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A Study on the Relationship between Organizational Culture and Organizational Technological Entrepreneurship among Youth and Sports Department Staff of Khorasan Razavi Province, Iran

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Abstract: The present study was conducted to investigate on the relationship between organizational culture and organizational technological entrepreneurship among youth and sports department staff of Khorasan Razavi province. This study is functional in objective and comparative and causal in terms of method; necessary data was collected through field survey. The sample community included all youth and sports department staff and experts of Khorasan Razavi province with a total number of 120 people. According to Morgan table formula, the final sample size was 91 individuals who were selected through simple random sampling without replacement. A two-part questionnaire, Robbin's organizational culture questionnaire and researcher-made technological entrepreneurship questionnaire was used to collect the data; collective opinion of professors and experts in the field of sports management was used to assess the validity and Cronbach's alpha was used to assess the reliability of the test. Frequency distribution table, central indexes (mean) and dispersion (standard deviation) were used to analyze descriptive data and Kolomogorov-Sminrove tests and Spearman-Pearson correlation coefficient tests were used to analyze inferential statistics through SPSS Software. According to the findings of the study, the highest association between organizational culture and organizational technological entrepreneurship is related to the following criteria: organizational culture (0.7), creativity (0.626), communication pattern (0.518), cohesion (0.476), organizational support (0.456), compromise (0.444), leadership (0.421), risk (0.395), reward system (0.367), control (0.327) and identity (0.219).

Key words: Organizational culture, organizational technological entrepreneurship, youth and sports department, Khorasan Razavi, Stephen Robbins Model

INTRODUCTION

Novel approaches to organizations are one of the most fundamental changes in management. Until two decades ago, it was thought that organizations are rational tools for coordinating and controlling people in order to fulfill objectives; organizations were supposed to have vertical surfaces of parts, sections and units and follow relations of power (Ashoori, 2001; Alvani, 1994) However, today it is acknowledged that organizations are much more complicated associations and paying close attention to items, such as organizational atmosphere and culture as relatively new phenomena in modern organizational and management studies is of paramount importance (Robbins, 2002)

Culture of an organization, like personality of an individual is a phenomenon which unites fields of thought, gives sense and direction to affairs and motivates individuals. Despite having a long history, organizational culture is an issue has just recently been introduced into management knowledge and organizational development and behavior. Culture has long been used to describe the quality of life of human society and has enjoyed many debates and discussions; however, there has been limited discussion about organizational culture, despite its being the basis of behavior in the organization. Organizational culture is one of the main factors in the success or failure of an organization in today's evolving and dynamic environment.

The majority of problems concerning the organizational culture studies result from a lack of consensus in definition. Organizational culture can be implied as a further attempt to achieve emotion, sense,

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character, or image of an organization, covering many basic concepts of informal norms, values information, ideology and evident systems. Anthropological basis is what formulates the present partition as organizational culture. Management thinkers developed a model based on the definition of corporate culture they believe that a single framework cannot be provided for describing organizational culture values. Stephen Robbins has listed ten features of organizational culture which were briefly explained which are more or less common among organizations (Robbins, 2002). Individual creativity signifies responsibility, freedom and independence of a subject within an organization. This item varies among organizations, i.e., strictly hierarchical organizations permit a low degree of individual creativity. The extent to which people are encouraged to take initiative to take risky and ambitious steps is called risk. An organization where people take responsibility freely and carry out them despite risky consequences implies strongly established cultural values and a high level of organization maturity. The extent to which the objectives and functions are clearly characterized is called leadership (Rezaeian, 2004). Effective goal setting and providing appropriate guidance and feedback result in better performance and development of employees and this is of paramount importance in human-based organizations. The extent to which inter-organizational units function harmoniously is called unity and cohesion. Cohesion implies consensus, cooperation and unity between groups and units in order to achieve common goals. The extent to which managers interact with their employees, offer help and support them is called manager support. Given that one of the major duties of manager is developing human resources, this property implies the degree to which growth and development of human resources is valued (Robbins, 2002).

The number of laws and regulations and the direct supervision of individual behaviors by managers is called control. This index examines the rues instructions and direct and external supervision to control individual behavior. The degree to which individuals represent the entire organization is called identity; identity characterizes commitment, loyalty and defending the values of one's organization. The degree to which the bonus allocation (promotion and salary increase) is based on employee's performance rather than work experience and nepotism is called reward system; incentives and reward systems shape the motivation of employees of an organization. The extent to which people are encouraged to accept criticism is called conflict bearing. In some organizations, managers do not take much criticism and employees are not given the opportunity to comment on issues and this frustrates the employees. The extent to which organization communication is limited to the hierarchy of formal authority is called communication pattern. Each individual index experiences a spectrum, ranging from very low to very high; this represents member emotions, their collective understanding, ways of doing things and their behavior. These ten features include both structural and behavioral aspects (Rezaeian, 2004).

Important strategies by which managers affect prosperity and development of creativity and entrepreneurship include increasing motivation among employees, giving employees freedom, establishing working groups and providing mutual support for different ideas among group members, allocating reward and promotion, trusting and believing in people, absence of unnecessary and time-consuming assessments, creating a quiet, tension free working environment, organizational support, strengthening mutual cooperation and appropriate coordination with the staff, making the business attractive to the employees not using force to fit employees into unsuitable jobs, providing important temporal and financial resources to motivate people and founding research-based and technological projects in the organizations. Thus, it is necessary that managers keep cautious of the process of management and entrepreneurship in organizations and encourage their employees in order to create a more efficient staff community. Integrating new technologies into organization results in more flexibility, more reasonable confrontation with problems and bottlenecks and more precise decisions in case of necessities. Since, a great extent of human activity is performed in organizations, managers can accelerate the emergence of entrepreneurship through creating backdrop which won't come true unless the managers, themselves, possess creative and entrepreneur horizons (Asgari, 2005). Ahmadi's study (Rezvani and Jahangir, 2011), entitled "The Relationship Between Perceived Organizational Supports with Entrepreneurship in Governmental Organization" showed that if rules and managements of organizations support creativity and entrepreneurship and necessary platform is established, organizations will move towards entrepreneurship and adaptation to the changing environment will increase (Rezvani and Jahangir, 2011). Razavi in a research entitled "Designing conceptual technological entrepreneurship model", designed a conceptual technological entrepreneurship model for Tehran Municipality; according to the model, the main issue of corporate entrepreneurship technology model is discovering and creating technological opportunities out of causal circumstances which is realized through monitoring, technology selection, need

trend analysis integrating evaluation strategies and exploring new technological opportunities. On the other hand, underlying conditions such as organizational culture, structure, management and rules and regulations as well as environmental conditions such as government, research centers and consultants, are effective in this process. According to Tabrizi's study, entitled "Investigating the Relationship Between Organizational Culture and Creativity and Entrepreneurship" which was conducted among faculty members of physical education departments all over the country, the correlation between organizational culture and creativity and entrepreneurship is 0.63 which was significant on a level of p = 0.05. Daily Outer's study, entitled "Maximizing Leadership Capacity in Future", Examined the Effect of Self-leadership Model on Creativity an Innovations; according to the findings of his study, there is significant relationship between self-leadership ability, stimulation and bonus allocation system with creativity and entrepreneurship; there is significant difference between work experience and creativity and innovation. Managers with high job analysis and leadership ability won't be able to function properly of they are not located in supportive environment. Lioskio's study entitled "Factors Affecting the Creativity of Senior Executives" attained following findings; after investigating the role of age, sex, education, place of service and years of experience variables on the creativity of senior executives, education and sex had highest relationship with creativity and other variables did not yield any significant association with innovation of senior executives. In terms of general complexity or the number of organizational levels, organizations with flat structure and less management layers produce more numbers of incentives in comparison to organizations with long structure and more management layers. Harris *et al*. (2009) in a study entitled "New Advances in the Development of Creativity" showed that when people analyze a wide range of options with relatively high risks, it is actually the organization which allows them express their ideas more freely. Such an organization experiences wider range of solutions and takes risk even for making long term decisions all because of the fact that employees present higher and more efficient creativity (Moghini, 2005).

Managers and employees of physical education as parts of the administrative system have various activities in the area of physical education. Physical education executives are in charge f dealing with several issues such as leading a large number of employees and men and women coaches with different physical and mental needs, proper and directed use of their talents and abilities and rapid technological changes. Therefore, the present study was carried out to investigate on the relationship between 0rganizational culture and organizational technological entrepreneurship among youth and sports department staff of Khorasan Razavi province in order to create change, productivity and organizational development. It is necessary for managers and employees of sports departments to establish entrepreneurship, react to new technological advances and take risk in confronting with new ideas. Control, leadership, support, reward system and cohesion are necessary for the improvement and advance of organization quality. Based on what was mentioned and the role of physical education if fulfilling stated objectives, the necessity of providing stimulation and incentive regarding organizational culture of youth and sports department of Khorasan Razavi province is clarified; it made the researcher investigate the relationship between organizational culture and organizational technological entrepreneurship among youth and sports department staff.

MATERIALS AND METHODS

This study is functional in objective and comparative and causal in terms of method; necessary data was collected through field survey. The sample community included all Youth and Sports Department staff and experts of Khorasan Razavi province with a total number of 120 people. According to Morgan table formula, the final sample size was 91 individuals who were selected through simple random sampling without replacement. A two-part questionnaire, Robbin (2002)'s organizational culture questionnaire which includes 41 questions and researcher-made technological entrepreneurship questionnaire which includes 18 questions was used to collect the data; collective opinion of professors and experts in the field of sports management was used to assess the validity and Cronbach's alpha was used to assess the reliability of the test; the results are shown in Table 1.

Table1: Cronbach alpha coefficient for research variables in final samples

Variables	Cronbach alpha coefficient
Organizational culture	0/8365
Creativity	0/7043
Risk	0/7754
Leadership	0/7127
Organizational support	0/7540
Cohesion	0/7553
Control	0/8131
Identity	0/7767
Reward system	0/8151
Compromise	0/8002
Communication pattern	0/8285

Frequency distribution table, central indexes (mean) and dispersion (standard deviation) were used to analyze descriptive data and Kolomogorov-Sminrove tests and Spearman-Pearson correlation coefficient tests were used to analyze inferential statistics through SPSS Software.

RESULTS AND DISCUSSION

Descriptive studying data showed that 70/9% (84 cases) of total respondents were male and 29/1% (n = 36) were female; 3% (4 cases) were single and 97% (116) were married, 9/0% (4) between 18 and 24 year old, 13/6% (n = 16) between 25 and 34 year, 61/5% (n = 71) between 35 and 44 year, 22/7% (n = 27) between 45-54 year old, 0/6% (1) over 54 year and 0/6% (n = 1) has been missed. Also 12/7% (n = 16) were holding associate degree, 65/2% (n =79) BA, 20/6% (n = 22) MA, 0/9% (n = 2) were PhD and 0/6% (n = 1) has been missed; 93% (n = 112) formal employment, 1/8% (n = 2) contracted, 4/2% (n = 5) part time and 0/9% has been missed; 7/9% (n = 9)>5 year' work experience, 3/3% (n = 4) between 6-10 year, 6/7% (n = 8) between 11 and 15 year, 81/2% (n = 97) between 16 and 20 year' work experience, 0% over 20 years and 0/9% (n = 2 patients).

According to the results presented in Table 2 to determine the relationship between variables that are normally distributed, Pearson correlation test and to determine the relationship between variables that are not normally distributed, Spearman correlation test used.

According to the results shown in Table 3 given the significance level, there is direct and positive relationship between organizational culture and its subcomponents with including creativity, organizational support and communication pattern with organizational technological entrepreneurship. Highest value of correlation coefficient is related to the strong relationship between organizational culture and organizational technological entrepreneurship. Creativity, communication pattern and organizational support variables occupy further ranks.

According to the significance level of results shown in Table 4, organizational culture subcomponents such as risk, leadership, control, reward system, compromise, identity and cohesion have strong and positive with organizational technological entrepreneurship. The value of correlation coefficient is highest in case of organizational cohesion and organizational technological entrepreneurship which shows strong relationship between the two; compromise, leadership, risk, reward system, control and identity variables occupy further ranks. According to the results shown in Tables 3 and 4, we can conclude that the most significant relationship between organizational culture and its components with organizational technological entrepreneurship is related to: organizational culture (0.7), creativity (0.626), communication pattern (0.518), cohesion (0.476), organizational support (0.456), compromise (0.444), leadership (0.421), risk (0.395), reward system (0.367), control (0.327) and identity (0.219).

Table 2: Kolmogorov-Smirnov test

Variables	Z-score	Sig. level	Final result
Organizational culture	1/001	0/269	Normal
Creativity	0/873	0/431	Normal
Risk	1/837	0/002	Abnormal
Leadership	1/443	0/031	Normal
Organizational support	1/293	0/071	Normal
Cohesion	1/865	0/002	Abnormal
Control	1/556	0/016	Abnormal
Identity	1/768	0/004	Abnormal
Reward system	1/4	0/04	Abnormal
Compromise	1/776	0/004	Abnormal
Communication pattern	1/341	0/055	Normal
Organizational technological entrepreneurship	0/949	0/329	Normal

Table 3: The relationship between organizational culture and its components with organizational technological entrepreneurship through Pearson correlation coefficient

Organizational technological entrepreneurship		
Variables	Pearson correlation coefficient	Sig. level
Organizational culture	0/7	0/0001
Creativity	0/626	0/0001
Organizational support	0/456	0/0001
Communicational pattern	0/518	0/0001

Table 4: The relationship between organizational culture and organizational technological entrepreneurship through Spearman correlation coefficient test

Organizational technological entrepreneurship		
Variables	Spearman correlation coefficient	Sig. level
Risk	0/395	0/0001
Leadership	0/421	0/0001
Control	0/327	0/002
Reward system	0/367	0/0001
Compromise	0/444	0/0001
Identity	0/219	0/037
Cohesion	0/476	0/0001

Based on the findings of the present study and the relationship between organizational culture and organizational technological entrepreneurship, it can be said that supportive and non-supportive culture is one of the most critical elements in the tendency of organizations towards technological entrepreneurship. Our beliefs, convictions and thoughts are certainly somewhat shaped by the culture of organization in which we work. The results of the present study are consistent with the findings of Rezvani and Jahangir (2011). Razavi believes that underlying conditions such as organizational culture, structure, management and rules and regulations

as well as environmental conditions such as government, research centers and consultants are effective in enhancing organizational technological entrepreneurship.

CONCLUSION

The results showed significant relationship between creativity and organizational technological entrepreneurship which was consistent with Tabrizi's, he stated that organizational culture and its components directly and indirectly facilitate and stimulate creativity and entrepreneurship of employees. An external factor which influences the emergence of entrepreneurship and creativity is establishing a stimulating incentive and generally entrepreneur atmosphere. Organizations create and prepare an environment that fosters the emergence of new ideas among managers and employees. There is significant relationship between risk and organizational technological entrepreneurship among Youth and Sports Department staff of Khorasan Razavi province which is consistent with the findings of Jared. Culture is related to the extent of the involvement of employees in fulfilling their responsibilities and certain values, such as loyalty, commitment, team work, risk and sociability are necessary. The dominant culture of an organization should encourage risk among employees so that people are motivated to present new ideas and confront risky challenges; if employees fear failure and reprimand, they won't express their ideas which might actually be new and entrepreneur. According to the results, there is significant relationship between leadership and organizational technological entrepreneurship among employees of youth and sports department of Razavi (2012) province which is consistent with the findings of daily outer's study. Leadership is what makes an organization successful; the major difference between successful and unsuccessful organization is the absence of competent and entrepreneur leader, rather than in lack of capital, lack of skilled manpower, space and location; the quality 0f leadership is the most important factor which determines success or failure of an organization (Laratta, 2009). According to the results and the significant relationship between support and organizational technological entrepreneurship, it can said that if rules and regulations support innovation and entrepreneurship and provide necessary context, organization will move towards entrepreneurship and fundamental positive changes. If control and supervision is done precisely and timely in organizations, strengths and weaknesses of the organization in terms of environment and technology will be discerned and the organization will move towards innovation and entrepreneurship to use environmental opportunities; these findings are consistent with Laratta *et al.* (2009) study (Rahmati, 2010). A creative organization depends on the self-control of employees to a large extent; self-control is the fruit of innovation and entrepreneurship. If a fair and efficient reward mechanism is established for encouraging new technologies and entrepreneurship which might actually be of help for organization and increase the efficiency of performance, the movement of the organization towards technological entrepreneurship is guaranteed. If the managers fail to do so efficiently, the employees won't have desire, motivation, morale and spirit for participation and comment in the organization. Given the existence of for and against groups and the emergence of technology in organizations, the conflicts between individuals and groups must be minimized through increasing their awareness about advantages and disadvantages of technological entrepreneurship. These results are consistent with the findings of Rahmati (2010)'s study (Helm, 2006). Entrepreneur organizations support and advocate cultures which care about conflicts and debates when employees count themselves as parts of the organization and align their attempts in line with organizational goals, they will accept new technologies much more easier and participate further in strengthening entrepreneurship in the organization. These results are consistent with Rahmati (2010)'s study research (Helm, 2006). Formality, organizational focus and mechanical and organic structures should be considered in discussing the relationship between communication patterns and organizational technological entrepreneurship. The more an organization is fettered with formality and obsessed with meticulous observation of rules and regulations, the less free employees are in expressing their ideas; thus, entrepreneurship which is the fruit of the expression of novel strategies and solutions will be minimized. This is consistent with the findings of Helm (2006)'s study. Based on what was mentioned in the present study, it can be concluded that organizations which integrate cultures supportive of entrepreneurship and technology, will witness high efficiency in today's competitive market. We must know that organizational technological entrepreneurship can enhance problem solving and decision making through saving time and capital and presenting novel strategies and presenting novel strategies and increase the efficiency of resources in fulfilling organization goals.

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