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Organizational Culture factors and Entrepreneurship Process at University of Mohaghegh Ardabili

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ABSTRACT

The main purpose of this study, surveying the relationship between organizational culture factors and entrepreneurship process. Our population comprised of 399 experts who work in Mohaghegh Ardabili University different sections. 285 person from among them were chosen through stratified random sampling as our statistical samples (140 employee and 118 faculty member). Data elicitation was carried out by distributing questionnaires. Causal models was implemented to test the provided conceptual model. Data analysis was conducted by frequency distribution, percentage, qui square and Structural equation model. According to the research's findings, there are signature relationship between Organizational Culture and Entrepreneurship Process ($R = 0/498$). Finally, by taking into account all the different aspects, indicators and variables of Organizational Culture and Entrepreneurship Process, present article has been presented solutions to situation improvement in Mohaghegh Ardabili University.

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INTRODUCTION

Considering this point that organizational behavior of all employees is influenced by the dominating culture. So it can be claimed that if cultural values be in their correct place not only they are able to be a unifying power among the official figures but also, an appropriate means in order to besieging organization forces to achieve general goals and of course objectives [1].

Culture is "a set of values, symbols and rituals shared by members of an organization describing the way duties and responsibilities are carried out internally and how the organization relates to its customers or clients and the environment. These values, symbols, and rituals are both formal and informal or written and unwritten [7].

Attempts to define organizational culture have adopted a number of different approaches. Some focus on *manifestations* – the heroes and villains, rites, rituals, myths and legends that populate organizations. Culture is also *socially constructed* and reflects meanings that are constituted in interaction and that form commonly accepted definitions of the situation [6]. Organization's Culture is its self-sustaining patterns of behaving, feeling, thinking, and believing – that determine "how we do things around here" [2].

There are three commonly accepted aspects of organizational culture, namely: bureaucratic; innovative; and supportive. Bureaucracy is viewed as hierarchically structured, orderly, procedural, and highly regulated. Innovativeness is seen as creative, enterprising, risk-taking, and results-oriented. Supportiveness is characterized by equitable, sociable, trusting, and collaborative behaviors. Meanwhile, other researcher has outlined dimensions of organizational culture, which covered process-result oriented, open-closed system, tightly-loosely controlled, normative-pragmatic, and employee-job oriented. The primary assumption underlying Hofstede's influential longitudinal research is that the cultural differences influence and restrict the ability and willingness of management to operationalize certain organizational theories and management Practices [5].

Robbins, believe that organizational cultural characteristics have both structural and behavioral dimensions. Organizational cultural characteristics offered by S. P. Robbins: values and objectives, risk tolerance and innovation, personal initiative, singleness of action, integration and orientation to teamwork, support by management and colleagues, control, identity, tolerance of conflicts and communication [3].

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Entrepreneurship is the act and art of being an entrepreneur or "one' who undertakes innovations or introducing new things, finance and business acumen in an effort to transform innovations into economic goods". This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses (referred as Startup Company); however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-premiership and may include corporate venturing, when large entities spin-off organizations [3].

Entrepreneurial success in general seems to be closely related to the motives, skills and attitudes of the entrepreneur. The ability to discern or create an economic opportunity, creativity, visionary targets, imagination, innovation, need to achieve, initiative, imagination, risk taking attitudes, coordination and allocation abilities, decision-making, managerial, supervising, marketing and accounting skills, trust, dynamism, cooperativeness, ability to trust and communicate, internal focus of control and problem solving are amongst the most sited characteristics of an entrepreneur in the history of entrepreneurial [4].

According to Organizational culture characteristics structural and behavioral dimensions and Entrepreneurship as a concept of entrepreneurial process, we designed the Initial conceptual model of research. (See Fig.1)

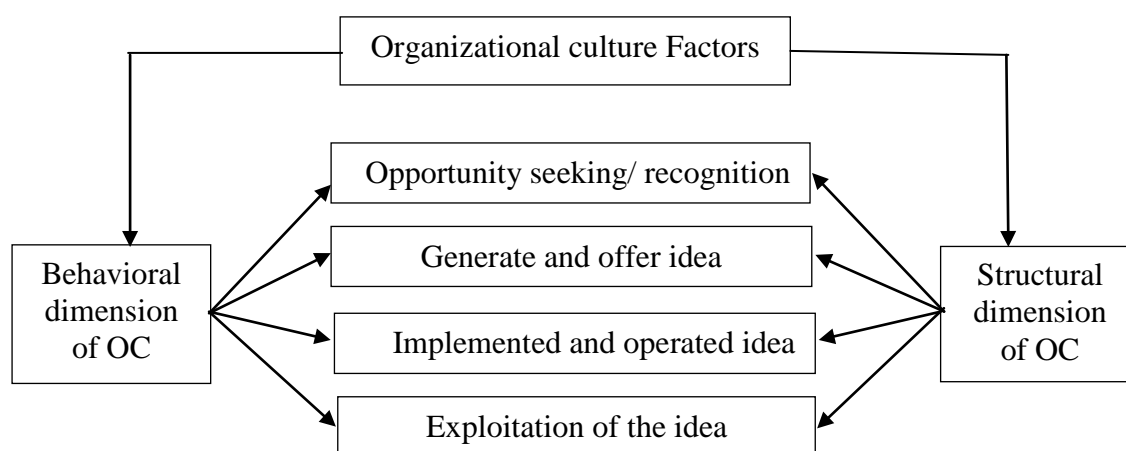


Fig. 1: conceptual model

Research Hypothesis:

In this paper we have two main hypotheses and eight secondary hypotheses. The statistical way of analysis of hypotheses is two ways, H_1 is acceptance of hypothesis and H_0 is rejecting of hypothesis. In other words, it means that H_1 has positive meaning and H_0 has negative meaning.

1- There is a significant relationship between Behavioral factors of Organizational cultural and Organizational entrepreneurs process at University of Mohaghegh Ardabili

1-1 There is a significant relationship between Behavioral factors of Organizational cultural and Opportunity seeking / recognition at University of Mohaghegh Ardabili

2-1 There is a significant relationship between Behavioral factors of Organizational cultural and Generate and offer idea at University of Mohaghegh Ardabili

3-1 There is a significant relationship between Behavioral factors of Organizational cultural and Implemented and operated idea at University of Mohaghegh Ardabili

4-1 There is a significant relationship between Behavioral factors of Organizational cultural and Exploitation of the idea at University of Mohaghegh Ardabili

2- There is a significant relationship between Structural factors of Organizational cultural and Organizational entrepreneurs process at University of Mohaghegh Ardabili

1-2 There is a significant relationship between Structural factors of Organizational cultural and Opportunity seeking / recognition at University of Mohaghegh Ardabili

2-2 There is a significant relationship between Structural factors of Organizational cultural and Generate and offer idea at University of Mohaghegh Ardabili

3-2 There is a significant relationship between Structural factors of Organizational cultural and Implemented and operated idea at University of Mohaghegh Ardabili

4-2 There is a significant relationship between Structural factors of Organizational cultural and Exploitation of the idea at University of Mohaghegh Ardabili

Research Methodology:

The objective of present research is applied and the nature and method is descriptive - survey. The population of the study was all staff (227) and faculty members (172) of Mohaghegh Ardabili University. Statistical sample was selected through Morgan table sampling. It was 285 (staff 140 and faculty members 118) that were selected by Stratified random sampling. After gathering data, We Adjusted questionnaire and finally used 199 of them.

Data was gathered through a questionnaire. The questionnaire has construct validity and its reliability. The validity was confirmed by experts and possess context and construct validity. To determine its reliability, Cronbach was used. (See table 1)

Table1: Results of questionnaires reliability from SPSS and LISREL software

Variables	Number of Question	Cronbach's Alpha of
Opportunity seeking / recognition	4	0.865
Generate and offer idea	4	0.736
Implemented and operated idea	4	0.753
Exploitation of the idea	4	0.844
Behavioral dimensions of OC	10	0.903
Structural dimensions of OC	10	0.902
Organizational entrepreneurs process	20	0.928
Organizational cultural	16	0.913

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used, and to display some statistical data we used column diagram and in deductive level to test the hypothesis of the research we used Structural equation model. To analysis we used SPSS and LISREL software

*Results:**Descriptive Results:*

The data gathered from questionnaires shows that 6.5 percent of responder is Staff and 52.8 percent are manager and 21.6 percent are faculty member and 17.1 percent don't mentioned their organizational situation. The responder's degree is 47.2 percent PhD, 7 percent MA, 24.1 percent BA, 7 percent AD, and 12.6 percent DA and 2 percent have under DA degree. It means that the most of the responders have high university degree. (Table 2)

Table 2: Responders degree

Valid	Degree	Frequency	Percent
	Under DA	4	2
	DA	25	12.6
	AD	14	7
	BA	48	24.1
	MA	14	7
	PhD	94	47.2
	Total	199	100

Table 3 shows age of the responders. 6.5 percent of responders have age between 20 – 37 years' old, 52.8 percent is between 28-35, 21.6 percent is between 36-43, 17.1 percent is between 44-50, and finally 2 percent have more than 51 years old.

Table 3: age of the responders

Valid		Frequency	Percent
	20-27	13	6.5
	28-35	105	52.8
	36-43	43	21.6
	44-50	34	17.1
	More than51	4	2
	Total	199	100.0

Table 4 shows work experience of the responders. According to table 4, from the precedence point of view about 46.2 percent of responders have experience between 1-5 years, 26.6 percent have between 6-10, 20.6 percent have between 11-15, 2 percent have between 16-20, and finally 3 percent have more than 21 years of experience. It shows that Faculty members and staffs experience are less than 15 years.

Table 4: Work Experience of the responders

work Experience			
		Frequency	Percent
Valid	1-5	92	46.2
	6-10	53	26.6
	11-15	41	20.6
	16-20	4	2
	More than 20	6	3
	Missing	3	1.5
Total		199	100.0

Table 5 shows descriptive statistics of variables. The highest mean related entrepreneurial process indexes was in opportunity seeking / recognition (2.42) and the lowest was in exploitation of the idea (2.21). Also, behavioral factor of organizational culture mean was 3.36 and structural factor of organizational culture mean was 2.30.

Table 5: Descriptive statistics of variables

variables	indexes	Mean	Std.
Entrepreneurial Process	Opportunity Seeking / Recognition	2.42	1.011
	Generate And Offer Idea	2.34	0.878
	Implemented And Operated Idea	2.40	.0926
	Exploitation Of The Idea	2.21	0.936
Organizational culture	Behavioral	3.36	.0953
	Structural	2.30	1.04

Hypothetical Results:

Conceptual model was evaluated based on goodness criteria. These criteria were Comparative Fit Index (CFI), Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (GFI). Goodness of fit indices, Comparative and Adjusted goodness varies between zero and one. Whatever the criteria close to one, the model shows a good fit. The results showed that these criteria in order have quantity 0.84, 0.91, 0.93 which indicates a very good fit of the model. The chi-square in compare with degrees of freedom is less than 3, The RMSEA is 0.052 and p-values is 0.000. It means that model has goodness of fit.

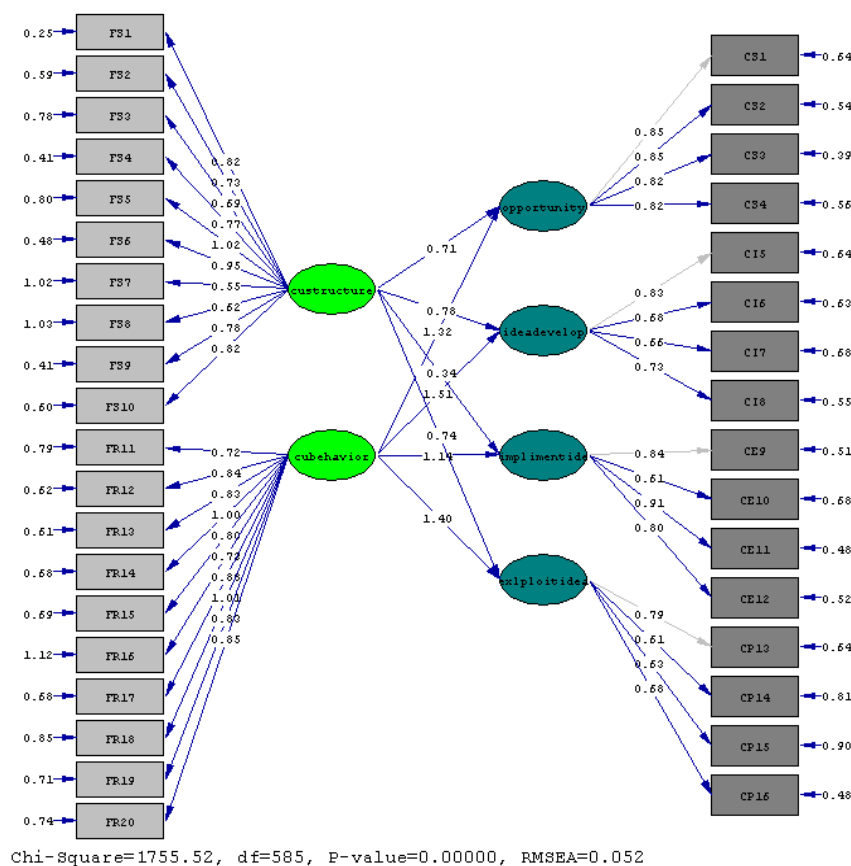
**Fig. 2:** The research tested model

Table 6: Results of structural equation modeling to test hypotheses

Hypotheses	Standardized coefficient	Result
<i>There is a significant relationship between Behavioral factors of Organizational cultural and Organizational entrepreneurs process</i>	1.22	confirm
There is a significant relationship between Behavioral factors of Organizational cultural and Opportunity seeking / recognition	1.32	confirm
There is a significant relationship between Behavioral factors of Organizational cultural and Generate and offer idea	1.51	confirm
There is a significant relationship between Behavioral factors of Organizational cultural and Implemented and operated idea	1.14	confirm
There is a significant relationship between Behavioral factors of Organizational cultural and Exploitation of the idea	1.40	confirm
<i>There is a significant relationship between Structural factors of Organizational cultural and Organizational entrepreneurs process</i>	0.61	confirm
There is a significant relationship between Structural factors of Organizational cultural and Opportunity seeking / recognition	0.71	confirm
There is a significant relationship between Structural factors of Organizational cultural and Generate and offer idea	0.78	confirm
There is a significant relationship between Structural factors of Organizational cultural and Implemented and operated idea	0.34	confirm
There is a significant relationship between Structural factors of Organizational cultural and Exploitation of the idea	0.74	confirm

According to results of hypotheses, there is a positive significant relationship between dependent and independent variables.

Conclusion And Suggestion:

This research has done to study the relationship between Organizational Culture and Entrepreneurship Process at Mohaghegh Ardabili University. We designed two main hypotheses and eight sub-hypotheses.

Findings shows that there is a positive significant relationship between structural factors of organizational cultural and opportunity seeking / recognition, generate and offer idea, implemented and operated idea and exploitation of the idea at University of Mohaghegh Ardabili. We can accept H_1 and reject H_0 . So, we confirm hypotheses 1-1, 1-2, 1-3 and 1-4. Also, there is a positive significant relationship between behavioral factors of organizational cultural and Opportunity seeking / recognition, Generate and offer idea, Implemented and operated idea and Exploitation of the idea at University of Mohaghegh Ardabili. We can accept H_1 and reject H_0 . So, we confirm hypotheses 2-1, 2-2, 2-3 and 2-4. The main hypotheses results show a positive significant relationship between behavioral and structural factors and Organizational entrepreneur's process. We confirm hypotheses 1 and 2.

We suggest that:

University of Mohaghegh Ardabili increase the behavioral factors of organizational culture: risk tolerance and innovation, personal initiative, support by management and colleagues, identity, tolerance of conflicts by training, motivating, encouraging and supporting.

University of Mohaghegh Ardabili increase the structural factors of organizational culture: values and objectives, singleness of action, integration and orientation to teamwork, control, communication by clear define of organization objective, suitable division of work in organization, using from informal controls and communication patterns set informal and according to hierarchy.

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