



The Relationship among Organizational Culture and Entrepreneurship in Personnel of Islamic Azad University, Islam Shahr Branch

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ABSTRACT: The current study is aimed at conducting an investigation into the review on relationship between organizational culture and organizational entrepreneurship among personnel of Islamic Azad University (IAU), Islam Shahr Branch (Iran). In this research, predictor variable is organizational culture and organizational entrepreneurship is the criterion variable. Methodology of the current study is of descriptive and correlation type. Statistical population of the present study includes all personnel of IAU Islam Shahr Branch., which comprises 339 participants. Sampling technique that has been adopted for this study is of classified random method and sample size consists of 187 of personnel. In this investigation, Hofstede's Cultural Scales (Inventory) has been used as a tool for collection of data and information, including 25- questions with 5- choices (based on LIKERT Scale) in four dimensions: Masculinity/ Femininity, Power Distance, Uncertainty Avoidance, and Individualism/ Collectivism and also Homan's Questionnaire including 95- questions with four- choices in some dimensions like perseverance, responsibility, risk- taking (riskability), control focus, verbal validity, innovation and creativity and flexibility where reliability coefficients of them were determined by Cronbach's Alpha Coefficient as 0.79 and 0.98 respectively. In order to analyze data, SPSS-15 software has been utilized. Several techniques and descriptive statistics have been used to calculate indices of central tendency, dispersion parameters and graphs while inferential statistics was adopted to identify Pearson correlation coefficient as well as multivariate regression to conduct testing of hypotheses in the given study. Findings came from this study include: There is positive significant relationship among organizational culture and entrepreneurship in personnel of this university at level (0.01); there is no significant relationship among masculinity (patriarchy) culture and entrepreneurship; there is significant relationship among collectivism and entrepreneurship. Also there is significant relationship between dimensions of organizational culture and change and innovation and among of these, dimensions of riskability and masculinity may predict creativity among managers. This study refers to significant relationship among uncertainty avoidance (ambiguity aversion) and power distance with entrepreneurship and to that power distance relates significantly to entrepreneurship while there is a positive relationship among uncertainty avoidance and entrepreneurship.

Keywords: Organizational Culture, Masculinity/Femininity, Power Distance, Uncertainty Avoidance, Collectivism/ Individualism, Organizational Entrepreneurship

ORIGINAL ARTICLE

INTRODUCTION

A group of experts believe in that if it is stipulated that all over developments and transformations occur in a certain organization then its culture should be dramatically transformed. Some researchers like Andriopoulos, Martins, and Weihua emphasize on importance of organizational culture in creation of training framework in which creativity and innovation to be accepted as fundamental variables while expressing that culture of any organization may share in organization as a factor in creation of rate of existing creativity and innovation. From Gil Martins' viewpoint, in fact, one should look for success and failure of a certain organization in its culture (Toosi, 1993).

It is identified that how personnel of an organization may perceive by means of organizational culture (Mortazavi et al., 2000). Doubtlessly, today world possesses special characteristics. One of the characteristics of the today world is dramatic changes

and development that may be seen in state of mind, ideology, social values and way of doing business. Organizations are some of phenomena, which have been and are now affected extremely by such trends. The multiple changes to which the organizations are exposed are so fast and include a power thereby it defeats any type of resistance and moves all forward in current growingly competitive world.

On the other hand, speed of innovation has been increased so rapidly by which changes and innovations have been converted into usual phenomena and what is considered by the organizations as competitive privilege against other rivals may be imitated promptly by other one and its importance will be faded. These cases have lead life of organizations to be exposed against risk more than ever and finding a solution for this problem to be purposed as permanent mental concern for managers of enterprises and organizations. Here the importance

of creative and innovative manpower or in other words organizational entrepreneurs becomes more evident so only with the presence of such personnel an organization may achieve innovations and endure in competition field. Ability for creation of competitive advantage is one of the paramount factors in organizational survival. Adoption of innovation in products and giving services are of the foremost and most essential mechanisms for creation of sustainable competitive privilege with today dynamic environment. Nowadays wide developments and changes and dynamism of competition have caused smart organizations to look for creation of conditions in which they could attract, manage and maintain creative and entrepreneur personnel more than ever in order to enjoy further organizational entrepreneurship advantages. Today, organizations may accomplish to flexible, innovative and opportunist rivals by little number of creative and entrepreneur personnel and through execution of entrepreneurial project. They should prepare some conditions in which all personnel could possess entrepreneurial spirit and manage easily to implement their own entrepreneurial activities individually or collectively (Samad Aghaei, 1999).

Many variables may play role in creation and training of organizational entrepreneurship. Training of organizational culture is one of the effective important variables in creation of entrepreneurship and creativity. In general, organizational culture affects on all organizational aspects and managerial tasks and way of guidance and training of personnel (Jalili, 2007).

Becker defines organizational culture as follows: "Organizational culture is a system of a common inference that its member adopt toward an organization and this characteristic causes two organizations to take apart from each other." (Ghayomi, 2009).

Organizational culture comprises of a unique model of assumptions, values and common norms that form activities such as sociability, language, symbols and operation in organizations (Moghimi, 2011).

After his study, Geert Hofstede found that there are four dimensions thereby one might describe way and reason for several behaviors. In fact, Hofstede's main finding is that organizations are extremely influenced by culture. This not only affects on personnel's behavior inside an organization but also on possibility of successful realization of theories regarding organization and management styles ranging from one culture to another.

These four dimensions include: Uncertainty avoidance, power distance, masculinity/ femininity, and individualism/ collectivism (Schneider et al., 2000).

Organizational culture gives a sense of identity to organizational members. This culture causes creation of commitments in personnel beyond of the personal profits and interests (Robins, 2010).

Several studies have carried out regarding the relationship among organizational culture and entrepreneurship so we deal with some of them:

- Asaadi (2001) examined the relation among Hofstede's cultural dimensions and organizational commitment of personnel from Tehran TVTO Organization and the findings were obtained as follows: in the studied population, there is positive relationship among collectivism and personnel's organizational commitment as well as between low uncertainty avoidance and ambiguity aversion with personnel's organizational commitment.

In an investigation which was done by Hosseininejad (2002) regarding "organizational culture in Ministry of Jihad-E-Sazandegi and Ministry of Agriculture" in Iran, research findings showed significant difference among four components (integration, riskability tolerance, guidance and sponsorship and control) and lack of significant difference among other six variables (in the fields such as emergence of personal innovation, organizational identity, highly tolerant reward system, communication model and managerial support).

Lesan Khosh (2006) in her dissertation, called review and evaluation of organizational structure benefitted from Hofstede's model, by conducting study in headquarters of Social Security Organization (SSO) at Tehran City achieved the followings results about organizational culture in SSO Organization:

Power distance is extremely high; uncertainty avoidance is very strong; it is a collectivist organization and femininity is strongly governed there.

Sholeh (2009) in her essay under title of review on relationship among organizational culture and creativity and organizational change in principals from primary schools at Shiraz District 1, has explored into the relation between organizational culture with creativity, change and innovation among principals of Shiraz primary schools. Statistical population of her study includes 80 participants, who were elected by means of simple randomized sampling. Findings came from this study indicated that:

Among dimensions of organizational culture, riskability, individualism and masculinity variables might predict creativity in managers. There is also significant relationship among dimensions of organizational culture and change and innovation. Among of these dimensions, variables of riskability and masculinity may predict managers' creativity. Creativity is higher among female managers than in male ones.

In another study done by Amabil et al. (2002) under title of the affection and creativity in workplace examined the relation among affection and creativity in work field. Results showed that affection positively relates to creativity in organizations and this relation is of simple linear type.

In his study, Crockett (2005) came to this result that personnel who have entrepreneurial orientation and provide personal support for risk-taking by other personnel might act better to take risk in managerial teams to realize personnel's insight and long term wishes for success in organizations where riskability culture and ground prepared for individual to take venture.

In an article called "Review of the impact of organizational culture on creativity", Sadeghi Maal Amiri et al. (2009) examined first subject of organizational culture and then the impact of organizational culture variables including uncertainty tolerance, challenge tolerance, riskability, communication system and freedom on creativity.

In a research that has been conducted in Allameh Tabatabaei University under title of "Review of effectiveness in training creativity on improvement of entrepreneurial motivation in unemployed people in Tehran City", Azizizadeh (2007) came to the result that creativity may serve as casting glance differently at a problem and achieving a new solution for it. Results of this study showed that it has been significant at level ($p < 0.05$) so they were complied with the results from previous findings.

In another essay called review of culture and technique of management inter-personnel's conflicts according to Hofstede's model, Alavi et al. (2004) examined the relation among culture and inter-personnel's conflicts in mid rank directors from Mellat Banks in Kerman City. Totally 49 participants attended in this study. Methodology of this study is of bivariate correlation type. And also this method was adopted

MATERIALS AND METHODS

Since the present study is intended to review the relationship among organizational culture and entrepreneurship in personnel from IAU Islam Shahr Branch; therefore, this investigation is classified the given studies according to way of gathering data:

It is of applied type in terms of goal, and of descriptive- correlation kind from methodology and of surveying type from data gathering aspect (since it is a type of polling and systematic questionnaire has been used for this purpose).

In this study, statistical population includes all personnel from IAU Islam Shahr University. With respect to an inquiry from employment unit of this

based on the given data and the following results were derived:

1- There is a direct relationship among power distance and adoption of comparative method against superior officials in organizational conflicts.

2- There is a direct relationship among power distance and application of compulsory method against subordinates.

3- A direct relationship exists among collectivism and adoption of avoidance technique against personnel with the same rank.

4- Femininity relates inversely to using compulsory technique against subordinates.

5- There is a direct relationship among uncertainty and using collaborative technique against superior.

Also in their study, Martins et al. (2003) have referred to significant relation among organizational culture with creativity.

With respect to it mentioned, the main objective of the present study is to test the following hypotheses:

1- To determine relationship among organizational culture and entrepreneurship in personnel from IAU Islam Shahr Branch;

2- To determine relationship among individualism/ collectivism and organizational culture in personnel from IAU Islam Shahr Branch;

3- To identify the relation between power distance and organizational entrepreneurship in personnel from IAU Islam Shahr Branch;

4- To characterize the relationship among uncertainty avoidance and organizational entrepreneurship in personnel from IAU Islam Shahr Branch;

5- To determine relation among masculinity/ femininity and organizational entrepreneurship in personnel from IAU Islam Shahr Branch

university, number of all personnel from Islam Shahr University was 339 participants.

By considering statistical population of this study and by means of Morgan's Sample Size Table, 187 participants were determined from personnel as statistical sample in this investigation. Furthermore, by adoption of classified random sampling technique, sample size in statistical population was identified.

The current measurement tools made up two questionnaires i.e. Hofstede's Cultural Attitudes and Homan's Standardized Inventories. The main questionnaire includes 25 questions out of which 9 questions relating to masculinity/ femininity, 5 concerning to collectivism/ individualism and 6 ones measured variable of power distance respectively.

This questionnaire has been adopted by Nazarpour, where its reliability was computed by Cronbach Alpha Coefficient and it was derived as 0.76. Similarly, Mohabati et al. who have utilized this questionnaire reported its validity and reliability as 0.82. In this study, total reliability of questionnaire was calculated by Cronbach's Alpha Coefficient as 0.79. Rate of reliability was derived for seven dimensions of entrepreneurship questionnaire by Cronbach's Alpha Coefficient ranged from 0.67 to 0.94 while coefficient of total validity for the given questionnaire was 0.98. After selection of sample group and administration of entrepreneurship and organizational culture questionnaires, the collected information was

RESULTS

Table1. Frequency distribution of participants based on gender

| Gender | Frequency | Percent |
|---------|-----------|---------|
| Females | 80 | 45.2 |
| Males | 97 | 54.8 |
| Total | 177 | 100 |

Based on the information in above table, 54.8% of participants in this study were male personnel. This

Table- 2: Correlation coefficients among entrepreneurship and organizational culture variables (n= 177)

| Variables | Popular | Collectivism | Uncertainty | Power | Total |
|------------------|---------|--------------|-------------|----------|------------------------|
| | | | Avoidance | Distance | Organizational Culture |
| Entrepreneurship | 0.14 | 0.271 | 0.173 | -0.348 | 0.254 |

As this table indicates, the relationship among these two variable is at significant level ($p = 0.01$, $r = 0.254$). Thus Null Hypothesis could be rejected at this level (0.01) so it may be concluded with 99% level of confidence that "There is a positive significant relationship among organizational culture and entrepreneurship in personnel from IAU Islam Shahr University."

Hypothesis II: There is relationship among masculinity culture and entrepreneurship of personnel in IAU Islam Shahr University.

According to information derived from Table-2, significance level for relationship among these two variable is greater than 0.05 ($p = 0.09$, $r = 0.14$). Therefore, no adequate evidence exists for rejection of Null Hypothesis at this level of significance (0.05). Thus, it can be concluded that "There is no significant relationship among masculinity culture and entrepreneurship in personnel of IAU Islam Shahr University."

encoded and entered into computer and analyzed by means of SPSS (15) software. But since analysis is a multiple stage process so before refining of data empirically, it is better to describe them in order to serve as a basis for testing hypotheses and their generalization to statistical population; accordingly, study results are classified into two parts: 1) descriptive and 2) analytical. In descriptive part, some parameters have been used such as central tendency, data dispersion and graphs while in inferential section, by benefitting from Kolmogorov- Smirnov Statistical test, Pearson Correlation Formula and multivariate regression, hypotheses of the current study have been tested.

figure has been reduced to 45.2% regarding female staffs.

With respect to normality of the given distribution of all variables of research, hypotheses of this study are tested by means of Pearson correlation coefficient via interval scale.

Hypothesis I: There is a relationship among organizational culture and entrepreneurship for personnel in IAU Islam Shahr University.

Hypothesis III: There is relationship among collectivism culture and entrepreneurship in personnel from IAU Islam Shahr University.

The figures which are derived from Table- 2 suggest that rate of correlation is so high among both variables that one could reject Null Hypothesis at this significance level ($p = 0.01$, $r = 0.371$). Thus, it could be claimed that "There is a positive significant relationship among collectivism culture and entrepreneurship in personnel from IAU Islam Shahr University."

Hypothesis IV: There is relationship among culture of uncertainty avoidance and entrepreneurship in personnel from IAU Islam Shahr University.

As it observed in Table- 2, the significance level of relationship among these two variables is 0.05. ($p = 0.05$, $r = 0.173$) Therefore, Null Hypothesis could be rejected at the given level (0.05) so it may be concluded at 95% level of confidence that "There is a positive significant relationship among culture of

uncertainty avoidance and entrepreneurship in personnel of IAU Islam Shahr University."

Hypothesis V: There is relationship among culture of power distance and entrepreneurship in personnel from IAU Islam Shahr University.

As it shown in above table, the relationship among two aforesaid variables is at significant level ($p = 0.01$, $r = -0.348$). Therefore, one can reject Null Hypothesis in favor of the given hypothesis of this study at significance level (0.01) and it can be concluded at 99% level of confidence that "there is a

negative significant relationship among culture of power distance and entrepreneurship in personnel of IAU Islam Shahr University."

Although testing of hypotheses showed that variables of organizational cultures, collectivism, uncertainty avoidance and power distance are related to "entrepreneurship". In order to examine all variables in a single model, multivariate regression test was utilized; however, before conducting calculations, it is better to explore into hypotheses of this test.

Table 3. Descriptive statistics of the model by means of stepwise technique

| Model Total | Predictor variables entered into model | Correlation Coefficient | Squared Correlation Coefficient | Balanced Correlation | ΔR^2 | Significance Level |
|-------------|--|-------------------------|---------------------------------|----------------------|--------------|--------------------|
| 1 | Collectivism Culture | 0.371 | 0.138 | 0.132 | 0.138 | 0.01 |
| 2 | Culture of Power Distance | 0.469 | 0.229 | 0.209 | 0.802 | 0.01 |

According to information in above table, among 4 predictor variables, only 2 (i.e. "collectivism culture" and "culture of power distance") have been entered into this model. In Model-1, the rate of relationship is 0.371 among collectivism culture and entrepreneurship. In other words, "collectivism culture" may justify by itself approximately 13.8% of the variations regarding entrepreneurship on personnel of IAU Islam Shahr University ($R^2 = 0.138$). In Model 2, "culture of power distance" is added to this model so R^2 is increased to 0.229. Namely, almost 22.9% of variance rate of personnel's entrepreneurship is interpreted by means of a linear

relation with variables of collectivism culture and culture of power distance out of which portion of "culture of power distance" is approximately 8.2%. As it observed in regressive model, "masculinity culture" and "culture of uncertainty avoidance" have played no role in interpretation of entrepreneurship of personnel of IAU Islam Shahr University. At the same time, the calculation regarding F-Statistic indicated that square of multivariate correlations is significant at this level (0.01). ($p = 0.01$; 174, d.f = 2, 174; $F = 22.7$). The next computer output shows the analysis on model's regressive coefficients.

Table 4. Coefficients for each of variables in measurement model

| The variables entered into model | Model | B | Standard Deviation | Standardized coefficients of variable (β) | t | Significance Level |
|----------------------------------|----------------------|-------|--------------------|---|------|--------------------|
| Collectivism Culture | 1. Intercept | 273.5 | 9.02 | | | 0.01 |
| | Variable Coefficient | 1.35 | 0.32 | 0.319 | 30.3 | 0.01 |
| Culture of Power Distance | | -1.34 | 0.351 | -0.291 | 4.2 | 0.01 |
| | Variable Coefficient | | | | -3.8 | |

According to the existing data in this table, regression equation could be written as follows: $273.5 + 1.35$ (Collectivism culture) $- 1.34$ (Culture of power distance) = (Y) Predicted entrepreneurship. Based on

above regressive model, it may be implied that: By increasing one unit to collectivism culture variable, 1.35 units are added to entrepreneurship of personnel in IAU Islam Shahr University and at the same time by

increasing one unit in variable of culture of power distance, 1.34 units will be decreased from entrepreneurship of personnel in IAU Islam Shahr University. As it seen, collectivism culture plays an incremental role in interpretation of entrepreneurship while variable of culture of power distance may play a decremented role for this purpose.

DISCUSSION

According to the purposed hypothesis I in this study, it was characterized that there is a significant and positive relationship among organizational culture and entrepreneurship of personnel in IAU Islam Shahr University at level 0.01. Results of hypothesis II showed that no significant relationship exists among masculinity culture and entrepreneurship and among of these dimensions some of them can predict creativity in managers including riskability and masculinity variables. Hypothesis III has met the significant relationship among collectivism and entrepreneurship. Also there is a significant relation among organizational culture, change and innovation.

Hypotheses IV and V refer to the existing significant relationship among uncertainty avoidance and power distance with entrepreneurship and the fact that power distance variable is negatively related to entrepreneurship while the relationship among uncertainty avoidance and entrepreneurship is positively significant.

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