

Examining the Relationship between organizational Climate and Entrepreneurship with regard to Staff's Locus of Control in Industry Companies in Iran

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Abstract

Throughout the evolving world, communities and organizations will be prosper that make a significant relationship between the scarce resources and managerial and entrepreneurship capabilities of their human resources. Realms such as organization climate, organization strategies, and management activities are the factors that influence organization entrepreneurship.

Purpose: In this research, it has been tried to investigate the effect of staffs' locus of control as a moderating variable on the relationship between organization climate and organization entrepreneurship.

Methodology: In this study the proposed factors in organization climate have been divided to 9 areas by means of Litwin and Stringer model. Staffs' locus of control has also been considered in two dimensions of internal and external control according to Julian Rotter's theory (1966). Corporate entrepreneurship dimensions according to Stevenson model (1990) are made up of 6 components. Target population of the research consisted of 349 managers of companies in Industrial parks in Iran (N=349) and 184 managers were considered as the statistical sample based on KREJCIE and Morgan Table. Three standard 5-point Likert questionnaires adopted and distributed between managers. The research data were analyzed by LISREL and SPSS software.

Findings: The results indicate a significant influence of the organization climate on organization entrepreneurship. Also this study shows that the locus of control cannot moderate between organization climate and organization entrepreneurship.

Keywords: organization climate, organization entrepreneurship, locus of control, Industry, Iran.

1. Introduction

Throughout the evolving world, communities and organizations will prosper that make a significant relationship between the scarce resources and managerial and entrepreneurship capabilities of their human resources. Organizational entrepreneurship leads organizational activities towards creativity, innovation, risk-taking, and leadership which will occur in equilibrium with the environment. Realms such as organizational climate, organization strategies, and management activities are the factors that influence organizational entrepreneurship. Therefore, it seems like that environment plays an important role in organizational entrepreneurship process. There are few empirical researches on the relationship between organizational climate and staffs' intention to become entrepreneur and their participation in such activities. Organizational entrepreneurship records show that several factors within or outside the organization can promote or inhibit entrepreneurial growth. Thus, it seems that organization climate and space and also key personality traits of entrepreneurs (internal and external locus of control) can be important factors affecting organizational entrepreneurship. The main question of the research, therefore, is that whether there is a significant relationship between organizational climate and organizational entrepreneurship or not, and whether staff's locus of control modifies the relationship between organizational climate and entrepreneurship. With regard to mentioned explanations, it is important to identify the factors associated with workforce entrepreneurship and also it is necessary to identify the relationship between entrepreneurship and other relevant variables such as organizational climate and the locus of control. Consequently, this research has investigated and concentrated on one of the most important internal factors of organizations, that is organizational climate and its dimensions as the factors affecting the creation and maintenance of organizational entrepreneurship.

2. Theoretical background of the research (literature)

Organizational climate

Organizational climate consists of all internal aspects of an organization which are specified by the senior management of the organization and which impress the behavior of all members of the organization. Organizational climate depends on several factors such as commitment, confidence, sense of belonging and ownership towards organization and job satisfaction (Arabaci, 2010). Moreover, by reflecting on organizational climate it will be realized how employees will comprehend complicated environments through developing attitudes and general concepts (Luthan, 2005).

Organizational climate can be defined as employees' perception of events, measurements, and organizational methods and behaviors (Anderson, 2002). The climate in the organization acts for support risks and innovative work and subordinates (Dackert and et al, 2004).

According to Litween and Strinch (2005) organization climate is individual perceptions of organization and it is defined as sense of independence in terms of organizational structure, rewards, consideration, intimacy, support and openness.

Halpin and Croft (1993) define the organization climate as internal characteristics that distinguish an organization from another that impact on individuals' behavior. Organizational climate is measured by employees' perceptions and descriptions of the characteristics.

(Hong and Kaur, 2008) have shown in their research that there is a positive significant relationship between structure dimensions, rewards and support of organizational climate and life expectancy.

Soonhee (2009) has shown in his research that there is a positive relationship between managers' leadership style and employees' creativity and innovation, and the variable of organizational climate has a positive effect on creativity and innovation variables.

Feelings that employees experience at workplace are impressed by their confidence and emotions about their managers more than anything else. In fact, managers can be considered as the main factor to create and improve this feeling in employees and finally to create an excellent organizational climate (Limen, 2003).

Organizational Entrepreneurship

Gurol and Astan (2006) believe that entrepreneurship has been a very important research area among economists all around the world. In fact, entrepreneurship means studying opportunities (Shane, 2004). Entrepreneurial opportunities are situations in which new goods, services, raw materials, markets, and organizing methods are to the community through the formation of tools, objectives, or the relationship between them (Casson, 2004).

Corporate entrepreneurship includes new products and improvement of practices and procedures. Knight (1997) considers development and improvement of products and services such as production techniques and technology as part of the organizational and production innovation and entrepreneurship. A lot of studies confirm the relationships between management policies and activities (management structure component in entrepreneurship model) and organizational climate (Wilson, 2005).

When there is theoretical correlation between organizational structure and senior management decision-making style in companies, there will be a positive relationship between their entrepreneurial tendencies and strategic reactions (Nayager & Vuuren, 2005).

In a research it was shown that there is a positive relationship between managers' supervision in three technical, conceptual, and human domains (Michel, 2003).

When the employees are behaved fairly and positively they will be encouraged to respect this positive attitude and this contributes to their confidence in the leadership and organization. In fact, in an environment where the employees have access to sources, information, and support they will gain learning opportunities and this enhances their capabilities (Rhoades, 2001).

Locus of control

The concept of "locus of control" was first presented in the form of Julian Rotter's theory (1966). Rotter refers to the concept of internal and external locus of control. Locus of control refers to individual's belief in earning reward via personal efforts. Individuals who own internal locus of control believe that their fate is determined by themselves. Those who own external locus of control believe that their fate is determined by others.

Albert Bandura (1977) believes that neither is people driven away by internal forces nor peripheral stimuli lead them into practice. Psychological actions lead to a mutual interaction between individual and environmental determinants.

Sometimes Locus of Control is seen as a stable, underlying personality construct, but this may be misleading, since the theory and research indicates that that locus of control is largely

learned. There is evidence that, at least to some extent, LOC is a response to circumstances. Some psychological and educational interventions have been found to produce shifts towards internal locus of control (e.g., outdoor education programs; (Hans, 2000; Hattie, Marsh, Neill & Richards, 1997).

A locus of control orientation is a belief about whether the outcomes of our actions are contingent on what we do (internal control orientation) or on events outside our personal control (external control orientation)." (Zimbardo, 1985)

In simplistic terms, a more internal locus of control is generally seen as desirable. Having an Internal locus of control can also be referred to as "self-agency", "personal control", "self-determination", etc. Research has found the following trends:

- Males tend to be more internal than females
- As people get older they tend to become more internal

People higher up in organizational structures tend to be more internal (Mamlin, Harris, & Case, 2001).

Past Researches

In a research, it has been approved that there is a positive significant relationship between organizational climate and creativity and innovation (Joanna, 2006).

Furthermore, employees with internal locus of control are more likely to have high normative and impressive commitments (Mehsoon and Saima, 2010).

Also, the results of a research indicated that managers with internal locus of control would be more effective in general management (Khan, 2011).

Davidsson and et al (2001) demonstrated that there is a relationship between freedom and encouragement resulted of structural factors and organizational procedure and develop entrepreneurial organization believing that if the mentioned elements are followed the entrepreneurial activity is promoted from bottom to up and independent units and groups of risk are independent of the company and bureaucracy is minimizing and flexibility is increased.

Snipes and et al (2004) achieved significant relationship between trust and organizational entrepreneurship in the workplace. Trust has positive effect on innovation by communication. So, trust is increased by opening communication channels. Sundbo investigated balancing of empowering strategic resources based on organizational innovation model in service companies with low technology in Denmark and found that firms carry out innovative activities by two systems: first: R&D and second: empowering system.

Eyal and Inbar (2003) in a study of the impact of corporate entrepreneurship and willingness to market found a negative and significant correlation between age and entrepreneurship and this has shown that young people are more likely talented to develop entrepreneurial effectiveness.

Brianing (2004) studied the relationship between entrepreneurship and management performance. The study sample consisted of 120 managers, middle managers and upper management team of restaurants. In this study it was shown that there is a relationship between entrepreneurship and management performance. Management uses more personnel the organizations will progress towards CE.

Eyal (2003) studied the relationship between leadership styles and different strategies of entrepreneurship indifferent non-profit and public schools. The research was done on a

sample of 1395 teachers worked under supervision of 140 school administrators. They offered a conceptual framework for understanding organizational entrepreneurship strategies. Based on the results, transformational leadership is actively encouraging entrepreneurship strategy to help for fundamental change. While control leadership could only change limited scopes by deliberate entrepreneurship strategy. Inhibition passive leadership style restricts

A study by Hurley and Holt investigated the relationship between organizational climate dimensions including learning and development, participation in decision making in the organization, management support, coordination and concentration of power in organization, communication, conflict, and risk tolerance and innovation (Heshmat khah, 2005).

The results show that the most important innovation consequences are seen on participation indecision making and organizational learning and growth. There is a positive relationship between organizational climate, learning and development, participation in organizational decision-making and management support and innovation (Hurley and Hult 1998).

West (1990) in study in the UKoil companies showed that work groups and organizational climate create optimal working atmosphere to accepting new and original ideas and values. He also studies a model of four factors resulting in innovations to create a working environment which ensures the participation of the innovative support performance.

3. Conceptual Model:

In this study the proposed factors in organizational climate have been divided to 9 areas by means of Litwin and Stringer model (1968) including responsibility, structure, reward, warmth, support, identity, risk, conflict, and standards. Staffs' locus of control has also been considered in two dimensions of internal and external control according to Julian Rotter's theory (1966). In this research, it has been tried to investigate the effect of staffs' locus of control as moderating variable on the relationship between organizational climate and organizational entrepreneurship. Organizational entrepreneurship dimensions according to Stevenson model (1990) are made up of 6 components including strategic orientation, reward philosophy, commitment to opportunity, and commitment to resources, management structure, and resources control.

4. Theoretical Definitions of Organizational Climate Components

Organizational Climate dimensions according to Litwin and Stringer (1968) are made up of 9 components.

1. Responsibility: in order to achieve some organizational objectives, individual responsibilities are assigned to the staff and this way they feel that they can make necessary decisions and solve problems without managers' control.

2. Structure: it is the method through which organizational activities are divided, organized, and coordinated.

3. Reward: it makes the employee feel that in case of better performance in different aspects, they will be rewarded.

4. Warmth: it makes the employee to feel that a friendly behavior is governing the organization and individuals enjoy being together.

5. Support: individuals' helping each other and feeling that they will be supported by coworkers and managers in difficult circumstances.

6. Risk acceptance: the degree to which making decision, accepting risk and challenge in unpredicted conditions in organization is encouraged.

7. Identity: employees feel that they are members of organization and are proud of belonging to the organization.

8. Conflict: the degree to which different opinions are accepted in addition to the strategy which is used to solve problems in organization.

9. Standards: Focusing on clear objectives, criteria and effective performance in organization.

Theoretical Definitions of Organizational entrepreneurship components:

Organizational entrepreneurship dimensions according to Stevenson (1990) are made up of 6 components.

1. Strategic Orientation

Strategic orientation is a dimension of organization that describes directing factors of organization strategy formation and as the strategy is determined, the movement will be based on the perception of environmental opportunities.

2. Commitment to opportunity

It is necessary not only to identify opportunities, but also to pursue them within a short period of time.

3. Commitment to Resources

An entrepreneur tries to take maximum advantage of limited resources, and create the highest values.

4. Control of resources

Entrepreneurs learn to take good advantage of other individuals resources and are expert in making use of others' skills, talents, and ideas.

5. Management Structure

Entrepreneurs gain required knowledge for their progress and improvement through direct contact with all main factors; while others mainly focus on their formal relations through particular responsibilities which are assigned to them.

6. Reward Philosophy

Entrepreneurial organizations tend to compensate for services based on performance and focus more on rewarding the teams while organizations with administrative culture concentrate on maximizing the values and are always willing to protect current situation in making decisions.

According to the research theoretical and principles and literature the aim of this research is to investigate the relationship between organizational climate and corporate entrepreneurship. But in a broader perspective, this study examines the relationship between climate and entrepreneurship by taking the effect locus control staff because Albert Bandura (1977) believes that neither are people driven away by internal forces nor peripheral stimuli lead them into practice. Psychological actions lead to a mutual interaction between individual and environmental determinants. In fact in our research, locus control staff is considered as a moderator variable. Accordingly, hypotheses are presented the following:

1. There is a significant relationship between organizational climate and organizational entrepreneurship.

2. Locus of control moderated the relationship between organizational climate and organizational entrepreneurship.

3. There is a significant relationship between responsibility and organizational entrepreneurship.
4. There is a significant relationship between structure and organizational entrepreneurship.
5. There is a significant relationship between reward and organizational entrepreneurship.
6. There is a significant relationship between warmth and organizational entrepreneurship.
7. There is a significant relationship between support and organizational entrepreneurship.
8. There is a significant relationship between risk and organizational entrepreneurship.
9. There is a significant relationship between identity and organizational entrepreneurship.
10. There is a significant relationship between conflict and organizational entrepreneurship.
11. There is a significant relationship between standards and organizational entrepreneurship.
12. Locus of control moderated the relationship between responsibility and entrepreneurship.
13. Locus of control moderated the relationship between structure and entrepreneurship.
14. Locus of control moderated the relationship between reward and entrepreneurship.
15. Locus of control moderated the relationship between warmth and entrepreneurship.
16. Locus of control moderated the relationship between support and entrepreneurship.
17. Locus of control moderated the relationship between risk and entrepreneurship.
18. Locus of control moderated the relationship between identity and entrepreneurship.
19. Locus of control moderated the relationship between conflict and entrepreneurship.
20. Locus of control moderated the relationship between standards and entrepreneurship.

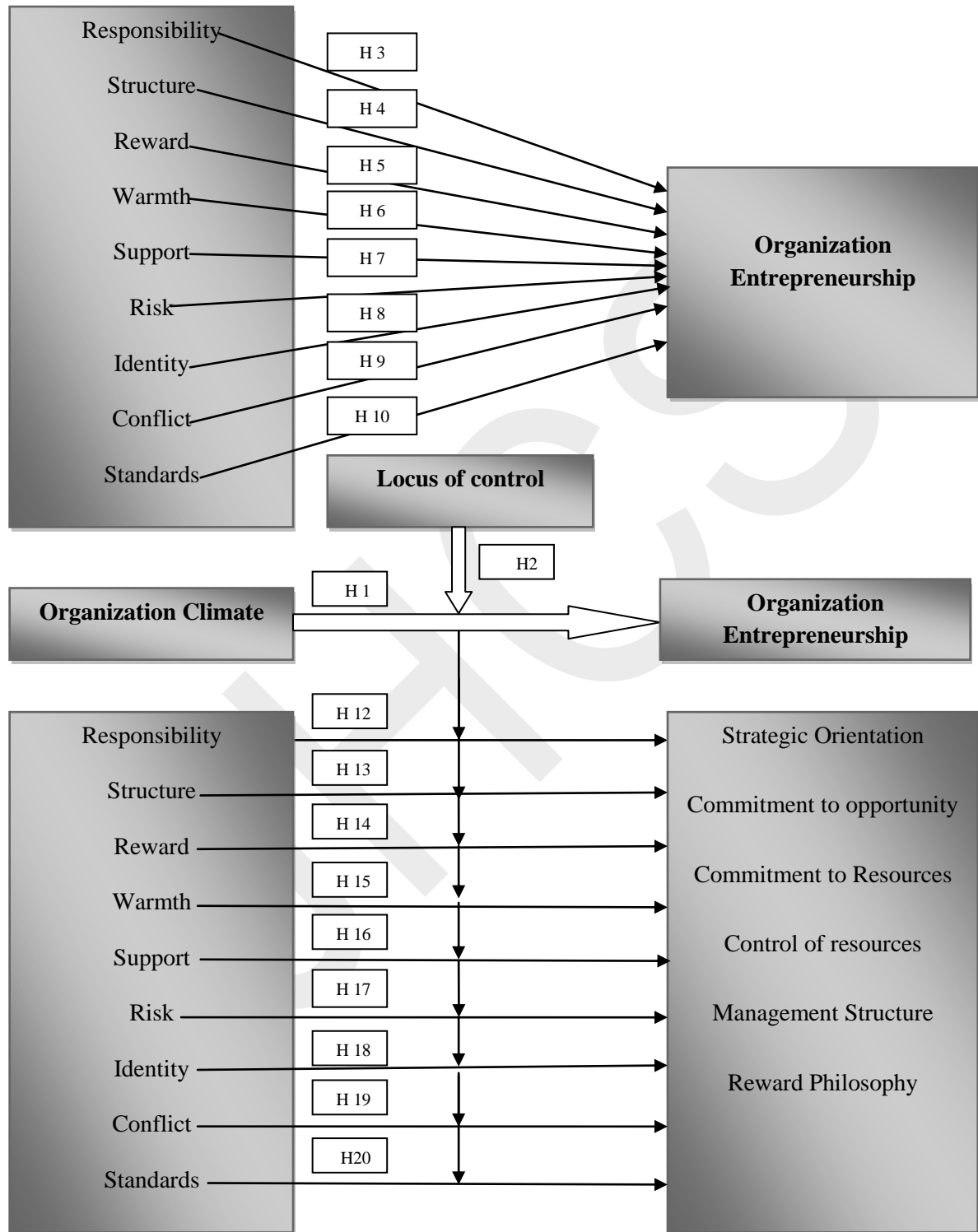


Figure 1: Research model

5. Research Methodology

Present study is applied according to the goal and it is descriptive survey based on data collection. Target population of the research consisted of 349 managers of companies in Industrial parks in Iran (N=349) and 184 managers were considered as the statistical sample based on KREJCIE and Morgan Table. Three standard 5-point Likert questionnaires (Litwin and Stringer, Stevenson, Julian Rotter) adopted and distributed between managers. The research data were analyzed by LISREL and SPSS software.

Validity and Reliability

Face validity was used to validate the research tool. So, the questionnaire, as a pretest, was distributed between 5 professors and specialists. Then, they were amended based on their reforms. After that, a sample size of 20 people was chosen and the questionnaire was given to them. Also In this study, to assess the Construct validity was used of the statistical methods and some techniques to evaluate a research reliability, one of which is internal consistency. It can be calculated by Cronbach's alpha coefficient. It is common approach in most of the researches and should be at least 0.7. The reliability of each variable in this research has calculated and shown in table 2 and 3. This study assesses the measurement properties of the variables using the LISREL method, one of most widely used structural equation modeling (SEM) approaches in researches.

Table (1): Kolmogorov-Smirnov test

Criterion validities	Sig.	Z Statistic	Result
Locus of control	0.225	1.045	Normal
Internal locus of control	0.142	1.151	Normal
External locus of control	0.098	1.281	Normal
Organizational Climate	0.156	1.130	Normal
Responsibility	0.150	1.159	Normal
Structure	0.107	1.245	Normal
Reward	0.225	1.046	Normal
Warmth	0.112	1.223	Normal
Support	0.514	0.610	Normal
Risk	0.215	1.191	Normal
Identity	0.286	0.945	Normal
Conflict	0.221	1.078	Normal
Standards	0.294	0.693	Normal
Organizational entrepreneurship	0.296	0.977	Normal
Strategic Orientation	0.312	0.846	Normal
Control of resources	0.065	1.308	Normal
Reward Philosophy	0.220	1.056	Normal
Management Structure	0.061	1.294	Normal
Commitment to opportunity	0.229	1.061	Normal
Commitment to Resources	0.201	1.095	Normal

Table (2): Indicators for fitness and suitability of the research model

Statistics	Measure
χ^2	0.01
df	3
χ^2/df	0.003
P-Value	0.9998
RMSEA	0.0001
GFI	0.99
AGFI	0.99
NFI	0.99

Table (3): Cronbach's Alpha

Variable	Cronbach's alpha
Locus of control	0.745
Internal locus of control	0.701
External locus of control	0.790
Organizational Climate	0.701
Responsibility	0.877
Structure	0.751
Reward	0.862
Warmth	0.751
Support	0.743
Risk	0.767
Identity	0.808
Conflict	0.766
Standards	0.8720
Organizational entrepreneurship	0.871
Strategic Orientation	0.816
Control of resources	0.710
Reward Philosophy	0.743
Management Structure	0.790
Commitment to opportunity	0.858
Commitment to Resources	0.867

With regard to the suitability of alpha coefficients, internal validity of the model is verified.

6. Results

Hypotheses test:

Pearson's correlation coefficient was used to evaluate hypotheses (H1 and H3 to H10).

The results are shown in the Table.4 and 6. Also to examine the hypotheses (H 2 and H 12 to H 20) the Path analysis is required to evaluate the hypothesis and the results is shown in the

Table.5 and 7. Due to the indirect effect is smaller than the direct effect hypothesis will be rejected.

**Table (4): Pearson correlation between organizational climate and organizational entrepreneurship
(The main hypothesis 1)**

Variable	entrepreneursh ip
correlation coefficient	0.481
Significant level	0.0001
<i>Result</i>	Confirmed

Table (5): Path analysis of the impact of climate on entrepreneurship by the locus of control in the structural equations

(The main hypothesis 2)

Statistics	Measure
χ^2	0.01
df	3
χ^2 df	0.003
Significant level	0.99
RMSEA	0.0001
Relation to entrepreneurship	0.481
Relation to entrepreneurship By locus of control as a moderating	0.051
<i>Result</i>	No Moderating

Table (6): The Pearson correlation coefficient between the components of organizational climate and organizational entrepreneurship (Subsidiary hypotheses 1 to 9)

Variables	Conflict	Identity	Risk	Support	Warmth	Reward	Structure	Responsibility	Standards
correlation coefficient	0.301	0.125	0.361	0.073	0.165	0.323	0.312	0.224	0.329
Significant level	0.0001	0.108	0.0001	0.345	0.031	0.0001	0.0001	0.004	0.0001
Result	Confirmed	Unconfirmed	Confirmed	Unconfirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed

Table (7): Path analysis of the impact of the variables of climate on entrepreneurship by the locus of control in the structural equations (Hypothetical Subsidiary 10 to 18)

Variables	Structure	Reward	Warmth	Support	Risk	Identity	Standards	Conflict	Responsibility
2χ	0.0001	0.01	0.01	0.0001	0.01	0.0001	0.0001	0.0001	0.01
Df	3	3	3	3	3	3	3	3	3
2/ df χ	0.0001	0.003	0.003	0.00003	0.003	0.00003	0.00003	0.00003	0.003
Significant level	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99
RMSEA	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
Relation to entrepreneurship	0.312	0.323	0.165	0.073	0.361	0.125	0.329	0.301	0.222
Relation to entrepreneurship By locus of control as a moderating	0.0755	0.019	0.045	-0.016	0.038	0.0027	0.046	0.026	0.0017
Result	Unmoderating	Unmoderating	Unmoderating	Unmoderating	Unmoderating	Unmoderating	Unmoderating	Unmoderating	Unmoderating

Creating new businesses and innovation in organizations improves organization's competitiveness and performance (Abodolmaleki, 2008). According to importance of entrepreneurship especially corporate entrepreneurship and providing context for institutionalization of entrepreneurship this article investigate the relationship between organizational climate dimensions and corporate entrepreneurship. The results indicate that there is a significant and positive relationship among organizational climate dimensions such as clarity and agreement on goals, and agreement on the definition, satisfaction, reward, satisfaction and agreement on effective communication and practice of entrepreneurship. Studies show that a good relationship with employees, increased motivation, a sense of support and respect for the employees (Inoue, 2008). A positive attitude toward work to increase the efficiency of the organization (El-Salam, 2008).

7. Conclusion

Given the positive relationship between organizational climate and entrepreneurial (H1), managers can enhance positive climate in companies by adopting good policies, a climate which provides appropriate background for entrepreneurial spirit.

These findings in agreement with Gershon (2007) who demonstrated that managers can create an appropriate organizational climate for staff, leads to a sense of satisfaction and better performance in the organization.

Considering responsibility component, it is suggested that entrepreneurs in key positions in organization stay beside the managers and executives make use of their professional opinions and comments.

It is suggested that while supporting the management, more attention be paid to the control system of entrepreneurial organizational structure.

Moreover, a special payment system for creating entrepreneurial behaviors is suggested to be emphasized in designing payment system.

The managers are recommended to pay a kind of directed attention to their staffs. That is, the managers should let their employees think about the problems, make decisions, offer solutions, and support the views and opinions of anonymous leaders of the low levels in organization so that they can use their hidden talents.

It is suggested for standards that there must be more freedom and less limiting rules and regulations for innovative and creative employees.

Given the importance of perceived support in positive attitudes, the managers are suggested to support their employees and to offer appropriate organizational rewards and to be fair towards the positive work attitudes of organization staff and impress them.

Since one of the most important characteristics of entrepreneurs is their risk acceptance, managers are suggested to support reasonable or moderate risks which employees take in making their own decisions.

Considering identity component, the managers are suggested to take measures through which an individual sees himself next to another individual or a group of other people. This process might result from an individual's membership in a group or might result from group performance as a "reference" for that individual. For the conflict component the managers are recommended to identify and get rid of the factors affecting it and provide certain conditions so that all employees could benefit from entrepreneurial spirit and could easily implement their entrepreneurial activities individually or in group.

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