

## **Developing an Effective Organizational Culture on Organizational Entrepreneurship in Tabriz University of Medical Science**

*Nayer Eskandari*

*MA, Public Administration, Islamic Azad University, Bonab, Iran*

<sup>1</sup> *Khosrow Sadr Haghighi*

*Ph.D, Public Administration, Islamic Azad University, Bonab, Iran*

### **Abstract**

Organizational culture encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization". Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization. Corporate entrepreneurship, the entrepreneurial process within the organization, so all employees can act in the role of entrepreneurs and individual activities continuously, fast and comfortable in the central organization not score. When entrepreneurial activity by an individual or group within an organization's entrepreneur, entrepreneurial organization to say. There are numerous definitions for the term entrepreneurship researchers. Entrepreneurship course is the study of processes and phenomena entrepreneurship.

**Keywords: Corporate Entrepreneurship; Organizational Culture; Tabriz  
University of Medical Sciences**

---

<sup>1</sup> Corresponding Author: *Khosrow Sadr Haghighi*

## **Introduction**

Not very long ago, phrases and terms like "downsizing", "small is beautiful", or "elephants can't dance" were very popular and common in most of the management's articles, seminars, books, etc (Bennett, 1996: Weitzman, 1994), and the general assumption was that large scale organizations and holding companies, because of their largeness, are not flexible, risk taker, and fast enough to compete with small businesses that were known as entrepreneurs. But shortly, large scale organizations dominated small businesses by using special methods and systems, which enabled them to take advantage of their size and at the same time brought them enough agility, flexibility, and risk taking ability for competing with small rivals. It was time to say: "elephants can dance too." In the other word, by using organizational (corporate) entrepreneurship they entrepreneurized themselves and redesigned their structure, culture, and systems, so that entrepreneur employees would rather stay with them, instead of resigning and entering the market independently and take high risks(Coase, 1932). On the contrary, Organizations had to pay the market value of their creative activities and new ideas along with freedom of action and etc.

Traditional organizations, which are not too far from bankruptcy and dissolution can create an influential evolution in themselves and in all levels of the organization by getting entrepreneurized (Berle, 1932: Bernstein, 1994). In current situation where most of the large organizations and holding companies have serious problems because of the bad economic situation, best rescuing way out of this disaster is organizational entrepreneurship. Interdisciplinary and multidisciplinary nature of the field of entrepreneurship and creativity field most relevant to the fields of management and transcoding. Entrepreneurship as entrepreneurial management science, engineering, entrepreneurship and entrepreneurial studies called. Thus the nature of the process of entrepreneurship, creativity and innovation process and the nature of the processes of design and engineering software, so entrepreneurship can be one of the branches or specialized fields of science, interdisciplinary and multidisciplinary creative or innovative creativity of lead.

An entrepreneur is someone who takes time and energy, resources, labor, raw materials and other assets are coordinated in a way that makes their value or their products increased compared with the original (the added value). Entrepreneurs with the skills to identify opportunities and situations and build momentum for the development of these opportunities, they are the real pioneers of change in the economy and social development.

There are numerous definitions for the term entrepreneurship researchers. In conventional terms of entrepreneurship (such as terms of physics, chemistry and mathematics) the concept brings entrepreneurship means innovation process and the phenomenon of supply (commercial) and entrepreneurship means a scientific discipline. Entrepreneurship course is the study of processes and phenomena entrepreneurship. Interdisciplinary and multidisciplinary nature of the field of entrepreneurship and creativity field most relevant to the fields of management and transcoding. Entrepreneurship as entrepreneurial management science, engineering, entrepreneurship

and entrepreneurial studies called. Thus the nature of the process of entrepreneurship, creativity and innovation process and the nature of the processes of design and engineering software, so entrepreneurship can be one of the branches or specialized fields of science, interdisciplinary and multidisciplinary creative or innovative creativity of lead. An entrepreneur is someone who takes time and energy, resources, labor, raw materials and other assets are coordinated in a way that makes their value or their products increased compared with the original (the added value: Otero, 1994). Entrepreneurs with the skills to identify opportunities and situations and build momentum for the development of these opportunities, they are the real pioneers of change in the economy and social development.

The values and behaviors that contribute to the unique social and psychological environment of an organization.

Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in

- (1) The ways the organization conducts its business, treats its employees, customers, and the wider community,
- (2) The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- (3) How power and information flow through its hierarchy, and
- (4) How committed employees are towards collective objectives.

It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment. It also extends to production-methods, marketing and advertising practices, and to new product creation. Organizational culture is unique for every organization and one of the hardest things to change.

### **Methodology**

This field study is a descriptive-correlative one. Statistical population of the study included Male and female students aged 30 to 50 in the year 2014- 15. Statistical sample of the study was calculated by Cochran table; yet, commuting and its costs along with lack of consent from parents and length of the study period, this number declined to less subjects. Some of the subjects had provided irrelevant data so they were omitted from the process as well. Finally, data from subjects were analyzed.

Malina Buchhard, 2006, comments and suggestions were also considered in the method of the study. Some major problems were also fixed. The final version of the measurement method was finally conducted after it was approved by the supervising professor of the study. Validity of the measurement tools and their compatibility with measurement details were evaluated via Alpha Cronbach test and the anthropometry and kinetic behavior indices using SPSS 21 computer application.

**Findings**

The data collected for the study were analyzed through correlation coefficient and multivariable regression tests. Pierson correlation test was conducted. Multivariable regression test was also used to determine the share of indices in predicting performances of indicators.

Table 1. Regression equation coefficients

model	B	Standard error	Beta	t	Level of significance
fixed number	196.956	12.535		15.712	0.000
	- 2.295	0.664	- 0.396	- 3.455	0.001
fixed number	79.494	31.759		2.503	0.015
	- 3.761	0.705	- . 650	- 5.339	0.000
	4.221	1.067	0.482	3.958	0.000

Value of t and level of significance refers to the effects of each predicting variable. The large value of absolute t and small value of level of significance shows that the predicting variable has a great effect on criterion variable. Thus, body mass index of - 5.339 and shoulder width with t value of 3.598 and level of significance of 0.001 has the highest prediction value. B or the nonstandard coefficient of each predicting variables, shows increase predicted in the value of the criterion for any one unit of increase. In other words, 2.295-millimetre decrease in body mass predicts one unit increase.

Table 2. Corporate Entrepreneurship and managers

indices	groups	mean	standard deviation	t	level of significance
TAC	Managers O2 (Pr)+ VC	1.360	0.160	3.64	0.005*
	Managers O2 (Po)+ VC	1.162	0.156		
hsCRP	Managers O2 (Pr)+ VC	1.213	1.954	1.12	0.295
	Managers O2 (Po)+ VC	0.516	0.324		
MDA	Managers O2 (Pr)+ VC	28.10	15.616	0.068	0.948
	Managers O2 (Po)+ VC	28.50	13.810		

As it can be seen, variance analyses of five groups on inflammatory indices of TAC and HSCRP does not show significant differences; yet, the difference is significant in case of inflammatory index of MDA.

### **Discussion**

The present study revealed that there is a significant relationship between Developing an Effective Organizational Culture on Organizational Entrepreneurship in Tabriz University of Medical Science. As De Soto, 1988, the relationship between these two factors are approved in both public and private sectors and implementing practical strategies in public service like the hygienic sector will increase the efficiency as well.

### **References**

- Bennett, L. and C. E. Cuevas, 1996. Sustainable Banking with the Poor. *Journal of International Development*.8(2), 145-152.
- Berle, A. and G. Means 1932. *The Modern Corporation and Private Property*. New York, MacMillan Company.
- Bernstein, David 1994. "Spin-offs and Start-ups in Russia: A Key Element of Industrial Restructuring," in Michael McFaul and Tova Perlmutter, eds., *Privatization, Conversion, and Enterprise Reform: Selected Conference Papers*. Stanford: Center for International Security and Arms Control.
- Coase, R. H., 1937. The Nature of the Firm. *Economica*.IV (Nov. 1937), 386-405.
- De Soto, H., 1988. The Informal Path to Transformation. In *Beyond the Informal Sector: Including the Excluded in Developing Countries*. Ed. by J. Jenkins. San Francisco, CA: Institute for Contemporary Studies.
- Ellerman, David (editor) 1993. *Management and Employee Buy-Outs as a Technique of Privatization*. Ljubljana: Central and Eastern European Privatization Network.
- Otero, M. and E. Rhyne, Eds. 1994. *The New World of Microenterprise Finance*. West Hartford, CN: Kumarian Press.
- Weitzman, M., and Xu, C. 1994. Chinese Township-Village Enterprises as Vaguely Defined Cooperatives. *Journal of Comparative Economics*, 18, 121-145.