Investigating the Effect of Social Entrepreneurship and Transformational Leadership on Organizational Performance by Mediating of Social Value of Organization in Cultural-Artistic Institutions

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Abstract
Today, all organizations, especially public organizations, require observing their social responsibility to maintain a positive image of themselves. Therefore, the discussion of social entrepreneurship and social value is important. In addition, transformational leadership as one of the paradigms of leadership tries to predict environmental changes in order to improve the organization’s performance in today’s turbulent environment with the ability to motivate employees and develop an organizational culture where ethical trends have been considered as a behavioral norm. Therefore, considering the effect of social entrepreneurship and transformational leadership on organizational performance and social innovation, and the need for further studies about social entrepreneurship and the subsequently social values, and the aspect of the novelty of this research with regard to the variables considered in this research, we decided to "examine the effect of social entrepreneurship and transformational leadership on organizational performance by mediating of social value of the organization in cultural-artistic institutions of Tehran." The method of this research is applied based on the purpose, is a kind of descriptive-correlative research in terms of a method for obtaining data, and it is a kind of quantitative research in terms of data collection type and using a questionnaire. In the present study, the available statistical population size was about 85 people, of which, the sample size was considered as 70 people using the Morgan table. Data analysis also was performed using the spss software and Smart PLS 2 software. The results of this research indicate that social entrepreneurship and transformational leadership have a positive and significant effect on organizational performance by mediating the social value of the organization in cultural-artistic institutions.

Keywords: Social Entrepreneurship, Social Value, Transformational Leadership, Organizational Performance

Introduction
Social entrepreneurship is one of the most important and growing dimensions in the entrepreneurial activities of the industrialized countries of the world and has a long history. Nevertheless, in Iran, entrepreneurship and entrepreneurial activities are needed according to increasing inclination of institutions, academic and university centers, and governmental and nongovernmental organizations (Rosta and Heidari, 2009). Raising the organizational performance of cultural and artistic institutions through appropriate solutions and strategies seems to be necessary in today's cultural space, and due to exist dangers
and challenges of the field of art and culture, including artistic thefts, unauthorized downloads, street replicas, etc. Social entrepreneurs use the most efficient methods and methods of serving to social activities. Social Entrepreneurship is an innovative approach to explain various subjects in the areas of education, environmental discussions, fair trade, health and human rights and in a wider context is an important part of the country's sustainable development building (Mirkzadeh and Bahrami, 2011). One way of expressing the goals of a social entrepreneur is to express social value for participation in social welfare or improvement in the present state of the human society; and social value is something that is a subject of acceptance by all. Social values form realities and affairs that are desirable and are demanded by the majority of people in society. In this regard, Nicholls (2010) writes: "The social value is an event or matter that is considered and noticed by the society. Social value becomes the motivation of social tendencies, and social tendencies are the general tendencies that are raised in one's person and direct his/her perceptions, emotions and verbs to certain directions. “On the other hand, the environment around organizations has been more dynamic than before, and organizations need to move forward transition and evolution in order to succeed. Since organizational performance is a measurable result of organizational decisions and measures that indicate the success rate and obtained achievements, and, includes each competitive and immaterial excellence goal such as reliability, flexibility, quality and organizational speed at the same time (Tangen, 2004) Transformational Leadership as one of the paradigms of leadership tries to predict environmental changes in order to improve the organization's performance in today's turbulent environment with the ability to motivate employees and develop an organizational culture that ethical practices have been considered as a behavioral norm in it. The new century has brought new waves of change. The environment around organizations becomes become more dynamic and has caused that organizations look for answers to these dynamics. Organizations need to move towards flexibility, dynamism and transformation and avoid stagnation to succeed and even survive in such an environment (2010). As McShane&Traviglione (2010) found, the leadership of transformation leads to positive social changes and social values creation in organizations that succeeded leaders and managers implemented actions with continual changes, and accepting the change and learning is easier for them; and the behavior of the organization is agile and effective; According to the mentioned materials, we will examine the effect of social entrepreneurship and transformational leadership on organizational performance by mediating social value in cultural-artistic institutions.

An overview of literature and research background

The concept of social entrepreneurship
Social entrepreneurship is raised as an innovative approach to deal with social needs, with emphasis on problem solving and social innovations, eliminating traditional boundaries between private, public and non-governmental sectors. The definition of social entrepreneurship and its conceptual boundaries is not an easy task, because this concept is intrinsically complex and the contents are new in this field. This term that is used in general and academic literature encompasses a wide range of activities and innovations (Sheryl, 2000). The authors have presented different definitions in relation with the concept of social entrepreneurship, which a number of them have been referred in below:

Alvord, Brown: Social Entrepreneurship is the creation of innovative solutions to social problems and mobilizes ideas in order to social transformation (Meyer and Marti, 2006). Mort, weerawarden and Carnegie say: Social entrepreneurship is a type of entrepreneurship that leads to the establishment of new social institutions and enterprises and ongoing innovations (Mort, weerawarden and Carnegie, 2000).

Components of Social Entrepreneurship
Social entrepreneurship has the following components (Felico et al., 2013):

Initiative act
The initiative is achieved through the active search of unusual or new methods for achieving entrepreneurship and realizing organizational goals. This dimension means that organizations, in their current activities, usually discover and apply the new ways.
People
Today, human force has been considered as an unlimited source and axis of any kind of development in organizations, especially entrepreneurial organizations, and employees and individuals in entrepreneurial organizations have a very influential role in the development of organizations. (Felico et al., 2013)

Mission
In the approach and view of social entrepreneurship, emphasis is placed on processes that, while enjoying the general characteristics of entrepreneurship, that is, having an innovative, creative and business nature, their main orientation rather than profit gain, carry out social and humanitarian missions to achieve social goals. Such as solidarity and collective solidarity, the fight against deprivation, despair and helplessness, the development of social capital and the promotion of the level of collective life (Felico et al., 2013).

Contextual factors
The contextual factors are factors that are in the center of the internal and external factors and the situation affecting the behavior of individuals and employees and, in fact, are the basis and grounds for the occurrence of behavior in individuals and employees. (Felico et al., 2013).

Opportunity
Social entrepreneurship, like other entrepreneurship discussions, is fraught with new and undiscovered opportunities that the timely discovery and exploitation of these opportunities and the creation of new and competitive businesses on the basis of it can create significant economic and social benefits to individuals that are active in this field. (Felico et al., 2013)

Capital
The capitals of an organization can be divided into two major parts of human capital and physical capital (Felico et al., 2013):

The meaning of human capital in entrepreneurial organizations can be understood as the knowledge, capabilities, skills, and expertise of the human force in the organization. The tangible and visible assets of the organization, such as land, office building, furniture and office supplies, machineries, cash, etc., are called physical capital.

Innovation
Innovation is one of the important dimensions that specify an entrepreneurial orientation in an organization. All organizations need fresh thoughts and new ideas to survive. New thoughts and opinions, such as spirit, are blown up into the body of the organization, and they save it from nothingness and mortality. In innovative organizations, innovative ideas are placed on the agenda, and ideas are being used in a new way and or for new situations.

Transformational Leadership
Transformational Leadership Theory was created first by Burns (1978), in order to distinguish between those leaders who establish strong and motivational relationships with subordinates and followers, and those who have broadly focused on exchanging or interacting to produce results. (Duckett et al., 2003)

Bass and Avolio developed the concept and Burns’s idea about leadership, and created a new concept of transformational leadership. Bass and Avolio believe that transformational leadership emerges when the leader upgrades and develops his/her employees' interests, provides awareness and acceptance for mission and destination of group, and motivates employees to go beyond their own interests for group interests, group solidarity, collective interests and group profits. (Eston et al, 2003). The first factor of transformative leadership is called charisma or the ideal influence and describes leaders who act as strong models for followers. They are deeply respected by followers, trustworthy, and lead followers to realize insight and mission. In essence, Charisma factor describes people who are persuading others to follow the outlook of organization (North House, 2001). An entrepreneurial leader is looking for potential impulses in followers and meeting their higher needs. Transformational leaders establish a mutually motivating relationship that transforms followers into leaders. Therefore, transformational leadership is an interactive and two-way phenomenon (Duckett et al., 2003).
Transformational Leadership Components
Avioli and others state four main behaviors that constitute transformational leadership as follows: Good Influence or Charisma, Inspirational Motivation, Intelligence Stimulation, Personal Considerations (Oshagbami 2004). Desirable influence: Excellency, supremacy, respect and loyalty of the followers of the leadership that is without any question transmits a sense of ideality. Desirable influence makes leaders to be as models of behavior role and patterns for followers.

Inspirational motivation: Stimulating and motivating followers that are done through resorting their emotions. The emphasis of Inspirational motivation is on inner feelings and motivations, not daily exchanges between leader and followers.

Intelligence Stimulation: Incite followers by leadership is in order to discover new solutions and re-think about solving organizational problems by followers. Personal Considerations: it is paying attention to the individual differences between the followers and their relationship with each other, and stimulating them by assigning responsibilities to learn and experience to them. Individuals are supported by leaders and leaders are concerned about their emotions and their personal needs. Transformational leaders internalize the idea of change by relying on the capabilities of individuals in organizations, with their deep understanding and recognition of themselves, and try by building strong relationships with employees, to familiarize them with their new strategic visions and goals, and try in satisfying the transcendental needs. (Oshagbami 2004)

Social value
The creation and need to understand the social value are subjects that have recently attracted much attention from researchers (Hess et al., 2002, Selsky et al., 2005). Social value refers to the needed products and services that have been created by organizations with social goals such as promoting society development, defending more comprehensive and fairer policies, or dealing with a variety of social problems (Austin et al., 2006, Sud and Colleagues, 2009). According to Austin et al. (2009), the goal of creating a social value is society improvement by removing barriers from the center of society or helping those who need to reduce the adverse side effects of the society. According to Anderson and Dees (2006), Peredo and McLean (2006), social entrepreneurship leads to social value. The primary goal of investment is to create social value. In the context of society, social value covers a wide range of complex social and environmental issues (Chaves et al., 2011). The government and other public organizations, societies and citizens are grateful to such social organizations for their participation and the sense of responsibility of these organizations as an alternative or complementary to the services provided by government or other organizations.

Social value components
Social Affirmation: Social affirmation is the existence of a positive and confirming sense that ultimately is created in the consumer or recipient of the services. (Felico et al., 2013)

Social responsibility: The social responsibility of organizations and corporations is the subject of "business ethics", which addresses the role of companies in the society field. Corporate social responsibility is a set of duties and commitments that the company must do to maintain, care and assist the society in which it operates. (Felico et al., 2013):

Social Participation: The social participation of organizations is a process that organizations have selected it voluntarily and freely and they become interested in participating in social activities. Social participation will cause that indifferences, social and cultural alienation do not occur, and separation of people from organizations is not created. This is achieved through participation in social activities and participation in various exhibitions and communication with various people in the society. (Felico et al., 2013)

Organization’s performance
Performance is a function of the efficiency and effectiveness of the activities conducted in the organization. Organizations, with efficiency and effectiveness, are more likely to achieve their customer's satisfaction and achieve their goals than their competitors in what they do. Effectiveness represents the extent of
estimation of customers’ needs, while efficiency is an economic measure of the organization’s resource use to reach a certain level of customer satisfaction. Efficiency and effectiveness can be considered as two important dimensions of performance. In fact, in performance evaluation, both internal causes (efficiency) and external causes (effectiveness), can exist (Nili et al., 2005).

In summary, performance evaluation is a process that is to assess progress towards achieving the determined goals, including information on efficiency, the transformation of the products and services provided, and the degree of satisfaction of the customers and the achievements and effectiveness of the activities in line with their specific goals. (Iran Zadeh and Barghi, 2009)

**Components of the organization’s performance**

Quality of Services: Quality is a degree that a product or service is matched with customer expectations and presented specifications. Satisfied customers are the source of profits of companies. Companies that cannot keep customers satisfied will not stay in the market for long term.

User Satisfaction: Customers’ satisfaction is achieved through the desirability performance of organizations, delivery of orders or customer delivery service without delay, and understanding customer needs and action to meet that need.

Organizational success: One of the main goals of any organization is to succeed. Rapid changes in today's world have faced organizations with a variety of challenges. But there are successful organizations that use created opportunities in their interest by the help of modern management tools and technologies. An organization is successful at the time that, it can change its behavioral norms in accordance with environmental situations still by changing the context and conditions, moves in lines with new requirements of the customers, and is growing rapidly as it possible.

**Conceptual model of research**

The theoretical support of this research has been presented based on a study (J.A. Felicio et al., 2013).

Therefore, according to the theoretical foundations and conceptual model of research, the research hypotheses are stated as follows:

**Hypothesis 1:** Social entrepreneurship has a positive and significant effect on organizational performance in cultural-artistic institutions.

**Hypothesis 2:** Social value has a positive and significant effect on organizational performance in cultural-artistic institutions.

**Hypothesis 3:** Transformational leadership has a positive and significant effect on organizational performance in cultural-artistic institutions.

**Hypothesis 4:** Social entrepreneurship has a positive and significant effect on organizational performance through social value in cultural-artistic institutions.

**Hypothesis 5:** Transformational leadership has a positive and significant effect on organizational performance through social value in cultural-artistic institutions.
Methodology
This research had been among applied researches in terms of goal and is descriptive-correlative type of research in terms of methodology. The data gathering tools is a questionnaire in this research. The method of distribution and collecting the questionnaire had been also in face-to-face referring form. The statistical population of this research is the expert managers and personnel of the cultural-artistic institutions. The statistical sample size was calculated by Morgan's table in order to test the raised hypotheses, and 70 questionnaires were distributed among the companies, among which 62 companies returned questionnaires and they were used. Two methods that are raised as complementary have been used In order to collect the required information: the field method, which has been carried out through a questionnaire and the second method is library studies and the Internet. The questionnaire of this study contains 5 parts of the questions that these five questions contain following questions:
The first part of the questionnaire contains 5 demographic questions.
The second part contains 21 questions related to social entrepreneurship variable
The third part contains 8 questions about the social value variable
The fourth part contains 9 questions related to the organizational performance variable
The fifth part contains 20 questions related to the transformative leadership variable
In general, the mentioned questionnaire contains 63 questions (including demographic questions).
It is worth mentioning that 5 Likert range (strongly agree, agree, no idea, disagree and strongly disagree) has been used to design questions related to the variables of social entrepreneurship, social value, organizational performance, and transformative leadership. First demographic characteristics in the research have been described and studied in descriptive level, by using statistical indexes in order to analyze the collected data, and then the least squares method using SmartPLS2 software has been used at the analytical statistics level of this research to test the significance of these relationships and the fitting of the obtained measurement and structural models.

Descriptive Statistics
The findings of the present research in the descriptive statistics section (characteristics of the statistical sample population) showed that about 59.7% of the respondents are male and 40.3% are female. Of the people, about 43.5% are between 20 and 30 years old, 35.5% are between 31 to 40 years old, 14.5% are between 41 to 50 years old and 6.5% are from 51 years old to over. Among responding companies, about 53.2 have employees fewer than 10 people, 21 percent from 10 to 20 people, 9.7 percent from 20 to 30 people, and 16.1 percent have employees of over 30 people. It should be noted that about 21% of the respondents are head of the department, 33.9% have a position of director, 35.5% have associate positions and 9.7% are employees of the company. It can be stated that about 43.5% of companies have a history of activities under 5 years, 32.3% have a history of 5 to 10 years, 14.5% have a history of 10 to 15 years, 8.1% have a history of 15 to 20 years. Also, 1.6 percent (one company) has not answered this question.

Reliability and Validity
In this section, reliability is measured by two criteria of Cronbach's alpha and composite reliability (CR). The Cronbach's alpha coefficient represents the ability of questions to properly explain their related dimensions, and the combinational reliability coefficient also specifies the correlation rate of the questions of one dimension to each other for adequate fitting of measuring models (Fornell & Larcker, 1981). Also, the Cronbach's alpha rate and the combinational reliability coefficient greater than 6 / is indicator the acceptable reliability (Moss et al., 1998).
Table 1: Reliability of research variables of the research model

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Combined reliability (0 &lt;CR)</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Entrepreneurship</td>
<td>0.90</td>
<td>0.89</td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>0.8</td>
<td>0.84</td>
</tr>
<tr>
<td>Social value</td>
<td>0.83</td>
<td>0.75</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0.88</td>
<td>0.84</td>
</tr>
</tbody>
</table>

Convergent Validity
Convergent validity is the second criterion used to fit measurement models in the PLS method. The value of the criterion for the acceptable level of the AVE criterion (mean extracted variance) is 0.4 (Magner et al., 1996). The values of the AVE of each structure are given in Table 2:

Table 2: Average variance of the extracted variables for convergent validity

<table>
<thead>
<tr>
<th>Variable</th>
<th>Social Entrepreneurship</th>
<th>Transformational Leadership</th>
<th>Social value</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVE</td>
<td>0.61</td>
<td>0.42</td>
<td>0.66</td>
<td>0.43</td>
</tr>
</tbody>
</table>

Analysis of data proportional to research hypotheses
In the following, a summary of the results of the research hypotheses is presented in the form of a table:

Table 3: Test of research hypotheses

<table>
<thead>
<tr>
<th>Research hypotheses</th>
<th>Significant coefficients (T&gt;1.96)</th>
<th>Standardized coefficients of load factors</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social entrepreneurship has a positive and significant effect on organizational performance in cultural-artistic institutions.</td>
<td>52.24</td>
<td>94%</td>
<td>acceptance of hypothesis</td>
</tr>
<tr>
<td>Social value has a positive and significant effect on organizational performance in cultural-artistic institutions.</td>
<td>39.73</td>
<td>82%</td>
<td>acceptance of hypothesis</td>
</tr>
<tr>
<td>Transformational leadership has a positive and significant effect on organizational performance in cultural-artistic institutions.</td>
<td>27.17</td>
<td>63%</td>
<td>acceptance of hypothesis</td>
</tr>
<tr>
<td>Social entrepreneurship has a positive and significant impact on organizational performance in cultural-artistic institutions through social value.</td>
<td>8.25 and 5.77</td>
<td>38%</td>
<td>acceptance of hypothesis</td>
</tr>
<tr>
<td>Transformational Leadership has a positive and significant impact on organizational performance in cultural-artistic institutions through social value.</td>
<td>12.16 and 8.25</td>
<td>35%</td>
<td>acceptance of hypothesis</td>
</tr>
</tbody>
</table>

According to Table 3, the research results indicate that the research variables have a significant relationship at 95% confidence level and all research hypotheses has been accepted at 95% confidence level. T test coefficients greater than 1.96 represent acceptance of the hypotheses, and standardized coefficients of load factors indicate the intensity of the effect of these factors on the organizational performance factor.

Discussion and result
After analyzing the data in the current research and testing each of the research hypotheses, we have come to the conclusion that in this section, by referring to each of these hypotheses and comparing them with the results of previous researches, it has been tried to accurately interpret the results.

The main hypothesis of research: Social entrepreneurship has a positive and significant effect on organizational performance in cultural-artistic institutions.
A review on the theoretical foundations of research showed that in today's business world, social entrepreneurship can play an important role in organizations such as cultural and artistic organizations. Social entrepreneurship is considered as an innovative approach to addressing social needs, with emphasis on problem solving and social innovation, eliminating traditional boundaries between private, public and non-governmental sectors (Hannion and Currilla 2003). The results of this hypothesis showed that social entrepreneurship affects organizational performance in cultural-artistic institutions. The result of this hypothesis is consistent with the results of the research by Moghimi...
et al. (2008), Rostami (2013), Vieiravarda and Mort (2006), Cheryl (2000), Sally and Mayer (2004). They believed that social entrepreneurship is a kind of entrepreneurship that leads to the establishment of new social institutions and a continuous initiative in them. Organizations that tend to have social entrepreneurship are organizations that effectively are tired to meet social needs.

**The main hypothesis of the second research:** Social value has a positive and significant effect on organizational performance in cultural-artistic institutions.

The confirmation of the second hypothesis of research makes it clear that social value affects organizational performance. As stated, social values are formed realities and affairs that are desirable for the majority of the people of the community. The result of this hypothesis is consistent with the results of the research by Nicles (2010), Preddo and McLane (2006), Hess et al. (2005). They argue that social value for participation in social welfare or improvement in the present situation of the human community If an organization is created with the aim of creating social value, it will cover a wide range of complex social and environmental issues in the community platform.

**The third main hypothesis of the research:** Transformational leadership has significant positive effect on organizational performance in artistic-cultural institutions.

The study of theoretical literature of research has shown that transformational leadership emerges when the leader develops his employees' interests, develops awareness and acceptance to understand the mission and destination of the group, and encourages employees to go beyond their own interests to achieve group interests. (Stone et al., 2003) The statistical results obtained from this hypothesis also confirmed that transformational leadership affects organizational performance in cultural-artistic institutions. In fact, transformational leadership as one of the paradigms of leadership to enhance the organization's performance in today's turbulent environment with the ability to motivate employees and develop an organizational culture whose ethical practices are considered as a behavioral norm tries to predict environmental changes and thus increase the performance of the organization. It should be noted that the results of this study are in line with the results of research by Stone (2003), Northhouse (2001), and McFarlane et al. (2003). They believe that the transformational leadership is looking for potential motives for followers and his goal is to attract the attention of followers to the superior needs and to convey individual interests to collective interests. (Stone, Russell, Paterson, 2004). Transformational leaders act to change in organizations by creating new ideas and new perspectives and by creating trust and confidence among managers and employees, and they promise the development and improvement of the organization's performance.

**The main hypothesis of the fourth research:** Social entrepreneurship has a positive and significant effect on organizational performance in cultural-artistic institutions through social value.

A review of the theoretical foundations of research has shown that social entrepreneurship is the creation of innovative solutions to social problems and the mobilization of ideas for social transformation (Meyer and Marty, 2006). The results of this hypothesis showed that social entrepreneurship has a positive and significant impact on organizational performance in cultural-artistic institutions through social value. The result of this hypothesis is consistent with the research findings (Roper and Cheney, 2005), Hess et al. (2005), Austin et al. (2009). They believe that social entrepreneurship, in addition to the values that an entrepreneur has, are effective to serve and creating social values. In fact, social entrepreneurship leads to social value. Companies that are seeking the social entrepreneurship or have a social innovation idea, their social innovations will be productive of social values, and social value can trigger and attract support customers, if it is consistent with the norms and standards of the community and customers, in turn, it increase the organization's performance. This implies the indirect effect of social entrepreneurship on the performance of organizations, including cultural-artistic organizations, through the mediator variable of social value.

**The fifth hypothesis of research:** Transformational leadership through social value has a positive and significant effect on organizational performance in cultural-artistic institutions.

The study of theoretical literature of research has shown that transformational leadership refers to function that seeks to move followers through artistic, inspirational, stimulating, cultivate, and developer-oriented support in an orbit beyond self-transcendental interests (Ancient 2001) The statistical results obtained from this hypothesis confirmed that transformational leadership through social value has a positive and significant effect on organizational performance in cultural-artistic institutions. The results from this hypothesis are in line with the results of the research by Oshagbami (2004), Stone and others (2004), Karak (2004) and Zehghi (2001). In their research, they argue that the transformational leader tries to creating moral responsibility for followers by emphasis on the needs of the values and morale of the followers.
Research suggestions
The following suggestions that are presented with regard to the hypotheses and research indicators are suggestions to authorities for strengthen the effect of these structures as more effective factors on performance of the organizations, which ultimately leads to increase in organizational performance.

Suggestions for the main hypothesis of research on the impact of social entrepreneurship on organizational performance in cultural-artistic institutions
• It is suggested to directors and staff of cultural-artistic institutions to use programs that enhance creativity, innovation and entrepreneurship in individuals, they should avoid continuing programs that have lost their effectiveness, while informing from environmental conditions, they try to meet the needs of their customers in an innovative way.
• Government support from entrepreneurial activities of organizations through the provision of supportive schemes, such as tax exemption incentives, removal of restrictive regulations, and the allocation of needed facilities for the development of social entrepreneurship activities in organizations that have a significant impact on the performance of organizations.

Suggestions for the second main hypothesis of research on the impact of social value on organizational performance in cultural-artistic institutions
• Efforts to create social values by solving social problems so that institutions can achieve a proper position among people.
• Increasing the sense of responsibility and activities towards environmental concerns and contaminating them through the creation of groups within the organization and inviting people to participate in this social and humanitarian action.
• Participate in other social activities such as child labor, environmental protection, attention to the elderly, the disabled and...

Suggestions for the third main hypothesis of research on the impact of transformational leadership on organizational performance in cultural-artistic institutions
• The efforts of managers and organization leaders to increase their insight and their multi-faceted perspective, in order to solving the problems to consider perspectives and different aspects, rather than to focus only on one aspect of the theorem or challenge.
• Increased attention of managers to employees and attention to the fundamental suggestions of employees and their participation in important decisions and activities of the organization.
• Efforts to create a sense of value to employees as an important member of the organization.
• Pay attention to the individual differences of employees (interests, needs, etc.) and help employees to identify and develop their abilities.

Suggestions for the fourth main hypothesis of research on the impact of social entrepreneurship through social value on organizational performance in cultural-artistic institutions
• More attention to social paradigms and social concerns that lead to social value and, consequently, to improve organizational performance.
• Managers should be aware that commitment to social responsibility is of some value, which can, like other values, lead to the creation of a culture based on respect for the rights of citizens, which will create a sense of satisfaction among employees and customers and thus will increase the performance of an organization.

Suggestions for the fifth main hypothesis of research on the effect of transformational leadership through social value on organizational performance in cultural-artistic institutions
• Leaders must have high ethical standards and work well to give their followers insight and sense of mission, and thereby create high social values that leads to provision of social services, thereby will increase organizational performance.
• It is suggested that institutional managers to motivate them to create social values by stimulating employees' sentiments by reasoning and persuasion over social concerns. This, in addition to solving social problems and creating a positive mindset for customers, leads to an increase in the organization's performance.

Recommendations for future research
By reviewing the theoretical literature and the research background and the results obtained in this study, suggestions for future research for those interested in this field of research are presented below:
Given the limited researches on research foundations, including social entrepreneurship, social value, and transformational leadership has been done and on the other hand, given the importance of these concepts,
it is suggested to define a native scale containing dimensions and indicators for these concepts. Designing these scales can be useful in future research.

Other suggestions for future research are:
- Carrying out study with qualitative methods to explore other variables affecting organizational performance in cultural-artistic institutions. (Due to data collection limitations in the quantitative method)
- Investigating the impact of each factor (social entrepreneurship, social value, and transformational leadership) to be evaluated on other variables, including organizational innovation, business startup rates or entrepreneurial intention.
- Examine the generalizability of the results of this study to other countries, especially countries with a texture similar to Iran.

References