

SURVEYING THE RELATIONSHIP BETWEEN BEHAVIORAL AND STRUCTURAL FACTORS OF CULTURE AND ORGANIZATIONAL ENTREPRENEURSHIP AT UNIVERSITY OF MOHAGHEGH ARDABILI

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Abstract

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. 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 spearman correlation. The results show that structural and behavioral factors of organizational cultural are all significantly and positive related with organizational entrepreneurship at University of Mohaghegh Ardabili. Strong positive correlation was found between behavioral factors of organizational cultural and implemented and operated idea.

Keywords: *structural factor, behavior factor, Entrepreneurship, culture*

INTRODUCTION

Individuals arrive at organizations with variant motivations, experiences, and values. These natural individual differences tend to direct behavior in numerous, often divergent directions. If an organization is to direct behavior toward the accomplishment of a strategic mission, and is to present itself to stakeholders as a unified form, mechanisms must be created for reducing this variability among individuals and focusing employee efforts on the accomplishment of strategic goals. Culture is the complex of beliefs of human societies, their roles, their behavior, their values, traditions, customs and traditions. Culture is an extremely important concept to understand consumer behavior and that needs to be examined. Culture is the sum of a shared purpose among members of society, customs, norms and traditions. The basic reason of person's desire or determination is culture (Yakup et al, 2011).

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 (Rahimi and Vazifeh Damirchi, 2012). Organizational culture is often defined in terms of shared meanings -- patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability and control and shape employee behavior in organizations (Denison, 1990). In other

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definition organization culture is its self-sustaining patterns of behaving, feeling, thinking, and believing – that determine “how we do things around here” (Connolly, 2008; 211).

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 (Muchsin Saggaff et al, 2011, 94).

Schein (1985) the development of organizational culture is a natural sociodynamic process which occurs regardless of the intent of executive leadership, although it may be influenced by management. Peters & Waterman, (1982) while organizations may develop a relatively homogeneous culture, Gregory (1983) unique and divergent sub-cultures may evolve for separate departments or sub-groups within the organization (Yakup et al, 2011).

Organizational cultural characteristics have both structural and behavioral dimensions (Robbins, 2002, 381). 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 (Kulvinskienė And Šeimienė, 2009).

McGourty and his colleagues (1996) found that an organizational culture may be modified by specific management practices through strategic direction, employee selection, rewards and recognition, employee deployment, support of idea generation and a multifunctional teaming to encourage innovative behavior (Rahimi et al, 2011, 1764).

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 (Scott, 2003). Entrepreneurial activities are substantially different depending on the type of organization and creativity involved. Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. Many “high value” entrepreneurial ventures seek venture capital or angel funding (seed money) in order to raise capital to build the business. Angel investors generally seek annualized returns of 20-30% and more, as well as extensive involvement in the business (Osnabrugge& Robinson, 2000). Peter F. Drucker (1993) defines entrepreneur and entrepreneurship “the entrepreneur always searches for change, responds to it, and exploits it as an opportunity”. Howard Stevenson added “Resourcefulness” to define based on the entrepreneurial opportunities. Cool (1946) and Cooper (1946) define the Entrepreneurship as value creation through innovation (Zahra et al, 2008). In this research Entrepreneurship is Opportunity seeking / recognition, Generate and offer idea, Implemented and operated idea and Exploitation of the idea.

The main objective of this study, surveying the relationship between behavior and structural factors of culture and entrepreneurship at University of Mohaghegh Ardabili. To achieve this purpose we have secondary objective:

- Understanding the relationship between behavioral factors of organizational cultural and organizational entrepreneurs process at University of Mohaghegh Ardabili
- Understanding the relationship between structural factors of organizational cultural and organizational entrepreneurs process at University of Mohaghegh Ardabili

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 spearman correlation. To analysis we used SPSS software

RESULTS

1- 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 present don't mentioned their organizational situation. The responder's degree is 47.2 percent PhD, 7 present 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.

The age of the responders show 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.

Work experience of the responders 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 2 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.

Table2. 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

2- Hypothetical results

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 entrepreneurship 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 entrepreneurship 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

Subsequently, multiple correlation analysis has been done in order to determine the relationship between structural and behavioral factors of organizational cultural as independent variables and organizational entrepreneurship as dependent variable. The correlation analysis result between these variables is shown in table 3.

Table 3- multiple correlation coefficients of variables

		1	2	3	4	5	6	7
1	Opportunity Seeking / Recognition	1						
2	Generate And Offer Idea	.799**	1					
3	Implemented And Operated Idea	.546**	.547**	1				
4	Exploitation Of The Idea	.669**	.604**	.570**	1			
5	Structural	.385**	.467**	.334**	.485**	1		
6	Behavioral	.664**	.633**	.669**	.568**	.442**	1	

7	organizational entrepreneurship	.763**	.667**	.561**	.721**	.416**	.636**	1
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P<0/05**

According to table 3, the results show that relationship structural and behavioral factors of organizational cultural are all significantly and positive related with organizational entrepreneurship at University of Mohaghegh Ardabili. Strong positive correlation was found between behavioral factors of organizational cultural and implemented and operated idea (r= 0.669). According to above results, we can confirm H₁ and reject H₀. Also we can say that with alpha value (0.000) results are:

- *There is a significant relationship between Behavioral factors of Organizational cultural and Organizational entrepreneurship(r= 636).*
- *There is a significant relationship between Behavioral factors of Organizational cultural and Opportunity seeking / recognition (r= 664).*
- *There is a significant relationship between Behavioral factors of Organizational cultural and Generate and offer idea (r= 633).*
- *There is a significant relationship between Behavioral factors of Organizational cultural and Implemented and operated idea (r= 669).*
- *There is a significant relationship between Behavioral factors of Organizational cultural and Exploitation of the idea (r= 568).*
- *There is a significant relationship between Structural factors of Organizational cultural and Organizational entrepreneurship (r= 416).*
- *There is a significant relationship between Structural factors of Organizational cultural and Opportunity seeking / recognition (r= 385).*
- *There is a significant relationship between Structural factors of Organizational cultural and Generate and offer idea (r= 467).*
- *There is a significant relationship between Structural factors of Organizational cultural and Implemented and operated idea (r= 334).*
- *There is a significant relationship between Structural factors of Organizational cultural and Exploitation of the idea(r= 485).*

CONCLUSION AND SUGGESTIONS

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 H₁ and reject H₀. 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 H₁ and reject H₀. 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.

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