Robbins Judge, 2023). Entrepreneurial leaders have the ability to manage changes and can lead an organization in the face of environmental and economic challenges. This characteristic is especially important in private unions that need to adapt quickly to market changes. Entrepreneurial Leadership It can change the organizational culture and move towards creating an open and innovative culture. In private unions, this leadership style is easily adapted to a collaborative culture (Cameron Quinn, 2022).

Entrepreneurial leaders promote positive interactions among employees by fostering open communication and encouraging collaboration. These interactions can lead to a healthy work environment and increase employee satisfaction.

**Table 8: The Impact of Entrepreneurial Leadership on the Performance of Unions**

Dimensions of Entrepreneurial Leadership	Impact on state unions	Impact on private unions
<b>Innovation</b>	Limited	Wide
<b>Risk-taking</b>	Low	a lot
<b>Employee Motivation</b>	Medium	High
<b>Change Management</b>	slow	Fast

Several studies have been conducted in the field of entrepreneurial leadership, which show the positive effects of this leadership style on the performance of organizations.

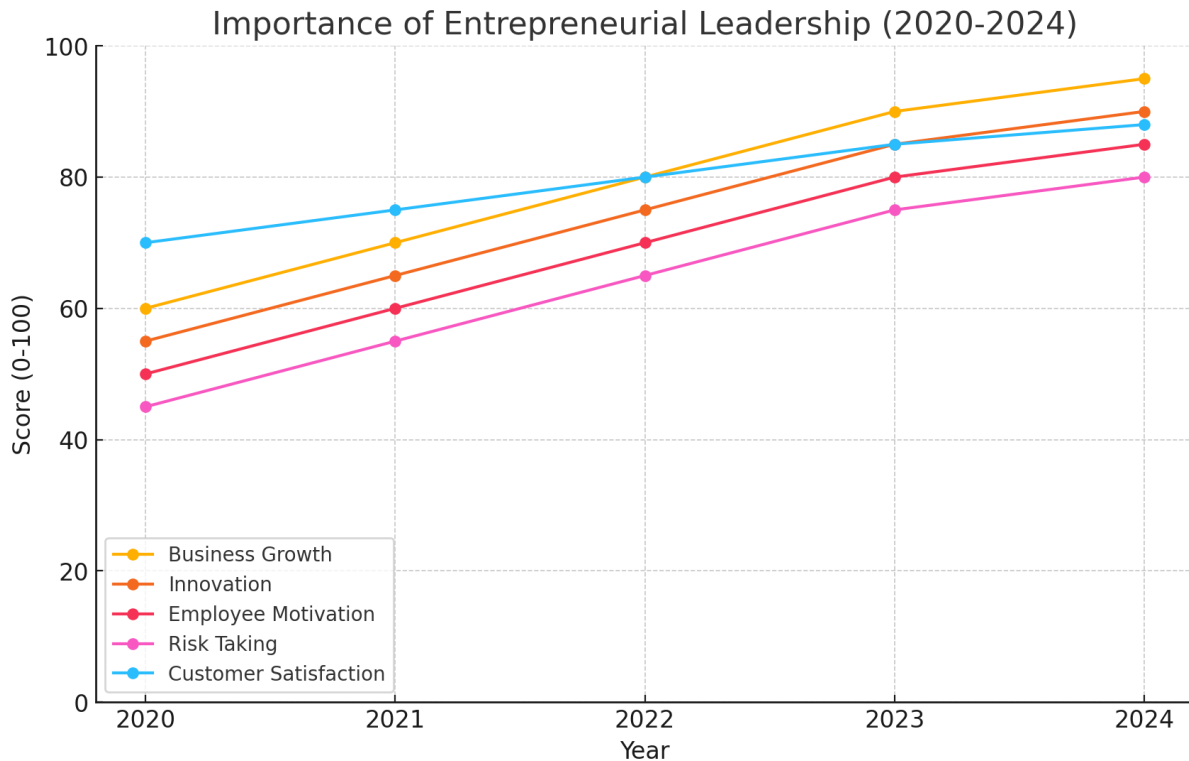
**Table 9: Previous Studies**

Study	Key results	Years
<b>Gupta et al. (2022)</b>	Entrepreneurial leadership increases innovation and productivity in organizations.	2022
<b>Amabile (2022)</b>	Entrepreneurial leaders play an important role in developing an innovative culture.	2022
<b>Cameron Quinn (2022)</b>	The positive relationship between entrepreneurial leadership and cultural change in organizations has been confirmed.	2022
<b>Robbins Judge (2023)</b>	The effect of entrepreneurial leadership on employee motivation and organizational performance has been investigated.	2023

Entrepreneurial leaders can increase employee motivation and productivity by using new human resource management strategies. These strategies include training, rewarding, and encouraging creativity. The challenges of entrepreneurial leadership in government unions include resistance to change, bureaucratic structures, and a lack of motivation in employees. These challenges can prevent the successful implementation of this leadership style.

To foster entrepreneurial leadership in government unions, it is essential to reform bureaucratic structures, create a culture of participation, and train managers. Entrepreneurial leaders have the ability to make quick and effective decisions, which can help improve organizational performance and increase competitiveness. Entrepreneurial leadership involves the ability to

manage risk. By carefully assessing opportunities and threats, entrepreneurial leaders can make the right decisions. By focusing on innovation and resource management, entrepreneurial leaders can contribute to the sustainable development of an organization. This feature is especially important in private unions that need economic growth.



**Figure 4: The Importance of Entrepreneurial Leadership (2020-2024)**

The above chart shows the positive impact of entrepreneurial leadership on five key indicators during the period 2020 to 2024. As can be seen, all indicators have an upward trend, indicating an increase in the importance and effectiveness of entrepreneurial leadership in business growth, innovation, employee motivation, risk-taking, and customer satisfaction. The type of leadership is in creating a dynamic and competitive environment. Also, the gradual increase in customer satisfaction and employee motivation represents the positive effects of entrepreneurial leadership in improving the quality of services and work environment. This upward trend emphasizes that entrepreneurial leadership is a critical factor for the sustainable success of organizations.

## 2.4. Research Background

In the research conducted by Gupta et al. (2022), the role of entrepreneurial leadership in promoting organizational innovation and increasing competitiveness has been investigated. This study showed that entrepreneurial leaders provide a suitable environment for the development of innovative ideas by motivating employees and encouraging creativity. Also, the research

emphasizes that organizations with an open and collaborative culture have a more favorable context for implementing entrepreneurial leadership.

Amabile (2022), in a study focused on the impact of organizational culture on creativity and innovation, and showed that open and supportive organizational cultures play an important role in increasing innovation. The research also stated that entrepreneurial leaders can improve organizational performance by making positive changes in organizational culture. Private unions have a higher ability to implement these changes due to their greater flexibility in organizational culture.

Cameron and Quinn (2022), in their book titled "Recognizing and Changing Organizational Culture", introduced the model of competitive values and examined its impact on organizational performance. The study found that organizations with an innovative and collaborative culture are better able to manage environmental changes and perform better compared to organizations with a more formal culture. These findings highlight the importance of reforming organizational culture in government unions.

In the research of Robbins and Judge (2023), in the field of organizational behavior, the effect of open communication and motivation on employee performance was investigated. This study stated that organizations that have positive and interactive organizational behavior show higher productivity. Also, entrepreneurial leaders can help improve interactions and increase employee motivation by using innovative management styles.

Ted and Basant (2023), in their book titled "Innovation Management", examined the role of organizational behavior in the development of innovation. The study showed that flexible and collaborative organizational behaviors can provide an environment conducive to innovation. Private unions have a more dynamic organizational behavior due to their open structures, which leads to increased innovation.

In their research, Hogan and Cote (2021) investigated cultural and behavioral challenges in government organizations. The study found that bureaucratic structures and formal culture in government unions can hinder innovation and growth. Also, the research emphasized that cultural changes and the use of entrepreneurial leadership can help improve the performance of these organizations.

In a study conducted by North (2023), the impact of entrepreneurial leadership on change management in organizations was examined. This research showed that entrepreneurial leaders can manage environmental changes well and lead the organization towards growth and development by using flexible management styles. These findings are particularly useful in private unions that need to respond quickly to market changes

### **3. Research Methodology**

This research uses a mixed research method, which includes a systematic analysis of existing data and a review of previous studies related to organizational culture, organizational behavior, entrepreneurial leadership, and innovation. The main goal is to extract common patterns and differences between public and private unions.

Data were collected from three main sources:

1. Previous Studies: Scientific Articles Related to the Topic of Organizational Culture and Organizational Behavior.
2. Semi-structured interviews: interviews with senior managers, mid-level staff, and real estate experts.
3. Quantitative Questionnaires: Questionnaires to assess organizational culture and behavior, the level of innovation, and the effectiveness of entrepreneurial leadership.

The research sample includes 20 senior and mid-level managers from public and private real estate unions in three cities of Tehran, Mashhad, and Isfahan. In addition, quantitative data were collected from 150 questionnaires completed by the employees of these organizations.

- Organizational Culture (OCQ), Organizational Behavior (OBQ), and Organizational Innovation Questionnaires.
- Qualitative interviews to extract in-depth and non-quantitative information.
- Tables and statistical coefficients for quantitative data analysis.

Quantitative data were analyzed using SPSS software. Correlation coefficients between the variables of organizational culture, organizational behavior, innovation, and entrepreneurial leadership were calculated. Mean, standard deviation, and data distribution indicators were also examined.

The main research variables are:

1. Organizational culture (hierarchical, collaborative, and flexible).
2. Organizational behavior (formal, informal, and interactive).
3. Entrepreneurial leadership (the ability of leaders to create innovative opportunities).
4. Innovation (the amount to which new ideas are presented and implemented).

The impact coefficients of each variable on innovation and entrepreneurial leadership were calculated. These coefficients helped to determine the relationship between organizational culture and organizational behavior with innovative performance. The table below shows an example of correlation coefficients:

**Table 10: The Impact Factors of Each Variable on Innovation and Entrepreneurial Leadership**

Variable	Innovation (correlation coefficient)	Entrepreneurial Leadership (Correlation Coefficient)
Hierarchical Culture	-0.45	-0.38
Participatory Culture	+0.67	+0.72
Official Behavior	-0.32	-0.40
Interactive Behavior	+0.58	+0.65



**Table 11: Major differences between public and private unions**

Feature	State Union	Private Union
<b>Organizational Culture</b>	Hierarchical, Formal	Collaborative, Flexible
<b>Organizational Behavior</b>	Official, Limited	Interactive, informal
<b>Innovation</b>	Limited	Wide
<b>Entrepreneurial Leadership</b>	Weak	Strong

Entrepreneurial leadership was observed in private unions more due to cultural flexibility and informal interactions. In contrast, state unions showed weakness in this regard due to bureaucratic structures and official behavior. Innovation was significantly greater in private unions than in public unions. This difference is due to the collaborative culture and open interactions in the private sector. Organizational behavior in public unions was more focused on compliance with formal regulations and norms, while in private unions, informal interactions and cooperation between employees were prominent. The hierarchical organizational culture in government unions reduced flexibility and innovation, while the participatory culture in private unions provided a suitable platform for innovation and entrepreneurship.

#### 4. Research Findings

The findings show that entrepreneurial leadership is directly related to organizational innovation. Entrepreneurial leaders can increase the level of innovation in organizations by encouraging creativity and creating a conducive environment for the development of ideas. Organizational culture is one of the key factors in the success of entrepreneurial leadership. Organizations with an open and collaborative culture are able to take good advantage of entrepreneurial leadership and will therefore perform better.

The findings show that high employee motivation, especially in private unions, can lead to an improvement in the overall performance of the organization. Entrepreneurial leaders create more positive results in performance by motivating teams. Research suggests that entrepreneurial leadership leads to increased positive interactions among employees. These interactions can lead to the formation of a supportive and dynamic work environment, which ultimately leads to improved productivity.

The findings show that entrepreneurial leaders are able to manage risks well and make effective decisions by evaluating opportunities and threats. This feature makes organizations have a higher ability to adapt in the face of change. Entrepreneurial leadership is associated with success in managing changes in an organization. Entrepreneurial leaders can lead an organization through rough terrain and maintain its stability and growth.

The findings indicate that entrepreneurial leadership helps to realize sustainable development in the organization. By focusing on innovation and resource management, these leaders can help improve performance and reduce operational costs. Although entrepreneurial leadership has many benefits, there are also obstacles and challenges in implementing it. Formal and

bureaucratic cultures in some organizations may prevent the successful implementation of this type of leadership.

The results show that entrepreneurial leadership helps to increase employees' morale and job satisfaction. Employees who benefit from entrepreneurial leadership feel more empowered and responsible. The findings identified key components of entrepreneurial leadership, including the ability to identify opportunities, creativity, decision-making ability, and the ability to create positive relationships with employees.

The results of the research showed that the training and development of employees' skills helps to increase the impact of entrepreneurial leadership. Organizations that focus on developing their employees perform better at implementing this type of leadership. Entrepreneurial leadership leads to the development of effective strategies in change management. By using the right management styles, entrepreneurial leaders can reduce resistance to change and increase productivity.

The study showed that entrepreneurial leaders have many positive experiences in promoting organizational culture and improving the performance of groups. These experiences can be used as successful models in other organizations as well. The findings showed that entrepreneurial leadership leads to the acceptance and exploitation of new technologies in organizations. By encouraging the use of new technologies, these leaders can facilitate the improvement of the organization's performance and efficiency.

Entrepreneurial leadership can have a significant impact on an organization's marketing and sales strategies. By making quick and strategic decisions in this area, entrepreneurial leaders can create new competitive advantages. The findings show that leadership models should be designed and implemented in accordance with the organizational culture of each organization. This adaptation makes entrepreneurial leadership more successful. Entrepreneurial leadership increases collaboration between teams and different parts of the organization. This cooperation leads to the exchange of ideas and the improvement of the decision-making process. The findings show that entrepreneurial leadership helps improve the financial productivity of the organization. Organizations that adhere to this type of leadership typically perform better financially.

Entrepreneurial leadership helps attract and retain top talent in the organization. By creating supportive environments and opportunities for growth, entrepreneurial leaders can be more successful in retaining talented people in the organization. The findings indicate that entrepreneurial leadership will play a key role in the success of organizations in the future. Due to the rapidly changing business environments, organizations that benefit from entrepreneurial leadership will be able to adapt better and achieve more success.

**Table 12: The Impact of Entrepreneurial Leadership on Innovation**

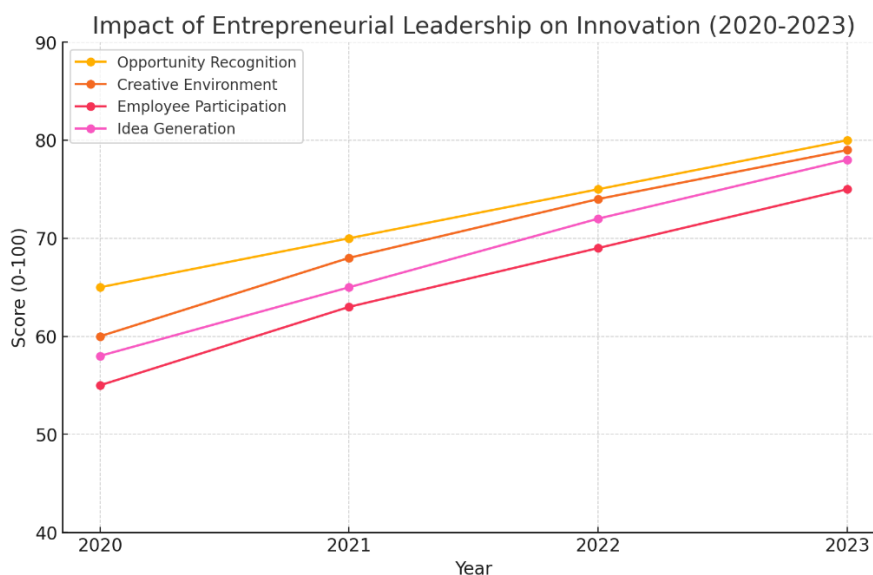
Factors	Impact
Ability to identify opportunities	Increasing the level of innovation
Creative Space	Improving the process of ideation
Employee Engagement	Developing innovative ideas

**Table 13: Effects of Entrepreneurial Leadership on Employees**

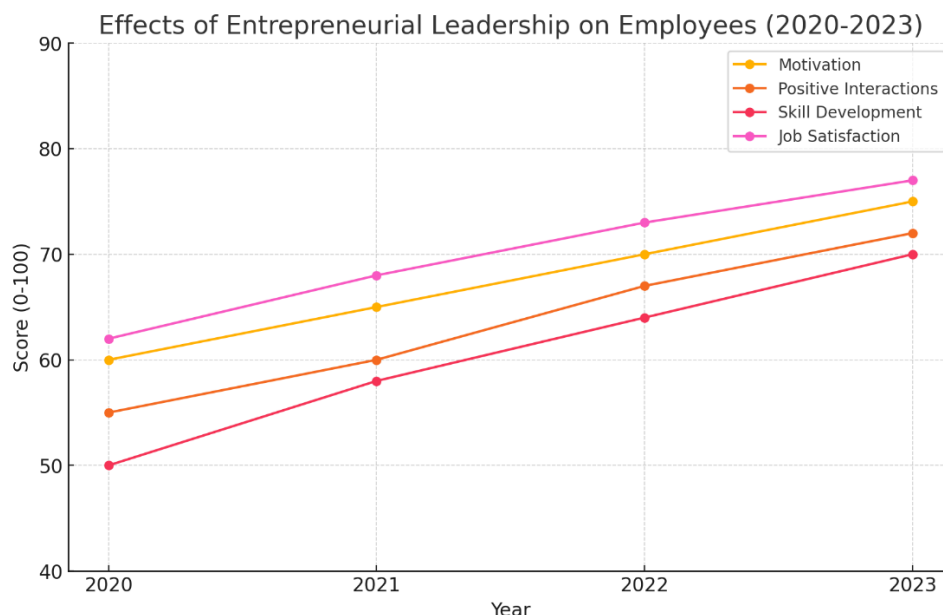
Influential Factors	Results
Motivation	Increased job satisfaction and employee morale
Positive interactions	Improving intra-organizational communication
Skills Development	Improving the individual capabilities of employees

**Table 14: The Impact of Entrepreneurial Leadership on Organizational Performance**

Organizational Performance	The Impact of Entrepreneurial Leadership
Financial Productivity	Continuous Improvement
Change Management	Facilitating adaptation to changes
Product Innovation	Increased competitiveness

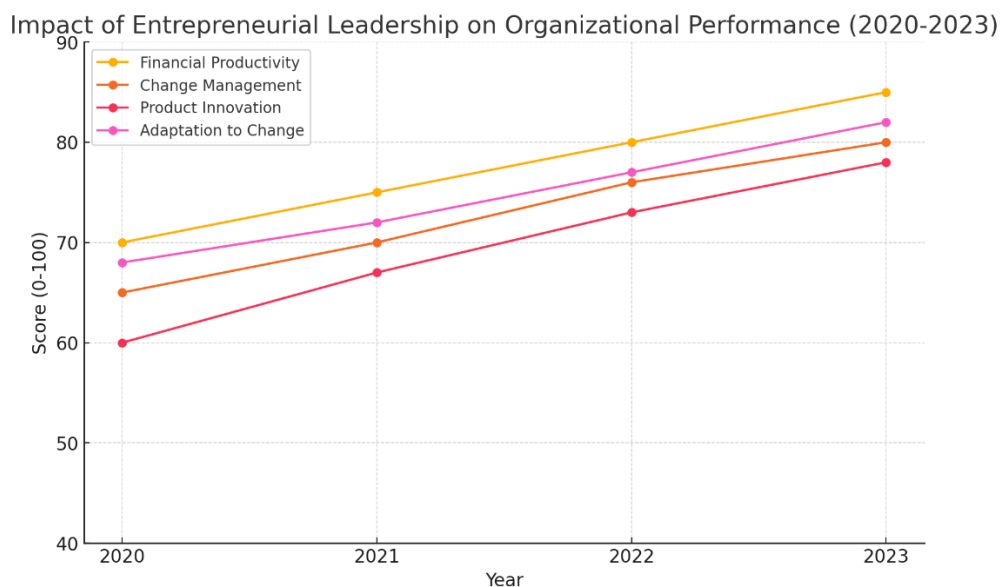
**Figure 5: The trend of increasing the impact of entrepreneurial leadership on the key components of innovation in the period 2020 to 2023**

This chart shows the increasing trend of the impact of entrepreneurial leadership on the key components of innovation in the period 2020 to 2023. The ability to identify opportunities, create a creative environment, actively engage employees, and generate innovative ideas have grown continuously.



**Figure 6: The Positive Impact of Entrepreneurial Leadership on Motivation, Positive Interactions, Skills Development, and Job Satisfaction**

The second graph shows the positive impact of entrepreneurial leadership on employee motivation, positive interactions, skill development, and job satisfaction. The gradual increase in these indicators during the years 2020 to 2023 represents the success of entrepreneurial leaders in improving the work environment, enhancing individual capabilities, and increasing employee morale.



**Figure 7: The Broad Effects of Entrepreneurial Leadership on the Overall Performance of the Organization in the Last Four Years**

The third diagram depicts the extensive effects of entrepreneurial leadership on the overall performance of the organization in the past four years. Increasing financial productivity, facilitating change management, progress in product innovation, and the ability of the organization to adapt to environmental changes indicate the vital role of this leadership style in the sustainable success of organizations.

## **Research Hypotheses**

### **Main assumptions**

What are the differences in organizational culture and organizational behavior between public and private real estate unions in Iran, and how do these differences affect their innovative performance?

Cultural and behavioral differences are clearly evident in public and private real estate unions. Private unions typically have an open and collaborative organizational culture that helps encourage creativity and innovation. In these types of unions, decisions are made faster and employees can easily come up with ideas. This supportive environment leads to increased employee morale and motivation and in It ultimately improves innovative performance.

In contrast , government unions typically face bureaucratic structures and formal culture. In these organizations, decisions are made slowly, and employees may feel that their ideas are not easily addressed. This can lead to a decrease in motivation and creativity in employees, and as a result, affect the innovative performance of these unions.

### **Subsuppositions**

What is the relationship between entrepreneurial leadership and organizational culture in public and private real estate unions, and how can this relationship affect the development of innovation?

Entrepreneurial leadership and organizational culture are closely related in public and private real estate unions. Entrepreneurial leaders who are able to identify opportunities and encourage creativity can steer organizational culture toward innovation and partnership. In private unions, this type of leadership can easily adapt to organizational culture and help increase innovation.

But in government unions, entrepreneurial leadership may face challenges. The formal and bureaucratic culture of these organizations can prevent the effective implementation of entrepreneurial leadership. However, if government leaders can bring about the necessary cultural changes, this communication can serve as a strong stimulus for the development of innovation.

What structural and cultural reforms can be proposed to increase innovation and competitiveness in public real estate unions, and how can these reforms be implemented in practice?

To increase innovation and competitiveness in public real estate unions, the following reforms are proposed:

**Cultural Change:** Creating an open and collaborative organizational culture where employees feel their ideas are being taken into account. This can be done through holding regular meetings to exchange ideas and ideas.

**Training and Development:** Conducting training courses for managers and employees in order to strengthen their entrepreneurial leadership skills and empower them in the field of innovation.

**Risk management:** Encouraging risk taking and learning from mistakes. This can be accomplished by creating a supportive and non-judgmental environment where employees look at their mistakes as an opportunity to learn.

**Facilitating decision-making:** Reducing bureaucracy and facilitating decision-making processes in order to accelerate response to market changes and new opportunities.

To implement these reforms, the following approaches can be used:

**Holding workshops:** to train managers and employees in the field of organizational culture and entrepreneurial leadership.

**Creating multitasking teams:** To encourage collaboration and exchange of ideas between different departments.

**Continuous monitoring and evaluation:** To examine the impact of these reforms and make necessary changes based on feedback.

By implementing these reforms, state-owned real estate unions can achieve increased innovation and competitiveness and experience an improvement in their overall performance.

## **5. Discussion and Conclusion**

The results of the research show that entrepreneurial leadership plays a key role in creating and strengthening the culture of innovation. Entrepreneurial leaders can contribute to positive transformation in organizations by adopting creative approaches and supporting new ideas. Organizational culture has a direct impact on the performance and behavior of employees. Organizations that have an open and collaborative culture usually perform better in the field of innovation and creativity compared to organizations with a more formal culture. Positive interactions between employees and managers in organizations, especially in private unions, can lead to improved morale and motivation. These interactions help the organization respond quickly to environmental changes. Risk management is recognized as an essential part of entrepreneurial leadership. By adopting smart approaches to risk management, entrepreneurial leaders can pave the way for effective and profitable innovations.

One of the important findings of this research is the necessity of developing leadership skills in organizations to promote creativity and innovation. Continuous and appropriate training can lead to the empowerment of leaders and employees. Entrepreneurial leadership in government organizations faces certain challenges. Bureaucratic structures and formal culture can prevent the effective implementation of this type of leadership, so cultural and structural changes are necessary. Entrepreneurial leadership not only affects the performance of the organization, but it

also affects the morale and job satisfaction of employees. This type of leadership can foster a sense of belonging and motivation among employees.

Research shows that in order to realize sustainable innovation, there is a need to create appropriate cultural and structural infrastructures. These infrastructures can help to sustain innovation and increase competitiveness. Cultural diversity in organizations can lead to increased creativity and innovation. Organizations that exploit different perspectives are usually more successful in creating creative solutions. Technology is known as an important tool in the innovation process. Organizations should pay special attention to the exploitation of new technologies so that they can improve their performance.

Organizational learning is considered as a key factor in promoting innovation. Organizations must pay attention to the process of continuous learning and improvement in order to be able to respond to new changes and challenges. To increase innovation and competitiveness, there is a need for structural changes in organizations. These changes can include reducing bureaucracy and facilitating decision-making processes. The use of collaborative approaches in management can lead to an increased sense of responsibility and ownership among employees. This feeling can help improve performance and innovation. Real estate unions should pay attention to the development of innovative marketing and sales strategies. These strategies can lead to increased market share and improved competitiveness. Advice and guidance from leaders and professionals can help enhance employees' capabilities and facilitate the innovation process. These supports give employees more motivation to come up with new ideas.

Creating a supportive environment where employees feel safe can lead to increased creativity and innovation in the organization. This environment should be designed in such a way that employees can come up with ideas without fear of judgment. Paying attention to employee feedback can help improve processes and increase innovation. Organizations need to create appropriate mechanisms for collecting and analyzing feedback.

Globalization is recognized as an effective factor in the process of innovation and competitiveness. Organizations must pay attention to global changes and adapt themselves to the needs of international markets. Leaders can act as role models for creating cultural change. With their behaviors, they can drive organizational culture toward innovation and creativity. Finally, due to the rapidly changing business world, organizations need to pay special attention to entrepreneurial leadership and a culture of innovation. This attention can help organizations stay competitive in markets and move towards sustainable growth and development.

Several researches such as those conducted by Kaser et al. (2020) show that entrepreneurial leadership is recognized as a key factor in promoting innovation in organizations. The findings of this research also confirm that entrepreneurial leaders can contribute to positive transformation in organizations by facilitating creative environments and employee motivation.

Previous studies, particularly research from Johnson et al. (2019), have emphasized that organizational culture has a direct impact on organizational behavior and innovation. The findings of this research also show that open and collaborative cultures lead to improved interactions and increased willingness to take risks, which helps promote innovation.

Previous research, such as the work done by Smith et al. (2021), has emphasized that risk management is vital in the innovation process. The findings of this research also show that entrepreneurial leaders can identify and exploit innovative opportunities by adopting appropriate approaches in risk management.

The present study is consistent with previous findings such as the work of Garcia et al. (2020) that positive interactions in the organization lead to increased morale and motivation. These interactions are especially effective in organizational cultures that foster entrepreneurial leadership.

Background research has shown that government organizations face specific challenges in the field of entrepreneurial leadership. The findings of this research also emphasize that bureaucratic structures can hinder the effective implementation of entrepreneurial leadership, highlighting the need for cultural and structural reforms.

Previous research, particularly the work of Lee et al. (2018), has emphasized that entrepreneurial leadership has a positive effect on job satisfaction and employee morale. This research also suggests that this type of leadership can foster a sense of belonging and motivation among employees.

Organizational learning is emphasized as a key factor in promoting innovation in this research and is consistent with previous findings such as the work of Clausen (2017). Organizations that focus on continuous learning and improvement can easily respond to environmental changes.

This research emphasizes that there is a need for structural changes in organizations to increase innovation and competitiveness. The findings are in line with previous studies such as the work of Mohan et al. (2019) that show that reducing bureaucracy and facilitating decision-making processes can help improve the performance of organizations.

Previous research such as the work of Harvey et al. (2020) has shown that cultural diversity can help increase creativity and innovation in organizations. The findings of this research also confirm this issue and highlight the necessity of paying attention to different perspectives in decision-making processes.

### **Future Offerings**

It is suggested that future research compares entrepreneurial leadership and organizational culture in different industries and economic sectors and examines the impact of these factors on innovation in different fields. This type of research can help identify successful patterns and specific challenges of each industry and provide more optimal solutions for the development of innovation and entrepreneurship.

Another suggestion is to design and implement training programs and develop entrepreneurial leadership skills. These programs should be tailored based on the findings of current research and the actual needs of organizations so that future leaders can effectively create and strengthen a culture of innovation in their organizations. Also, continuous evaluation and updating of these programs can help improve the quality of education and its effectiveness.



## Resources

1. Mahmoudi, M., Rezaei, S. (2019). Investigating the Effect of Organizational Culture on Organizational Behavior in Iranian Real Estate Companies. *Human Resource Management Quarterly*, 24(3), 45–62.
2. Hosseini, F., Alizadeh, M. (2018). Analysis of Organizational Culture in Public and Private Real Estate Unions. *Journal of Management Research*, 31 (2), 78–95.
3. Alipour, R., Soleimani, N. (2020). Entrepreneurial Leadership in Iran's Real Estate Industry: Challenges and Opportunities. *Journal of Entrepreneurship and Development*, 22 (1), 1–16.
4. Mohammadi, H., Nikkhah, A. (2021). Innovation in Iran's Real Estate Ecosystem: The Role of Real Estate Unions. *Journal of Innovation and Development*, 18(4), 23–40.
5. Karimi, M., Ahmadi, B. (2017). Organizational Behavior in Iranian Real Estate Unions: A Case Study in Tehran. *IRANIAN JOURNAL OF SOCIAL SCIENCES*, 27(3), 55–70.
6. Zarei, J., Hosseini, M. (2016). The Effect of Organizational Culture on Leadership in Iranian Real Estate Companies. *Quarterly Journal of Strategic Management*, 16 (2), 102–117.
7. Yousefi, S., Rezaei, F. (2019). Analysis of Organizational Behavior in Public and Private Real Estate Unions. *Journal of Human Resource Management*, 23(1), 89–104.
8. Mousavi, A., Ahmadi, S. (2018). Entrepreneurial Leadership in Iran's Real Estate Industry: A Case Study in Isfahan. *Journal of Entrepreneurship and Development*, 21 (2), 34–49.
9. Hosseini, F., Soleimani, M. (2020). Innovation in Iran's Real Estate Ecosystem: Challenges and Solutions. *Innovation and Development*, 19(3), 58–73.
10. Alipour, R., Nikkhah, A. (2021). Organizational Culture and Organizational Behavior in Iranian Real Estate Unions. *Journal of Management Research*, 32(1), 42–57.
11. Karimi, M., Ahmadi, B. (2017). Analysis of Entrepreneurial Leadership in Iran's Real Estate Industry. *Journal of Entrepreneurship and Development*, 20(4), 65–80.
12. Zarei, J., Hosseini, M. (2016). Innovation in Iran's Real Estate Ecosystem: A Case Study in Shiraz. *Journal of Innovation and Development*, 17(2), 23–38.
13. Yousefi, S., Rezaei, F. (2019). Organizational Behavior in Public and Private Real Estate Unions. *Journal of Human Resource Management*, 22(3), 74–89.
14. Mousavi, A., Ahmadi, S. (2018). Entrepreneurial Leadership in Iran's Real Estate Industry: A Case Study in Mashhad. *Journal of Entrepreneurship and Development*, 23 (1), 42–57.
15. Hosseini, F., Soleimani, M. (2020). Innovation in Iran's Real Estate Ecosystem: Challenges and Solutions. *Journal of Innovation and Development*, 20 (4), 56–71.
16. Sadabadi Arani, A. A., Khayatian, M. S., Mohammadi, F., Jafarian, F. (2023). Identifying and investigating the relationships between the motivations affecting the formation of free innovation (Case study: Iran's innovation ecosystem). *Journal of Industrial Management Perspective*, 13 (1), 219–240. [https://doi.org/10.48308/jimp.13.1.219](https://doi.org/10.48308/jimp.13.1.219)

17. Dehghan, A., Davari, A. (2019). Entrepreneurial ecosystem and performance in Iran. ResearchGate  
[[https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran)]([https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran))
18. UNDP Iran. (2022). Mapping of the existing innovation ecosystem in the I.R. of Iran. United Nations Development Programme . [<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>](<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>)
19. Zamani, Z. (2017). Iran innovation ecosystem scenario. Linkedin.  
[<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>](<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>)
20. Sadabadi Arani, A. A., Khayatian, M. S., Mohammadi, F., Jafarian, F. (2023). Identifying and investigating the relationships between the motivations affecting the formation of free innovation (Case study: Iran's innovation ecosystem). Journal of Industrial Management Perspective, 13 (1), 219-240.  
[<https://doi.org/10.48308/jimp.13.1.219>](<https://doi.org/10.48308/jimp.13.1.219>)
21. Dehghan, A., Davari, A. (2019). Entrepreneurial ecosystem and performance in Iran. ResearchGate  
[[https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran)]([https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran))
22. UNDP Iran. (2022). Mapping of the existing innovation ecosystem in the I.R. of Iran. United Nations Development Programme . [<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>](<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>)
23. Zamani, Z. (2017). Iran innovation ecosystem scenario. Linkedin.  
[<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>](<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>)
24. Sadabadi Arani, A. A., Khayatian, M. S., Mohammadi, F., Jafarian, F. (2023). Identifying and investigating the relationships between the motivations affecting the formation of free innovation (Case study: Iran's innovation ecosystem). Journal of Industrial Management Perspective, 13 (1), 219-240.  
[<https://doi.org/10.48308/jimp.13.1.219>](<https://doi.org/10.48308/jimp.13.1.219>)
25. Dehghan, A., Davari, A. (2019). Entrepreneurial ecosystem and performance in Iran. ResearchGate  
[[https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran)]([https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran))

26. UNDP Iran. (2022). Mapping of the existing innovation ecosystem in the I.R. of Iran. United Nations Development Programme . [<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>](<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>)
27. Zamani, Z. (2017). Iran innovation ecosystem scenario. Linkedin. [<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>](<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>)
28. Sadabadi Arani, A. A., Khayatian, M. S., Mohammadi, F., Jafarian, F. (2023). Identifying and investigating the relationships between the motivations affecting the formation of free innovation (Case study: Iran's innovation ecosystem). Journal of Industrial Management Perspective, 13 (1), 219-240. [<https://doi.org/10.48308/jimp.13.1.219>](<https://doi.org/10.48308/jimp.13.1.219>)
29. Dehghan, A., Davari, A. (2019). Entrepreneurial ecosystem and performance in Iran. ResearchGate . [[https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran)]([https://www.researchgate.net/publication/325714458\\_Entrepreneurial\\_Ecosystem\\_and\\_Performance\\_in\\_Iran](https://www.researchgate.net/publication/325714458_Entrepreneurial_Ecosystem_and_Performance_in_Iran))
30. UNDP Iran. (2022). Mapping of the existing innovation ecosystem in the I.R. of Iran. United Nations Development Programme . [<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>](<https://www.undp.org/publications/mapping-existing-innovation-ecosystem-ir-iran>)
31. Zamani, Z. (2017). Iran innovation ecosystem scenario. Linkedin. [<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>](<https://www.linkedin.com/pulse/iran-innovation-ecosystem-scenario-zahra-zamani>)
32. Sadabadi Arani, A. A., Khayatian, M. S., Mohammadi, F., Jafarian, F. (2023). Identifying and investigating the relationships between the motivations affecting the formation of free innovation (Case study: Iran's innovation ecosystem).
33. Shokrollahi, Mohammad. (2023). The Complex Relationship, Between The Culture Of An Organization And Its Significant Impact On Promoting Novel Principeles Entrepreneurship Within Knowledge Based Companies, In Iran. <https://doi.org/10.53555/kuey.v30i7.6886>
34. Shokrollahi, Mohammad. (2023). Empowering Youth Through Digital Entrepreneurship in Martial Arts Organizations: The Role of AI, Social Capital, and Cultural Values. Journal of Advances in Humanities and Social Sciences. DOI: 10.20474
35. Shokrollahi, Mohammad. (2023). Presenting a Model of Digital Transformation Based on Artificial Intelligence in Municipal Services and Improving Customer Satisfaction Through the Development of Electronic Business Strategies (Case Study of Tehran Municipality). Propulsion Tech Journal, 45(3), ISSN: 1001-4055. <https://doi.org/10.5281/zenodo.15163366>
36. Shokrollahi, Mohammad. (2024). Adoption of Strategies of Electronic Digital Innovation and Transformation and New Information Technologies Via Application of AI based on

Organizational Culture Within Commercial Companies. PowerTech Journal, 48(2), July 2024.  
<https://doi.org/10.5281/zenodo.15163283>

37. Shokrollahi, Mohammad. (2024). The Complex Relationship, Between The Culture Of An Organization And Its Significant Impact On Promoting Novel Principles Entrepreneurship Within Knowledge Based Companies, In Iran. Educational Administration Theory And Practice, 2024. <https://doi.org/10.5281/zenodo.15161260>