

Investigation of Managerial Capabilities and Organizational Intelligence in Tehran Municipality Using Marketing and Innovation in Services

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ABSTRACT

Objective: The objective of this study is to explore the impact of organizational intelligence on the performance of Tehran Municipality through the utilization of marketing capabilities.

Methodology: This qualitative study was conducted in Tehran and utilized semi-structured interviews with senior managers, department heads, and key personnel within the Tehran Municipality. Participants were selected through purposive sampling based on their extensive experience and knowledge related to organizational intelligence and marketing. Data were collected until theoretical saturation was achieved, ensuring a comprehensive understanding of the topics. Thematic analysis was used to identify patterns and relationships within the data, with findings validated through member checks to ensure accuracy and credibility.

Findings: The analysis revealed four main themes: Organizational Intelligence, Marketing Capabilities, Performance Improvement, and Impact on Municipality. Key subcategories included strategic planning, decision-making, knowledge management, innovation, resource optimization, market research, branding, digital marketing, customer engagement, service innovation, public relations, efficiency, service delivery, employee performance, financial management, strategic alliances, public satisfaction, community development, economic growth, policy implementation, and innovation adoption. The findings underscored the importance of integrating organizational intelligence and marketing capabilities to enhance strategic planning, decision-making, innovation, and overall municipal performance.

Conclusion: The study concludes that the integration of organizational intelligence with marketing capabilities significantly enhances the performance of Tehran Municipality. Strategic planning, decision-making, knowledge management, and innovation are crucial components of this integration.

Keywords: *Organizational Intelligence, Marketing Capabilities, Tehran Municipality, Strategic Planning, Public Sector Performance, Innovation, Knowledge Management.*

1 Introduction

Organizational intelligence, defined as the capacity of an organization to comprehend and respond effectively to its environment, plays a crucial role in achieving organizational agility and excellence. According to Ismail and Al-Assa'ad (2020), organizational intelligence significantly impacts organizational agility, facilitating swift and effective responses to changing conditions (Ismail & Al-Assa'ad, 2020). This view is echoed by Rasouli, Soodi, and Jafarzadeh (2016), who found a positive relationship between organizational intelligence and agility among employees at Payame Noor University (Rasouli et al., 2016). Moreover, Bilgen and Elçi (2022) suggest that organizational intelligence mediates the relationship between quantum leadership and innovative behavior, highlighting its role in fostering an innovative organizational culture (Bilgen & Elçi, 2022).

Leadership styles and emotional intelligence are critical components that influence organizational commitment and performance. Shafiq and Rana (2016) found that emotional intelligence positively relates to organizational commitment among college teachers in Pakistan (Shafiq & Rana, 2016). Similarly, Winata (2024) emphasizes the influence of organizational culture, situational leadership, and emotional intelligence on organizational commitment, mediated by job satisfaction (Winata, 2024). Akhtar et al. (2017) also demonstrated that emotional intelligence impacts turnover intentions through organizational commitment and perceived organizational support, underscoring its importance in managerial roles (Akhtar et al., 2017).

The integration of strategic intelligence with marketing and innovation is essential for achieving organizational excellence. Aldiabat (2022) highlights the mediating role of strategic intelligence in the relationship between organizational agility and excellence in Jordanian telecommunications companies. This finding suggests that strategic intelligence not only enhances agility but also drives organizational excellence by fostering a culture of continuous improvement and innovation (Aldiabat, 2022).

Tehran's urban planning challenges provide a unique context for examining the application of managerial capabilities and organizational intelligence. Karampour (2020) discusses the implications of density bonus tools for urban planning in Tehran, advocating for relaxing floor area ratio (FAR) regulations to address the city's density issues

(Karampour, 2020). Hajialiakbari, Karimi, and Tayebi (2021) call for a paradigm shift in urban planning, emphasizing the need for neighborhood development plans to enhance urban sustainability and livability (Hajialiakbari et al., 2021).

In the realm of sustainable waste management, several studies have highlighted innovative approaches adopted by Tehran Municipality. Omid, Derakhshan, and Mokhtari (2017) utilized life cycle assessment (LCA) to evaluate municipal solid waste management in Tehran's Region 20, advocating for the integration of sustainable practices (Omid et al., 2017). Similarly, Panahandeh, Asadollahfardi, and Mirmohammadi (2017) conducted an LCA of clinker production using refuse-derived fuel, demonstrating the environmental benefits of using municipal waste in industrial processes. These studies underscore the municipality's commitment to sustainable waste management practices (Panahandeh et al., 2017).

The intersection of public health and environmental management is another critical area where Tehran Municipality's managerial capabilities and organizational intelligence are evident. Pishgar et al. (2020) conducted a spatiotemporal study on mortality rates due to respiratory tract diseases in Tehran, highlighting the need for effective environmental and public health policies. Their findings indicate a correlation between air pollution and respiratory diseases, necessitating innovative solutions to mitigate environmental health risks (Pishgar et al., 2020).

In addressing socio-economic disparities, Roodsari and Hoseini (2021) assessed the correlation between urban green space supply and socio-economic disparities in Tehran districts. Their study reveals significant inequalities in green space distribution, calling for targeted policies to enhance urban equity and sustainability (Roodsari & Hoseini, 2021).

Tehran's public transportation system has also been a focal point for evaluating managerial effectiveness. Nassereddine and Eskandari (2017) applied an integrated multi-criteria decision-making (MCDM) approach to evaluate Tehran's public transportation systems, emphasizing the need for strategic planning and innovation to improve service delivery and user satisfaction (Nassereddine & Eskandari, 2017).

The role of organizational culture in shaping social responsibility and performance is highlighted in studies by Farzad et al. (2021). They explored the model of a socially responsible organization from the perspective of academic

experts, emphasizing the importance of embedding social responsibility within the organizational culture (Farzad et al., 2021). This approach aligns with the findings of Abduli et al. (2010), who conducted an LCA of solid waste management strategies in Tehran, advocating for the integration of social responsibility into municipal waste management practices (Abduli et al., 2010).

Technological innovation is a key driver of organizational excellence, particularly in enhancing service delivery and operational efficiency. Han, Zhou, and Wang (2022) examined the relationship between employees' belief in a just world and sustainable organizational citizenship behaviors in Chinese enterprises, with a focus on the moderating effect of interpersonal intelligence. Their findings suggest that fostering a just organizational environment and leveraging interpersonal intelligence can enhance employee engagement and performance (Han et al., 2022).

In the energy sector, Naghavi et al. (2020) explored strategies to improve the quantity and quality of biogas production at Tehran's anaerobic digestion power plant. Their study highlights the benefits of materials recirculation techniques in enhancing biogas production efficiency, contributing to the city's sustainable energy goals (Naghavi et al., 2020).

The integration of managerial capabilities, organizational intelligence, and innovative practices is crucial for the effective functioning of municipal organizations like Tehran Municipality. By leveraging strategic intelligence, emotional intelligence, and sustainable practices, Tehran Municipality can address urban challenges and enhance service delivery. This study aims to explore these dynamics in detail, providing insights into how Tehran Municipality can further develop its managerial capabilities and organizational intelligence to achieve its strategic objectives. Through a combination of qualitative research methods, including semi-structured interviews with key informants, this study will delve into the intricacies of managerial practices and organizational intelligence within Tehran Municipality, offering a comprehensive understanding of their impact on service innovation and marketing strategies.

2 Methods and Materials

2.1 Study Design and Participants

This qualitative research aimed to explore the managerial capabilities and organizational intelligence in Tehran Municipality, focusing on the integration of marketing and

service innovation. The study was conducted using a case study approach, which provided an in-depth understanding of the phenomena within its real-life context.

Participants were selected through purposive sampling, targeting key informants who possess significant knowledge and experience in managerial roles within the municipality. The participants included senior managers, department heads, and innovation officers, ensuring a comprehensive representation of various perspectives within the organization. The sample size was determined based on the principle of theoretical saturation, where data collection continued until no new information or themes emerged from the interviews.

2.2 Data Collection

Data collection was carried out through semi-structured interviews, which allowed for flexibility in exploring various aspects of the managerial capabilities and organizational intelligence. The interview guide was developed based on a review of the relevant literature and included open-ended questions that encouraged participants to share their experiences and insights.

Each interview lasted approximately 60-90 minutes and was conducted in a confidential setting to ensure the participants felt comfortable sharing candidly. All interviews were recorded with the consent of the participants and subsequently transcribed verbatim for analysis.

2.3 Data Analysis

Data analysis followed a thematic approach, which involved several stages to ensure a rigorous examination of the data. The process began with the initial coding of the transcripts, identifying significant statements and assigning codes to them. These codes were then grouped into broader categories, reflecting the main themes that emerged from the data.

To enhance the reliability and validity of the findings, multiple coders independently reviewed the transcripts and codes. Any discrepancies were discussed and resolved through consensus. Additionally, member checking was conducted by sharing the preliminary findings with some of the participants to confirm the accuracy and relevance of the interpretations.

Throughout the analysis, the researchers remained mindful of maintaining an audit trail, documenting the decision-making process and reflections on the data. This approach ensured transparency and allowed for a

comprehensive understanding of the managerial capabilities and organizational intelligence in Tehran Municipality, as influenced by marketing and innovation in services.

3 Findings and Results

The study included a total of 23 participants, comprising senior managers, department heads, and innovation officers within Tehran Municipality. Among the participants, 15 were male (65%) and 8 were female (35%), reflecting a diverse representation in terms of gender. The age distribution of the participants ranged from 35 to 60 years,

with the majority (60%) falling within the 45-55 age group. In terms of educational background, 10 participants (43%) held a master's degree, while 13 participants (57%) possessed a doctoral degree, indicating a highly educated cohort. The participants also varied in terms of their professional experience, with an average tenure of 15 years in their respective roles. Specifically, 7 participants (30%) had between 5-10 years of experience, 10 participants (43%) had between 11-20 years, and 6 participants (26%) had over 20 years of experience. This diverse group provided a comprehensive perspective on the managerial capabilities and organizational intelligence within Tehran Municipality.

Table 1

The Results of Thematic Analysis

Categories	Subcategories	Concepts
1. Strategic Planning and Execution	1.1 Vision and Mission Alignment	- Clear mission statement - Long-term goals - Stakeholder engagement
	1.2 Resource Allocation	- Budget planning - Human resource management - Project prioritization
	1.3 Performance Monitoring	- KPIs - Regular audits - Feedback loops
	1.4 Risk Management	- Risk assessment - Contingency planning - Crisis management
	1.5 Continuous Improvement	- Lean practices - Benchmarking - Innovation incentives
2. Leadership and Management	2.1 Leadership Styles	- Transformational leadership - Participative leadership - Transactional leadership
	2.2 Decision-Making Processes	- Consensus building - Data-driven decisions - Intuition-based decisions
	2.3 Communication Strategies	- Transparent communication - Internal communication - External communication
	2.4 Team Dynamics	- Team cohesion - Conflict resolution - Collaboration tools
	2.5 Motivation and Engagement	- Incentive programs - Employee recognition - Professional development
3. Innovation and Creativity	3.1 Innovation Culture	- Open innovation - Idea generation - Risk-taking encouragement
	3.2 Technology Adoption	- Digital tools - Automation - IT infrastructure
	3.3 Customer-Centric Innovation	- Customer feedback - Co-creation - Personalized services
	3.4 Process Innovation	- Process reengineering - Workflow optimization - Lean methodologies
	3.5 Innovation Management	- R&D investment - Innovation portfolio - Innovation metrics
	3.6 Knowledge Sharing	- Knowledge management systems - Communities of practice - Cross-departmental collaboration
4. Marketing Strategies	4.1 Market Research	- Customer segmentation - Competitive analysis - Trend analysis
	4.2 Branding and Positioning	- Brand identity - Value proposition - Market positioning
	4.3 Marketing Channels	- Social media - Email marketing - Traditional advertising
	4.4 Customer Relationship Management	- CRM systems - Customer loyalty programs - Customer support
	4.5 Marketing Metrics	- ROI - Conversion rates - Customer satisfaction
	4.6 Strategic Partnerships	- Partner alliances - Joint ventures - Public-private partnerships
5. Organizational Intelligence	5.1 Data Analytics	- Big data - Predictive analytics - Data visualization
	5.2 Knowledge Management	- Document management - Best practices - Lessons learned
	5.3 Learning and Development	- Training programs - E-learning - Mentorship
	5.4 Decision Support Systems	- Business intelligence tools - Decision modeling - Scenario planning
	5.5 Organizational Learning	- Continuous learning - Learning culture - Feedback mechanisms
	5.6 Strategic Information Systems	- ERP systems - CRM systems - SCM systems

3.1 Strategic Planning and Execution

Vision and Mission Alignment: Participants emphasized the importance of having a clear mission statement and long-term goals. One interviewee noted, "Our mission statement

guides our daily operations and ensures everyone is working towards the same objectives." Stakeholder engagement was also highlighted as crucial for aligning the vision and mission.

Resource Allocation: Effective resource allocation, including budget planning, human resource management, and project prioritization, was a recurring theme. A participant shared, "Allocating resources efficiently is key to executing our strategic plans successfully."

Performance Monitoring: Monitoring performance through key performance indicators (KPIs), regular audits, and feedback loops was seen as essential. "We rely on KPIs and regular audits to track our progress and make necessary adjustments," said one manager.

Risk Management: Risk assessment, contingency planning, and crisis management were identified as critical components of strategic planning. An interviewee remarked, "Having a robust risk management plan allows us to navigate uncertainties more effectively."

Continuous Improvement: Participants discussed the significance of continuous improvement through lean practices, benchmarking, and innovation incentives. "We are always looking for ways to improve our processes and services," stated one respondent.

3.2 Leadership and Management

Leadership Styles: Different leadership styles, such as transformational, participative, and transactional leadership, were observed. "Transformational leadership helps inspire and motivate our team to achieve higher levels of performance," mentioned a leader.

Decision-Making Processes: Consensus building, data-driven decisions, and intuition-based decisions were frequently mentioned. "Involving team members in decision-making processes leads to better outcomes," noted a manager.

Communication Strategies: Transparent communication, internal communication, and external communication were emphasized as crucial for effective leadership. One interviewee commented, "Transparent communication helps build trust within the organization."

Team Dynamics: Team cohesion, conflict resolution, and collaboration tools were highlighted. A participant shared, "Fostering team cohesion and effectively resolving conflicts are essential for maintaining a productive work environment."

Motivation and Engagement: Incentive programs, employee recognition, and professional development were seen as key to motivating and engaging employees. "Recognizing and rewarding employees' efforts boosts morale and engagement," said one manager.

3.3 Innovation and Creativity

Innovation Culture: Creating an open innovation culture, encouraging idea generation, and promoting risk-taking were considered important. "We encourage our employees to think outside the box and come up with innovative solutions," mentioned an interviewee.

Technology Adoption: Adoption of digital tools, automation, and IT infrastructure were discussed as essential for innovation. "Investing in the latest technology helps us stay competitive and innovative," stated a respondent.

Customer-Centric Innovation: Participants emphasized the importance of customer feedback, co-creation, and personalized services. "Involving customers in the innovation process leads to better and more relevant services," noted one participant.

Process Innovation: Process reengineering, workflow optimization, and lean methodologies were highlighted. An interviewee remarked, "Optimizing our workflows and processes helps us deliver services more efficiently."

Innovation Management: Investment in R&D, managing an innovation portfolio, and using innovation metrics were seen as crucial. "We allocate resources to R&D to foster continuous innovation," said a manager.

Knowledge Sharing: Knowledge management systems, communities of practice, and cross-departmental collaboration were discussed. "Sharing knowledge across departments enhances our overall organizational intelligence," mentioned a respondent.

3.4 Marketing Strategies

Market Research: Customer segmentation, competitive analysis, and trend analysis were identified as essential components. "Understanding our market through thorough research allows us to tailor our services effectively," stated a participant.

Branding and Positioning: Developing a strong brand identity, value proposition, and market positioning were emphasized. "A clear brand identity helps us stand out in the market," mentioned one interviewee.

Marketing Channels: Utilizing social media, email marketing, and traditional advertising were discussed. "Leveraging multiple marketing channels helps us reach a broader audience," said a marketing manager.

Customer Relationship Management: Implementation of CRM systems, customer loyalty programs, and customer support were highlighted. "CRM systems help us manage

our customer relationships more effectively," noted a participant.

Marketing Metrics: Measuring ROI, conversion rates, and customer satisfaction were seen as crucial. "Tracking marketing metrics allows us to assess the effectiveness of our campaigns," mentioned one respondent.

Strategic Partnerships: Forming partner alliances, joint ventures, and public-private partnerships were discussed. "Strategic partnerships help us expand our capabilities and resources," stated an interviewee.

3.5 Organizational Intelligence

Data Analytics: The use of big data, predictive analytics, and data visualization was emphasized. "Data analytics provides us with valuable insights for making informed decisions," noted a manager.

Knowledge Management: Document management, best practices, and lessons learned were highlighted. "Effective knowledge management ensures that valuable information is accessible to everyone," mentioned one participant.

Learning and Development: Training programs, e-learning, and mentorship were discussed as key components. "Continuous learning and development are vital for maintaining a skilled workforce," stated an interviewee.

Decision Support Systems: The use of business intelligence tools, decision modeling, and scenario planning were emphasized. "Decision support systems help us analyze complex data and make better decisions," said a manager.

Organizational Learning: Promoting continuous learning, fostering a learning culture, and implementing feedback mechanisms were highlighted. "A culture of continuous learning drives our organizational growth," noted one respondent.

Strategic Information Systems: Implementation of ERP systems, CRM systems, and SCM systems were discussed. "Strategic information systems streamline our operations and enhance efficiency," mentioned an interviewee.

4 Discussion and Conclusion

This study aimed to explore the managerial capabilities and organizational intelligence within Tehran Municipality, focusing on how these elements integrate with marketing and innovation in services. Through semi-structured interviews, several key themes emerged, including strategic planning and execution, leadership and management,

innovation and creativity, marketing strategies, and organizational intelligence.

Participants emphasized the importance of a clear vision and mission alignment, efficient resource allocation, and continuous performance monitoring. These findings align with Ismail and Al-Assa'ad's (2020) assertion that organizational intelligence enhances agility, enabling organizations to respond effectively to dynamic environments (Ismail & Al-Assa'ad, 2020). Moreover, the emphasis on continuous improvement echoes Aldiabat's (2022) findings on the role of strategic intelligence in achieving organizational excellence (Aldiabat, 2022).

The study highlighted various leadership styles and the critical role of emotional intelligence in decision-making processes and communication strategies. These results are consistent with Shafiq and Rana (2016), who found a positive relationship between emotional intelligence and organizational commitment (Shafiq & Rana, 2016). Similarly, Winata (2024) emphasized the influence of emotional intelligence on organizational commitment, mediated by job satisfaction (Winata, 2024). Akhtar et al. (2017) also support these findings by demonstrating how emotional intelligence impacts turnover intentions through organizational commitment and perceived organizational support (Akhtar et al., 2017).

Innovation culture, technology adoption, customer-centric innovation, and knowledge sharing were identified as crucial for fostering an innovative environment. Bilgen and Elçi (2022) highlight the mediating role of organizational intelligence in fostering innovative behavior, which supports our findings on the importance of an innovation-friendly culture (Bilgen & Elçi, 2022). The focus on customer-centric innovation aligns with Han, Zhou, and Wang's (2022) work on sustainable organizational citizenship behaviors, emphasizing the role of a just organizational environment and interpersonal intelligence (Han et al., 2022).

Effective market research, branding, customer relationship management, and the use of diverse marketing channels were found to be essential. These findings align with Farzad et al. (2021), who stressed the importance of integrating social responsibility within organizational culture to enhance performance and market position (Farzad et al., 2021). The strategic use of partnerships and alliances also supports the findings of Nassereddine and Eskandari (2017), who emphasized strategic planning in public transportation systems (Nassereddine & Eskandari, 2017).

Data analytics, knowledge management, learning and development, and decision support systems were crucial for

enhancing organizational intelligence. Rasouli, Soodi, and Jafarzadeh (2016) found a strong relationship between organizational intelligence and agility, supporting the importance of these elements in enhancing responsiveness and adaptability (Rasouli et al., 2016). The integration of strategic information systems aligns with the findings of Naghavi et al. (2020) on improving biogas production efficiency, highlighting the role of advanced systems in operational excellence (Naghavi et al., 2020).

Despite the comprehensive nature of this study, several limitations must be acknowledged. Firstly, the qualitative approach, while providing in-depth insights, may limit the generalizability of the findings. The study's focus on Tehran Municipality means the results may not be directly applicable to other municipal organizations with different contexts and challenges. Additionally, the reliance on semi-structured interviews may introduce subjectivity, as responses are influenced by individual perspectives and experiences.

Future research should consider adopting a mixed-methods approach to enhance the generalizability and robustness of the findings. Quantitative studies, using surveys or other statistical methods, could complement the qualitative insights and provide a broader understanding of managerial capabilities and organizational intelligence across different municipal contexts. Additionally, longitudinal studies could explore the long-term impact of these elements on organizational performance and service innovation. Further research could also examine the role of external factors, such as regulatory changes and technological advancements, in shaping managerial practices and organizational intelligence.

To enhance managerial capabilities and organizational intelligence, Tehran Municipality should consider several practical strategies. Firstly, investing in continuous leadership development programs that emphasize emotional intelligence and strategic decision-making could enhance managerial effectiveness. Implementing advanced data analytics and decision support systems would enable more informed and agile responses to emerging challenges. Fostering a culture of innovation through targeted incentives and creating platforms for knowledge sharing and collaboration could drive service innovation. Additionally, enhancing market research capabilities and leveraging diverse marketing channels would improve service delivery and customer satisfaction. Finally, integrating social responsibility within organizational practices, as suggested

by Farzad et al. (2021), could enhance the municipality's reputation and stakeholder engagement.

This study underscores the critical role of managerial capabilities and organizational intelligence in enhancing the effectiveness of Tehran Municipality. By integrating strategic planning, leadership, innovation, and marketing strategies, the municipality can address urban challenges more effectively and enhance service delivery. The findings provide valuable insights for other municipal organizations seeking to leverage managerial capabilities and organizational intelligence for improved performance and innovation. The suggested practical strategies and future research directions offer a roadmap for continuous improvement and adaptation in a dynamic urban environment.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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