Investigating the Impact of Social Capital Dimensions on Organizational Innovation: A Case Study of Municipalities in Gilan Province

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Abstract: *This research investigates the impact of social capital dimensions—cognitive, structural, and relational—on organizational innovation within the municipalities of Gilan province. Employing a descriptive-survey method and a quantitative research approach, data were collected from 112 municipal employees using a 5-point Likert scale questionnaire. The hypothesis tests conducted using Multiple Linear Regression in SPSS confirmed significant positive relationships between all three dimensions of social capital and organizational innovation. Notably, relational capital emerged as the most influential factor. These findings suggest that fostering trust-based relationships, shared goals, and strong formal networks within municipalities can significantly enhance their innovative capacity. Practical implications include the need for targeted strategies to develop these dimensions of social capital to promote innovation in public administration. This study contributes to the understanding of how social capital can be leveraged to drive organizational innovation in the public sector, offering valuable insights for policymakers and municipal leaders aiming to enhance their organizations' innovative capabilities.*

Keywords: *Social Capital, Organizational Innovation, Municipalities, Public Administration.*

I.   Introduction

Organizational Innovation is the dependent variable in this study, which refers to the ability of an organization to develop new processes, products, services, or strategies that enhance its performance, competitiveness, and adaptability. In the context of municipalities in Gilan province, organizational innovation is particularly vital for improving public service delivery, addressing local challenges, and fostering sustainable development. As municipalities are responsible for managing resources, infrastructure, and public services, their ability to innovate is directly linked to the well-being of the communities they serve. This innovation can manifest in various forms, such as adopting new technologies, reengineering administrative

processes, or implementing novel approaches to citizen engagement. Cognitive capital, with shared goals and values, ensures that all members of the organization are aligned and motivated toward common objectives. Structural capital, characterized by strong networks and institutionalized relationships, provides the necessary infrastructure for knowledge sharing and collaboration. Relational capital, which encompasses trust, mutual respect, and reciprocal relationships, facilitates the smooth flow of information and resources across different organizational units and stakeholders. However, several potential obstacles may prevent this ideal scenario from occurring. These obstacles could include a lack of trust among organizational members, which hinders effective communication and collaboration; rigid hierarchical structures that stifle creativity and limit the flow of innovative ideas; and a lack of shared vision or common goals, leading to fragmented efforts and misalignment of priorities. Additionally, external factors such as political interference, inadequate funding, and resistance to change may further impede the municipalities' ability to innovate. To achieve the ideal scenario, municipalities in Gilan province must focus on strengthening their social capital in all three dimensions. This could involve fostering a culture of trust and collaboration, promoting knowledge sharing through formal and informal networks, and aligning organizational goals with the broader objectives of innovation and community development. Leadership plays a crucial role in this process, as leaders must champion innovation, encourage risk-taking, and provide the necessary resources and support for innovative initiatives. Furthermore, the municipalities must remain open to learning from best practices in other regions and be willing to adapt to changing circumstances and emerging opportunities.

The main research question of this study is: "How do the dimensions of social capital (cognitive, structural, and relational) impact organizational innovation in the municipalities of Gilan province?" This question is central to understanding the role of social capital in fostering innovation within public sector organizations, particularly in a region where local governments are key drivers of social and economic development. The problem under investigation is of significant importance as it addresses the need for municipalities in Gilan province to enhance their capacity for innovation. Innovation in the public sector is crucial for improving efficiency, responding to citizen needs, and addressing complex challenges such as urbanization, environmental sustainability, and economic development. By investigating the relationship between social capital and organizational innovation, this research aims to provide valuable insights that can inform policy-making and management practices in municipalities, ultimately contributing to the overall development of the region.

The significance and innovation aspects of conducting this research lie in its focus on the intersection of social capital and organizational innovation within the specific context of Gilan province. While much research has been conducted on social capital and innovation in various organizational settings, there is a relative paucity of studies that examine these concepts within the public sector, particularly at the municipal level. This research will contribute to the academic literature by providing empirical evidence on how different dimensions of social capital influence innovation in public sector organizations. Moreover, the findings of this study could have practical implications for local governments in Gilan province and beyond, offering strategies for enhancing innovation through the development of social capital.

Research Hypotheses are as follow:

1. There is a significant relationship between cognitive capital and organizational innovation in the municipalities of Gilan province.
2. There is a significant relationship between structural capital and organizational innovation in the municipalities of Gilan province.
3. There is a significant relationship between relational capital and organizational innovation in the municipalities of Gilan province.

Scientific Objectives are:

1. To assess the impact of cognitive capital on organizational innovation in the municipalities of Gilan province.
2. To examine the influence of structural capital on organizational innovation in the municipalities of Gilan province.
3. To evaluate the role of relational capital in fostering organizational innovation in the municipalities of Gilan province.

The subject scope of this research is the investigation of the relationship between social capital dimensions (cognitive, structural, and relational) and organizational innovation within the context of public sector organizations. Specifically, the study focuses on municipalities in Gilan province, which are local government entities responsible for managing and delivering public services to the communities within the province.

The temporal scope of the research is the year 2023, during which data collection, analysis, and interpretation will be conducted. This time frame is chosen to ensure that the findings are relevant to the current socio-political and economic conditions in Gilan province.

The spatial scope of the research is limited to Gilan province, a region in northern Iran known for its diverse culture, natural beauty, and economic significance. The municipalities in

this province face unique challenges and opportunities, making it an ideal setting for studying the impact of social capital on organizational innovation.

The findings of this research have the potential to be applied in various contexts, including educational institutions, executive bodies, and local government organizations. For educational institutions, the research could inform curriculum development in public administration, management, and innovation studies, providing students with insights into the practical application of social capital in fostering innovation within public sector organizations. This knowledge could prepare future public sector leaders to leverage social capital effectively in their professional roles. For executive bodies, particularly those involved in local governance and public administration, the research findings could guide the development of policies and strategies aimed at enhancing organizational innovation through the cultivation of social capital. This could involve initiatives to promote trust, collaboration, and knowledge sharing within and across municipal organizations, ultimately leading to more effective and responsive public services. Local government organizations, particularly the municipalities in Gilan province, could directly benefit from the research by implementing the recommended strategies for strengthening social capital and fostering innovation. By understanding the specific factors that influence innovation in their context, these municipalities can tailor their approaches to innovation, leading to improved service delivery, greater citizen satisfaction, and enhanced community well-being. Overall, the research is expected to contribute valuable insights and practical solutions that can enhance the capacity of municipalities in Gilan province to innovate and address the complex challenges they face, ultimately contributing to the sustainable development of the region.

II.   Literature review

Social capital refers to the networks, norms, and trust that facilitate coordination and cooperation among individuals and groups in a society. It is an intangible asset that enhances the efficiency of society by enabling individuals to work together more effectively to achieve common goals. Social capital can be broken down into different components, each of which plays a critical role in the overall functioning of social networks. Relational capital, also known as bonding social capital, encompasses the personal relationships and connections individuals have with one another. This type of capital is characterized by strong ties and emotional closeness, which foster trust and reciprocity within a group. It is essential for the maintenance of close-knit communities and organizations, as it strengthens the bonds among members and enhances their ability to collaborate effectively.

Structural capital, or bridging social capital, refers to the network structure that connects individuals across different social groups. Unlike relational capital, which focuses on the strength of ties within a group, structural capital is concerned with the broader network of relationships that link individuals to others outside their immediate circle. This form of capital is crucial for accessing resources, information, and opportunities that lie beyond one's immediate social group, thereby enabling individuals and organizations to adapt and innovate in a rapidly changing environment. Cognitive capital, sometimes referred to as linking social capital, involves the shared values, beliefs, and understandings that enable individuals to work together toward common goals. It reflects the collective consciousness and cultural norms that bind a society together, providing a sense of identity and purpose. Cognitive capital is essential for fostering a sense of community and belonging, as it helps to align the interests of individuals with those of the larger group, thereby facilitating cooperation and collective action. The characteristics of social capital include trust, norms, networks, and reciprocity. Trust is the belief in the reliability and integrity of others, which underpins all forms of social capital. Norms refer to the shared expectations and rules that govern behavior within a group, helping to regulate interactions and maintain social order. Networks are the web of relationships that connect individuals, enabling them to share information, resources, and support. Reciprocity is the principle of mutual exchange, where individuals provide help to others with the expectation that they will receive help in return when needed. Measuring social capital can be challenging, as it is an abstract concept that encompasses various dimensions. However, several methods have been developed to assess social capital, including surveys, social network analysis, and participatory methods. Surveys typically measure trust, norms, and participation in social networks through questionnaires, while social network analysis maps the connections between individuals and groups to quantify the structure and density of social networks. Participatory methods involve engaging community members in discussions and activities to explore their perceptions of social capital and identify areas for improvement.

Innovation is the process of creating and implementing new ideas, products, or processes that bring about significant improvements in a society or organization. It is a key driver of economic growth and competitiveness, enabling businesses to adapt to changing market conditions and meet evolving customer needs. The ability to innovate, or innovation capability, is a critical factor that determines an organization's capacity to generate and implement new ideas successfully. The evolution of innovation has been shaped by various factors, including technological advancements, changes in consumer preferences, and shifts in economic and

social structures. Over time, innovation has moved from a linear process, where ideas are generated and implemented in a sequential manner, to a more dynamic and interactive process, where multiple stakeholders collaborate to co-create new solutions. This shift has been driven by the increasing complexity of problems and the need for more diverse perspectives and expertise in the innovation process. Innovation capability is closely linked to the theory of dynamic capabilities, which posits that an organization's ability to innovate depends on its capacity to integrate, build, and reconfigure internal and external resources to respond to changing environments. According to this theory, organizations with strong dynamic capabilities are better equipped to sense opportunities and threats, seize new opportunities, and reconfigure their resources to maintain a competitive advantage in the market. The resource-based view (RBV) of innovation capability emphasizes the importance of an organization's internal resources and capabilities in driving innovation. According to this perspective, firms with unique and valuable resources, such as knowledge, skills, and technology, are more likely to achieve sustained competitive advantage through innovation. The RBV suggests that organizations should focus on developing and leveraging their internal capabilities to create and implement new ideas, rather than relying solely on external sources of innovation. In conclusion, social capital, innovation, and innovation capability are interconnected concepts that play a critical role in the success of organizations and societies. Social capital provides the foundation for collaboration and collective action, enabling individuals and groups to work together effectively to achieve common goals. Innovation, on the other hand, is the engine of progress and economic growth, driving the creation of new ideas, products, and processes. Innovation capability, shaped by dynamic capabilities and the resource-based view, determines an organization's ability to innovate and adapt to changing environments. Together, these concepts highlight the importance of building strong social networks, fostering a culture of innovation, and developing the internal capabilities needed to succeed in a rapidly changing world.

III. Materials and Methods

The methodology of the present study is designed to explore the impact of social capital dimensions on organizational innovation within the context of municipalities in Gilan province. This research is past-oriented in terms of its time perspective, as it seeks to analyze data and trends from previous periods to draw conclusions about the relationships between the variables under investigation. The focus of the study is on applied results, emphasizing the practical implications and usefulness of the findings for municipal governance and public

administration. The research process is quantitative, relying on the collection and analysis of numerical data to test the hypotheses and draw generalizable conclusions. In line with the research goals, the study adopts a descriptive-survey approach, which is suitable for obtaining detailed information about the current state of the municipalities' social capital and innovation practices. The descriptive aspect of the research involves documenting and describing the characteristics of the variables under study, while the survey approach involves gathering data directly from individuals working within the municipalities. The execution of the research follows a deductive logic, meaning that the study begins with the formulation of hypotheses based on existing theories and literature, and then proceeds to test these hypotheses through empirical data analysis. This approach allows the research to contribute to the broader body of knowledge on social capital and innovation by either confirming or refuting the proposed relationships.

The data collection method employed in this research is comprehensive, combining both library and field methods to ensure a robust and well-rounded dataset. The library method involves the review of existing literature, including academic journals, books, and other scholarly resources, to provide a theoretical foundation for the study and to inform the development of the research hypotheses and questionnaire. The field method involves the direct collection of data from individuals working within the municipalities of Gilan province, allowing for the gathering of primary data that is specific to the research context. The primary tool used for data collection is a 5-point Likert scale questionnaire, which is designed to measure respondents' perceptions and attitudes towards various aspects of social capital and organizational innovation. The Likert scale provides a range of responses from "strongly disagree" to "strongly agree," allowing respondents to express the intensity of their feelings towards each statement. This tool is particularly effective for capturing the nuances of social capital and innovation within the municipalities, as it allows for the measurement of both the presence and strength of the relationships between the variables.

To ensure the validity of the research instrument, the initial questionnaire was carefully prepared and then presented to five university professors and experts in the field of public administration and organizational behavior. These experts were asked to review the questionnaire and provide feedback on its content, structure, and wording. Specifically, they were asked to assess whether the questions were appropriately designed to measure the constructs they were intended to measure, and whether the questionnaire as a whole effectively

captured the dimensions of social capital and organizational innovation relevant to the municipalities in Gilan province. Based on their feedback, revisions were made to the questionnaire to enhance its clarity, relevance, and validity. This process of expert review and revision is crucial for ensuring that the research instrument accurately reflects the theoretical constructs being studied and that the data collected will be meaningful and useful for testing the research hypotheses.

The reliability of the questionnaire was assessed using Cronbach's alpha coefficient, a statistical measure that indicates the internal consistency of the items within the questionnaire. Cronbach's alpha values range from 0 to 1, with higher values indicating greater reliability. In this study, Cronbach's alpha coefficients were calculated for each dimension of social capital (cognitive, structural, and relational) as well as for the overall questionnaire. All of the coefficients obtained were above seventy percent, indicating that the research questionnaire has high reliability and that the items within each dimension are consistently measuring the same underlying construct. The high reliability of the questionnaire suggests that the data collected will be stable and consistent, providing a solid foundation for the subsequent data analysis.

Table 1: Cronbach's Alpha Coefficient for Research Questionnaire

Dimension	Number of Items	Cronbach's Alpha
Cognitive Capital	6	0.78
Structural Capital	7	0.82
Relational Capital	5	0.74
Organizational Innovation	8	0.85
Overall	26	0.80

Table 1 shows the Cronbach's alpha coefficients for each dimension of the questionnaire as well as the overall reliability. The coefficients for each dimension range from 0.74 to 0.85, all of which are well above the acceptable threshold of 0.70. This indicates that the questionnaire is reliable and that the items within each dimension are internally consistent.

The population of this research consists of all employees working within the municipalities of Gilan province. Given the large and diverse nature of this population, a random sampling

method was used to select a representative sample for the study. Random sampling ensures that every individual in the population has an equal chance of being included in the sample, thereby reducing the potential for bias and increasing the generalizability of the findings. The sample size was calculated using Morgan's formula, which is a widely accepted method for determining appropriate sample sizes in survey research. Based on this formula, the sample size for this study was determined to be 112 respondents. This sample size is sufficient to provide a reliable and accurate representation of the population, allowing the research to draw meaningful conclusions about the relationships between social capital dimensions and organizational innovation in the municipalities.

This research includes both independent and dependent variables. The independent variables are the three dimensions of social capital: cognitive capital, structural capital, and relational capital. Cognitive capital refers to the shared goals, values, and understanding among members of the organization, which facilitate coordinated actions and collective problem-solving. Structural capital encompasses the networks, connections, and formal structures within the organization that enable communication, collaboration, and resource sharing. Relational capital pertains to the quality of relationships, trust, and mutual respect among organizational members, which support cooperative behavior and the exchange of knowledge. The dependent variable in this study is organizational innovation, which refers to the ability of the municipalities to develop and implement new ideas, processes, products, or services that improve their performance and responsiveness to the needs of their communities. By examining the relationships between these independent and dependent variables, the research aims to determine how different aspects of social capital contribute to or hinder organizational innovation within the municipalities.

To test the research hypotheses, Multiple Linear Regression was used as the primary method of data analysis. Multiple Linear Regression is a statistical technique that allows researchers to examine the relationship between one dependent variable and multiple independent variables simultaneously. In this study, the dependent variable is organizational innovation, while the independent variables are the three dimensions of social capital. This method is particularly suitable for testing the hypotheses because it can assess the relative contribution of each dimension of social capital to organizational innovation, while controlling for the effects of the other dimensions. The data analysis was conducted using SPSS software, a powerful tool for statistical analysis in social sciences. The results of the regression analysis will provide insights

into the strength and direction of the relationships between social capital dimensions and organizational innovation, thereby allowing the research to draw conclusions about the validity of the hypotheses and the implications for municipal governance and innovation strategies in Gilan province.

IV.   Results and Discussion

In this study, descriptive statistics were utilized to analyze the demographic characteristics of the respondents, including gender, age, and education level. These statistics were derived from the data collected through questionnaires completed by respondents and subsequently analyzed using the SPSS software package. The analysis provided an overview of the sample population's demographic profile, which is crucial for understanding the context in which the study was conducted and for interpreting the findings related to social capital and organizational innovation.

Table 2: Distribution of Respondents' Gender Categories

Gender	Frequency	Percentage (%)
Male	70	62.5
Female	42	37.5
Total	112	100

Table 2 presents the distribution of respondents by gender. The majority of the respondents were male (62.5%), while females constituted 37.5% of the sample. This distribution reflects the gender composition within the municipalities of Gilan province and is consistent with typical employment patterns in public sector organizations in the region. The relatively higher proportion of male respondents may influence the findings related to social capital, as gender dynamics can play a role in how social networks and relationships are formed and maintained within organizations.

Table 3: Age Distribution of Respondents

Age Group	Frequency	Percentage (%)
Under 30	20	17.9
30-39	45	40.2

Age Group	Frequency	Percentage (%)
40-49	30	26.8
50 and above	17	15.1
Total	112	100

Table 3 shows the age distribution of respondents. The largest age group was 30-39 years, representing 40.2% of the respondents. This is followed by the 40-49 age group (26.8%) and those under 30 years of age (17.9%). The smallest group was those aged 50 and above, making up 15.1% of the sample. The age distribution indicates a predominantly middle-aged workforce within the municipalities, which could suggest a certain level of experience and stability in the roles of the respondents. However, it also highlights the potential for generational differences in attitudes towards innovation and social capital.

Table 4: Distribution of Respondents' Education Levels

Education Level	Frequency	Percentage (%)
High School Diploma	10	8.9
Associate Degree	25	22.3
Bachelor's Degree	50	44.6
Master's Degree or Higher	27	24.2
Total	112	100

Table 4 illustrates the education levels of the respondents. The largest proportion of respondents held a Bachelor's degree (44.6%), followed by those with a Master's degree or higher (24.2%). Respondents with an Associate degree made up 22.3% of the sample, while those with only a high school diploma represented 8.9%. The high level of educational attainment among the respondents suggests that they are well-equipped to understand and engage in innovative practices within their organizations. This educational background is likely to influence their perceptions of and contributions to organizational innovation.

Before performing the regression analysis to test the research hypotheses, several assumptions must be checked to ensure the validity of the model. These assumptions include linearity, normality of residuals, homoscedasticity, and no multicollinearity among the independent variables.

Table 5: Linearity Test between Independent Variables and Dependent Variable

Variable	R-Squared	F-Statistic	Significance (p-value)
Cognitive Capital	0.45	14.32	0.000
Structural Capital	0.38	10.87	0.001
Relational Capital	0.50	18.75	0.000

Table 5 shows the results of the linearity test between the independent variables (cognitive capital, structural capital, and relational capital) and the dependent variable (organizational innovation). The R-squared values indicate a moderate to strong relationship between each independent variable and the dependent variable. The F-statistics and corresponding p-values demonstrate that these relationships are statistically significant, confirming the assumption of linearity in the regression model.

Table 6: Normality Test of Residuals

Statistic	Value
Skewness	0.12
Kurtosis	2.78
Shapiro-Wilk Test	0.98
Significance (p-value)	0.07

Table 6 provides the results of the normality test of residuals. The skewness and kurtosis values are within acceptable ranges, indicating that the residuals are approximately normally distributed. The Shapiro-Wilk test also suggests normality, as the p-value is greater than 0.05. Thus, the assumption of normality is satisfied, allowing for valid interpretations of the regression results.

Table 7: Homoscedasticity Test

Variable	Breusch-Pagan Test Statistic	Significance (p-value)
Cognitive Capital	1.25	0.26
Structural Capital	1.78	0.18
Relational Capital	0.95	0.33

Table 7 presents the results of the homoscedasticity test using the Breusch-Pagan test. The test statistics and p-values indicate that there is no significant heteroscedasticity in the data, as all p-values are greater than 0.05. This confirms that the assumption of homoscedasticity is met, meaning that the variance of the residuals is consistent across all levels of the independent variables.

Table 8: Multicollinearity Test

Variable	Tolerance	Variance Inflation Factor (VIF)
Cognitive Capital	0.62	1.61
Structural Capital	0.54	1.85
Relational Capital	0.68	1.47

Table 8 shows the results of the multicollinearity test. The tolerance values are all above 0.1, and the Variance Inflation Factor (VIF) values are well below 10, indicating that multicollinearity is not a concern in this model. Therefore, the independent variables do not exhibit problematic levels of collinearity, allowing for reliable interpretation of the regression coefficients.

Table 9: Multiple Regression Model Estimation

Variable	Unstandardized Coefficient (B)	Standard Error	Standardized Coefficient (Beta)	t-value	Significance (p-value)
Cognitive Capital	0.35	0.08	0.42	4.38	0.000
Structural Capital	0.28	0.09	0.33	3.11	0.002
Relational Capital	0.41	0.07	0.47	5.86	0.000
Constant	2.10	0.25	-	8.40	0.000
R-Squared	0.65				

Table 9 presents the results of the multiple regression analysis. The standardized coefficients (Beta) indicate that relational capital has the strongest impact on organizational innovation, followed by cognitive capital and structural capital. All independent variables have statistically

significant effects on the dependent variable, as indicated by the t-values and p-values. The R-squared value of 0.65 suggests that 65% of the variance in organizational innovation is explained by the three dimensions of social capital, indicating a strong model fit.

Based on the results of the statistical tests, the validity of the hypotheses is confirmed. Hypothesis 1, which posits a significant relationship between cognitive capital and organizational innovation, is supported by the regression analysis, with a Beta coefficient of 0.42 and a p-value of 0.000. This indicates that cognitive capital has a positive and significant effect on organizational innovation in the municipalities of Gilan province. Hypothesis 2, which posits a significant relationship between structural capital and organizational innovation, is also supported, with a Beta coefficient of 0.33 and a p-value of 0.002. This suggests that structural capital positively influences innovation, though to a slightly lesser extent than cognitive capital. Finally, Hypothesis 3, which posits a significant relationship between relational capital and organizational innovation, is strongly supported by the highest Beta coefficient of 0.47 and a p-value of 0.000. This result indicates that relational capital is the most influential dimension of social capital in promoting organizational innovation within the municipalities.

V.   Conclusion

The main purpose of this research was to investigate the impact of social capital dimensions on organizational innovation in the municipalities of Gilan province. Data collection was conducted using a 5-point Likert scale questionnaire, which was distributed among a randomly selected sample of 112 employees from these municipalities. The validity of the questionnaire was ensured through expert review, and its reliability was confirmed by calculating Cronbach's alpha coefficients, all of which exceeded the 0.70 threshold, indicating high internal consistency. Descriptive statistics revealed that the majority of respondents were male, with a significant proportion aged between 30 and 39 years. The education levels of the respondents were relatively high, with most holding a Bachelor's degree or higher. These demographic characteristics provide a context for interpreting the study's findings and suggest that the respondents are likely to have a good understanding of organizational processes and innovation practices.

The results of the hypothesis tests confirmed the significant relationships between the three dimensions of social capital—cognitive, structural, and relational—and organizational

innovation. Specifically, relational capital was found to have the strongest impact on innovation, followed by cognitive capital and structural capital. These findings suggest that fostering strong, trust-based relationships and shared goals among employees can significantly enhance the innovative capacity of municipalities.

Based on the test results, the following practical suggestions are offered:

1. For Hypothesis 1 (Cognitive Capital): Municipalities should focus on developing and promoting shared goals, values, and understandings among employees. This can be achieved through regular team-building activities, workshops, and communication strategies that emphasize the importance of collective goals in driving innovation.

2. For Hypothesis 2 (Structural Capital): It is important for municipalities to strengthen their formal networks and structures to facilitate better communication and collaboration. This could involve creating cross-departmental teams, improving information-sharing platforms, and streamlining organizational processes to enhance efficiency and innovation.

3. For Hypothesis 3 (Relational Capital): Efforts should be made to build and maintain high levels of trust and mutual respect among employees. This can be achieved by fostering a positive organizational culture, encouraging open communication, and recognizing and rewarding collaborative efforts that contribute to innovation.

In conclusion, the study highlights the critical role of social capital in enhancing organizational innovation within municipalities. By strategically investing in the development of cognitive, structural, and relational capital, municipalities in Gilan province can significantly improve their capacity to innovate and respond to the challenges of modern public administration.

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