Relationship between Organizational Culture and Organizational Entrepreneurship among the Staff of General Office of Sport and Youth of Zanjan Province

Dr. Morteza Doosti¹, Shahriyar Ghasemi², Mohammad Heidari³

¹Assistant Professor of Mazandaran university
²MA Student of Research and Science university of Mazandaran
³MA of Allameh Tabatabayi’s University

ABSTRACT: The purpose of this research is to analyze the relationship between organizational culture (and its aspects including dominating features, organizational leadership, management of staff, solidarity of organization, strategic emphasizes and success criteria) and organizational entrepreneurship in the head office of sport and youth of Zanjan province. The statistical population of this research includes 60 people of the general office of sport and youth of Zanjan province. The volume of sample according to Kokeran formula is determined 56 people. The method of research is descriptive-correlation. The kind of research is practical and data collection is field-oriented. In this research questionnaire is used for data collection. The questionnaire of organizational culture is used for evaluation of organizational culture and the questionnaire of internal environment of organization for entrepreneurship is used for examining the variable of organizational entrepreneurship. The validity of these questionnaires is confirmed by some professors of management and sport management fields of study and the reliability of questionnaires is measured by gathering 20 questionnaires from the population for organizational culture 0.85 (α=0.85 Cronbach) and for organizational entrepreneurship questionnaire 0.80 (α = 0.80 Cronbach). Data is analyzed in inferential and descriptive level by using SPSS 16 software. Also the methods of descriptive statistics (mean, standard deviation, frequency, percentage of frequency and etc.) and inferential statistics tests (Kolmogorov-Smirnov test, Pearson test, multi variable regression test) are used. The findings of research shows that there is positive relationship between organizational culture and organizational entrepreneurship (P<0.05) and organizational culture (in four dimensions including organizational leadership, management of staff, strategic emphasizes and success criteria) with entrepreneurship is positive and meaningful among the staff of general office of sport and youth of Zanjan province. Moreover the result of regression analysis showed that the management of staff of organizational culture is a good predictor of organizational entrepreneurship and the general equation of research is determined as follows: \( \hat{Y} = 0.33 \times X_2 + \epsilon \).

In which \( Y \) is variable of organizational entrepreneurship and \( X_2 \) is the variable of the management of staff of organizational culture.

Keywords: Organizational culture, Organizational entrepreneurship, Office of sport and youth.

INTRODUCTION

New organizations are encountered with evolutions and widespread international threats; so assurance and persistency and survival of them are depend on finding new methods and solutions for confronting problems. This matter depends more on innovation, invention, creating products, processes and new methods (Khanifar, 2006). Exercise is one of the most important and fundamental factors in providing the health and alacrity of society and increase of national productivity; so pay attention to exercise activities in developed countries has a crucial role in economic prosperity (elaborative studies of development of sporting financial resources, 2004). Exercise is also a progressive process in our country so that this increasing evolution makes appropriate backgrounds for entrepreneurial activities with exercise. This matter comes from the fact that creation and establishment of entrepreneurial jobs is allocated significant portion of established jobs during past years and most of developed industrial countries, codify and put into practice widespread supporting programs of entrepreneurs. We can introduce new opportunities to entrepreneurs and society by identifying entrepreneurial backgrounds in sport to take advantage of that for economic

*Corresponding Author:
Email address: ma_2008@yahoo.com
and social growth (Foroughi-pour, 2005). Another subject which causes the necessity of pay attention to entrepreneurship is unemployment’s intricacy which our country is struggling with. As a result it seems that training entrepreneurs and self-employment thought is considered as the appropriate solutions by economic policy makers and managers (Aerabi, 2003). On the other hand because of variety and lots of occupational backgrounds in sport we know that our country’s custodians of sport are the primary center of creating entrepreneurial backgrounds. These kinds of planning need organizations which are entrepreneur.

If athletic organization is an entrepreneurial organization it would be able to create conditions that managers, programmers, decision-makers, entrepreneur staff would appreciate opportunities better and use existing resources and opportunities for innovation and accordingly grow faster and endure in global, regional and national competition and do their duty as good as possible (Mousavi-rad et al., 2012). For overcoming problems and threats that modern organizations are encountered, there is only one effective solution that is creating background of organizational culture in organizations. Cultural background is one of the infrastructure or even basis factor of other necessary backgrounds for entrepreneurship, needing deep evolutions in recognizing beliefs, rights, traditions, customs and ethic of one nation (Shahraki pour et al., 2010). In an organization, organizational culture is the atmosphere which differentiates the organization from other organizations and indeed gives unique feature to the organization and as a result determines the social identity of each organization (Seyed Ameri, 2006). Sterker (2006) defines culture as a system for differentiation of the individuals in and out of a group (Toosi, 1993). On the other hand, Swald et al believe that organizational culture is a model of values and beliefs which creates some commons and leads to specific behavioral standards (Fatehi, 1996). About entrepreneurship we can say that entrepreneurship’s word means “to undertake”. Entrepreneurship includes intuition and incorporation.

Entrepreneurs need an intuition of risky business and perception of all areas of business (Ahmadpour Daryani & Moghimi, 2006). Hisrich and Peters (2002) define entrepreneurship as the process of creating every new and valuable thing by spending time and effort with the assumption of having financial, mental and social risks and obtaining financial rewards, individualized satisfaction and independence due to that. Kuratko knows entrepreneurship as a dynamic process of changing intuition and foresight with initiative and innovation. Organizational entrepreneurship is the process in which one person is the beginner of risky activities in an organization. On the other hand the requisite of organizational entrepreneurship is that all the staff of organization should possess entrepreneurship spirit (Ahmadpour Dariani, 2004). Entrepreneur is someone who involves in independent activities or organizational entrepreneurship (Kirrisman, 2006). Entrepreneur is someone who is able to recognize new occupational opportunities of business or render new profitable ideas accompanying measures and necessary practical methods for self-employment, also be able to deal with assigning the idea to others or establishment of a small economic agency (Gerami nezhad, 2006).

Ahmadpour Dariani and Erfanian (2007) believe that entrepreneur is someone who has new idea and thought and renders new service or product to a market through creating a business or mobilizing resources which accompanies financial, social and prestigious risk. An entrepreneur is someone who is successful, enthusiast and energetic (Zampetakis, 2007). Stevenson defines entrepreneurship as the process of creating value with unique resources for exploitation from an opportunity (Pavlín, 1991, cited from AhmadPour Dariani, 1998). Eckhard and Shane (2003) define entrepreneurship as: exploration, evaluation and exploitation of oncoming services and purposes through identification or formation of new tools and purposes which have not been discovered by market competitors before. This definition also includes managers and founders of small businesses which needs innovation and creativity. On the other hand, organizational entrepreneurship is the way of exciting and then using of individuals in an organization. The ways in which individuals think they can do the jobs differently and better. We can overcome the barriers of flexibility, growth and innovation through development of entrepreneurship spirit in an organization. Training of entrepreneur individuals in an organization needs providing appropriate background and promotion of entrepreneurship spirit (Hadizadeh moqadam et al., 2005). Organizational entrepreneurship is the process in which innovated products or processes appear through induction and creation of entrepreneurial culture in a pre-established organization or in other word it is collection of activities which have organizational resources and support for gaining the results of innovators (Samad Aghayi, 1999).

After analysis of definitions and concepts of organizational culture and entrepreneurship, we analyze the literature review of this research in follow. Ghahtemani et al (2010) in a research on organizational culture and its relationship with the organizational entrepreneurial from the perspective of a non- faculty member staff of Shahid Beheshti University in Tehran concluded that there is meaningful relationship between organizational culture and organizational entrepreneurship in Shahid Beheshti University. Kerndayij et al (2009) had a research on the relationship between the elements of the organizational structure and entrepreneurial culture at Tehran University to study the relationship between structure elements and entrepreneurial organizational culture at Tehran University. The results suggest that there is a strong, significant and positive relationship between organizational culture and organizational entrepreneurial structure, the results of regression test showed that factors such as management support, reward systems, and control over other components have a significant effect on entrepreneurial organizational structure. The result of research by Mobini-Dehkordi et al (2012) shows that organizational culture has a positive and significant impact on the organization individual’s entrepreneurial orientation, as for development and enhancement of entrepreneurial
orientation in staff we should focus on the organization's culture and take action in order to coordinate values and norms of individuals and organization. The researches of Morrison and Mueller showed that there is important and significant relationship between entrepreneurship and existing culture of the organizations and organizational culture has a profound impact on entrepreneurship rate. In a research by Tom (2009) as innovation, entrepreneurship and organizational culture was determined that cultural values are strong predictor of innovation in an organization (Nadri, 2010). Studies concerning organizational culture has been done by Morris and Kuratko (2002), Kuratko and Geldzehdy (2004). They emphasize the effective role and meaningful relationship between organizational culture and organizational entrepreneurship (Kazemi et al., 2011). Moreno et al (2011) in their study concluded that entrepreneurial culture acts as a moderating variable which effects innovation of staff. Brettel et al (2007) in their study stated that organizational culture has an indirect effect on the performance of new entrepreneurial firms.

Schein (2004) state that organizational culture is the pattern of basic assumptions, values, norms, or beliefs and artifacts that shared by members of organization and gives sense to them. Entrepreneurship requires a certain culture. For this reason, and given the key importance of entrepreneurship in modern economies, several countries have provided a lot of programs to extend such a culture in their community in order to continue their path of growth and dynamism. To understand the relationship between organizational culture and organizational entrepreneurship, entrepreneurial culture should be examined in larger dimensions (Nadri, 2010). With all the above interpretations of literature review in the field of organizational culture and organizational entrepreneurship, the present study sought to examine the relationship between these two variables in the General office of Youths and Sport in Zanjan province.

METHODOLOGY

This research method is descriptive-correlational. The sort of study is applied and the method of data collection is field-oriented. The population of the research was from the staff of the general Office of Youths and Sport of Zanjan province that the number of them according to the Department of Human Resources of the general office of Youths and Sport of Zanjan province were 60 cases. Total population was 60 people and in this research according to Cochran formula, 56 staff of the general office of Youths and Sport of Zanjan province was determined as the sample size. After distributing the questionnaires, 50 questionnaires were returned. In this study, questionnaires were used to collect data. To evaluate the variable of organizational culture, organizational culture questionnaire of Cameron and Quinn (2000) was used. This questionnaire is made of Likert scale of five values. The questionnaire has six subscales of the dominant features, organizational leadership, staff management, organizational solidarity, strategic emphasizes, and success criteria. Organizational entrepreneurship questionnaire of Jeffery and colleagues (2002) was used to assess the variable of organizational entrepreneurship.

This questionnaire has five dimensions; management support of entrepreneurship at the firm, the job authorization, the reward and reinforcement, and the readiness of the organization and the boundaries of the organization. The questionnaire is made of Likert scale of five values. For the analysis of demographic characteristic of the population including age, sex, education. A questionnaire was designed and set up. To estimate the reliability of the instruments used in this study, before collecting and analyzing data from the questionnaires, the researcher first distributed 20 questionnaires in the population. After analyzing the reliability coefficient of the questionnaires, the reliability coefficient for the organizational culture questionnaire 0.85 (α=0.85, Cronbach) Questionnaires for organizational entrepreneurship 0.80 (α =0.80, Cronbach) was estimated. After analyzing reliability, questionnaires were given to participants to gather information. After collecting the questionnaires, their data were analyzed by the SPSS16 software. Descriptive statistic of variables used in this study include the mean, standard deviation, frequency, percentage frequency, minimum, maximum and draw charts and graphs and but inferential statistical tests used in this study: the test Kolmogorov-Smirnov (KS) were used to assess normality.

According to the normality of data, Pearson test was used to analyze the relationship between variables, the multivariable regression test was used to determine significant relationship between predictor and criterion.

RESULTS

In this study, 46 percent (27 people) of the sample were male and 54% (23 people) are also allocated to women. In terms of age, the most common examples of people are between 35 and 44 years old with 42% (21 people), and minimum is of 18 to 24 years of age, 6% (5 people). About the education of the sample, the most common is for those with a bachelor's degree with 64% (32 participants), and lowest is for those with secondary school degree and associate degree of 10% (5 participants). Relevance in terms of education, sport education is 32% of staff (16 people) and 68 percent of staff are with a range of non-sport education (34 people). In terms of occupational background the lowest frequency is for individuals of 16 to 20 years occupational experience in the organization is 6% (3 people), and the highest frequency is for people of 11 to 15 years of occupational experience in the organization, 32% (16 people).

In application of statistical method, the normality of data was analyzed first by using the Kolmogorov Smirnov statistical test. According to the results and significant levels obtained in Table 1, in each of the variables that are greater than 0.05, data of all variables are normal and for testing each of the variables we can use Pearson's parametric
test. According to table 2 and 3 of the correlation matrix of general components of research and the correlation between the dimensions of organizational culture and organizational entrepreneurship shows that in the first place there is a positive and significant relationship between components of organizational culture and organizational entrepreneurship. Also, there is a significant and positive relationship among the dimensions of leadership, management of staff, strategic emphasizes and success criteria of organizational culture with entrepreneurship.

Amount of shared variance of each of these variables with the variable component of the organizational entrepreneurship showed that these components predict the percentage of organizational entrepreneurship. The results show that there is not significant relationship between organizational solidarity of organizational culture and components of dominant features. To examine the hypothesis that which one of the dimensions of organizational culture can play effective role in prediction of entrepreneurship, multiple linear regression method was used. Before presenting the results of the regression, the main presuppositions (normality, absence of correlation between predictor variables and independence of the errors) of multiple regression analysis are considered separately by predictor variables. One of the assumptions of the regression is absence of linear effect between the independent variables. Tolerance index of variance and the turgidity of variance checks these assumptions. In SPSS these options are defined as tolerance and VIF. Tolerance index value is between zero and one. Each independent variable has a value in the index, if the value of this index is close to one, indicating that this variable has not correlational effect with other independent variables and if it is close to zero indicates the opposite. If the VIF index has a value less than 2, it confirms the lack of linearity between the independent variables. As shown in Table 4, it is observed that all the numbers show lack of sharp linear effect between the predictor variables. Another assumption of regression is independence of errors which the correlation between the errors should be rejected. Watson statistic camera can be used for checking this assumption. This assumption is needed to confirm the value of this statistic in the range of 1.5 to 2.5. In this study, this statistic is equal to 1.75, which implies that the default is correct.

### Table 1. Single-sample Kolmogorov Smirnov test.

<table>
<thead>
<tr>
<th>Index</th>
<th>Dominant features</th>
<th>Organizational leadership</th>
<th>Management of staff</th>
<th>Coherence of organization</th>
<th>Strategic emphasizes</th>
<th>Success criteria</th>
<th>Entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>1.08</td>
<td>0.76</td>
<td>1.01</td>
<td>0.99</td>
<td>1.02</td>
<td>0.58</td>
<td>1.11</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.19</td>
<td>0.61</td>
<td>0.26</td>
<td>0.27</td>
<td>0.26</td>
<td>0.88</td>
<td>0.16</td>
</tr>
<tr>
<td>Result</td>
<td>normal</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
<td>normal</td>
<td>normal</td>
<td>normal</td>
</tr>
</tbody>
</table>

### Table 2. Correlation matrix between dimensions of organizational culture and organizational entrepreneurship.

<table>
<thead>
<tr>
<th>Statistical index of variables</th>
<th>Correlation coefficient</th>
<th>$R^2$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant features of entrepreneurship</td>
<td>0.06</td>
<td>0.004</td>
<td>0.660</td>
</tr>
<tr>
<td>Organizational leadership of entrepreneurship</td>
<td>0.47</td>
<td>0.22</td>
<td>0.001</td>
</tr>
<tr>
<td>Management of staff of entrepreneurship</td>
<td>0.50</td>
<td>0.25</td>
<td>0.001</td>
</tr>
<tr>
<td>Coherence of organization Of entrepreneurship</td>
<td>0.10</td>
<td>0.01</td>
<td>0.480</td>
</tr>
<tr>
<td>Strategic emphasizes of entrepreneurship</td>
<td>0.34</td>
<td>0.11</td>
<td>0.020</td>
</tr>
<tr>
<td>Success criteria of entrepreneurship</td>
<td>0.48</td>
<td>0.23</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Correlation is meaningful in 0.05 level.

### Table 3. Correlational matrix of general components of the research.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Organizational culture of entrepreneurship</th>
<th>Organizational culture of entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture of entrepreneurship</td>
<td>1</td>
<td>0.56*</td>
</tr>
</tbody>
</table>

*Correlation is meaningful in 0.05 level.

### Table 4. Index of variance’s tolerance and factor of variance’s inflation.

<table>
<thead>
<tr>
<th>Predictive variables</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant features</td>
<td>0.87</td>
<td>1.14</td>
</tr>
<tr>
<td>Organizational leadership</td>
<td>0.53</td>
<td>1.97</td>
</tr>
<tr>
<td>Management of staff</td>
<td>0.59</td>
<td>1.66</td>
</tr>
<tr>
<td>Coherence of organization</td>
<td>0.85</td>
<td>1.16</td>
</tr>
<tr>
<td>Strategic emphasizes</td>
<td>0.63</td>
<td>1.56</td>
</tr>
</tbody>
</table>

After analyzing the assumptions of regression, the question of whether subscales of organizational culture could predict organizational entrepreneurship can be answered. The first test is the overall model. By analyzing the results in
table 5, the sig is less than 0.05 and show the significance of the regression model; means that at least one of the predictor variables has a meaningful effect on the criterion variable.

Index R2 (multiple coefficient of determination):

The index indicates the percentage of variation of dependent variable and explained by the independent variables: In other words, the percentage of independent variables has the ability to process dependent variables. In this study, the amount of R2 is 0.44 means that the subscales of organizational culture have been able to predict 44% of entrepreneurship and the remaining 56% relates to prediction of error. Index R2adj (corrected coefficient of determination): This index studies the predictive ability of the dependent variable by the independent variables in population; In fact, with a little adjustment, the sample expands to the whole population. The value of this coefficient is 0.31; In other words, organizational culture predicts 31% of the organizational entrepreneurship in population. According to the significance of the whole model, now it should be examined which one of the coefficients is not zero, or in other words, any variable or variables have significant effect on the model. T test was used to determine the results which are given in Table 5. Results showed that the management of staff with $\beta=0.33$ has a significant effect on entrepreneurship at 5% level and a positive coefficient indicates that by increase of these factors, the rate of entrepreneurship increases. Hence, the overall regression model is as follows: $\hat{Y}=0.33*X_2+\varepsilon$.

$Y$ is the variable of organizational entrepreneurship and $X_2$ is component of management of staff of organizational culture.

**Table 5. Results of regression of organizational culture’s factor on organizational entrepreneurship.**

<table>
<thead>
<tr>
<th>Model</th>
<th>Total quadrates</th>
<th>df</th>
<th>Mean of quadrates</th>
<th>F</th>
<th>R</th>
<th>$R^2$</th>
<th>$R^2_{adj}$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>8633.23</td>
<td>9</td>
<td>959.24</td>
<td>3.44</td>
<td>0.66</td>
<td>0.44</td>
<td>0.31</td>
<td>0.003</td>
</tr>
<tr>
<td>Remaining</td>
<td>11166.29</td>
<td>40</td>
<td></td>
<td>275.15</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19799.52</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DISCUSSION AND CONCLUSION**

Schein (2004) defines organizational culture as the pattern of basic assumptions, values, norms, or beliefs and artifacts that are shared by members of the organization and give sense to them. (Fatehi, 1996) Entrepreneurship requires a certain culture, for this reason, and given the key importance of entrepreneurship in modern economies, several countries provided a lot of programs to expand such a culture in their community to be able to continue their growth and dynamism route. To understand the relationship between organizational culture and organizational entrepreneurship is that entrepreneurial culture should be examined in larger dimensions (Nadri, 2010). This research was about the relationship between organizational culture and organizational entrepreneurship in the Office of Youth and Sports of Zanjan province. Descriptive results of the study show that in this study, 46 percent (27 people) of the sample were male and 54% (23 people) were allocated to women. In terms of age, the most common examples of people are between 35 and 44 years old with 42% (21 people), and minimum is of 18 to 24 years of age, 6% (5 people). About the education of the sample, the most common is for those with a bachelor's degree with 64% (32 participants), and lowest is for those with secondary school degree and associate degree of 10% (5 participants). Relevance in terms of education, sport education is 32% of staff (16 people) and 68 percent of staff are with a range of non-sport education (34 people). In terms of occupational background the lowest frequency is for individuals of 16 to 20 years occupational experience in the organization is 6% (3 people), and the highest frequency is for people of 11 to 15 years of occupational experience in the organization is 32% (16 people).

Relationships between the dimensions of organizational culture and organizational entrepreneurship demonstrates the positive and meaningful relationship among leadership, management of staff, strategic emphasizes and success criteria of organizational culture with entrepreneurship. The amount of common variance of each of the above variables with variable of organizational entrepreneurship showed that these variables predict the percentage of organizational entrepreneurship. The results show that there is not significant relationship between organizational solidarity of organizational culture and the components of the dominant features. With the assumptions of the regression model depends on the lack of linear effect between the independent variables and independence of errors, this study demonstrates the significance of the regression model, means that at least one of the predictor variables has a meaningful effect on the criterion variable. The value of R2 (multiple coefficient of determination) in this study show that 31 percent of organizational culture has the ability to predict organizational entrepreneurship in society. T-test results also showed that the component of management of staff of organizational culture has 33 percent of the ability to predict organizational entrepreneurship.

The results of this research about the overall pattern of the relationship between organizational culture and organizational entrepreneurship is consistent with researches of Kerdnayij et al (2009), Ghahremani et al (2010), Mobini-Delshordi et al (2012), Morrison (1998), Mueller (2000), Morris and Kuratko (2002), Kuratko and Goldzby (2004), Bertel et al (2007) and Moreno et al (2011). These findings indicate that there is significant relationship between organizational culture and organizational entrepreneurship. In other words, organizational entrepreneurship will increase by the improvement of the organizational culture. In addition, the relationship between organizational
cultural dimensions (in four dimensions: organizational leadership, management of staff, strategic emphasizes and success criteria) has positive and significant relationship with the staff of the general office of Sports and Youth of Zanjan province. And generally the improvement of the above mentioned dimensions will lead to organizational entrepreneurship. Due to the impact of organizational culture on perception, thinking and feelings of the staff, and the tools and methods of operation, the decision-making process and problem solving, motivation, satisfaction, morale and creativity and innovation. So there is nothing in the organization that is out of the culture’s effect.

In the organization that we spend our life in undoubtedly beliefs and thoughts, the way of thinking of all the staff depend on the culture of the organization and influences the organization. In course of time the organization and individuals had two different concept of culture.

On the one hand, the culture of the organization is considered as an independent variable that combines with the structure of the organization for the organization and individuals to achieve their desired goals. From this perspective, the organization is drawn of having culture that is designed by the intervention of manager’s thoughts and beliefs to inject certain values and features in the organization and create certain forms of behavior in the organization which has a strong and destructive influences on the effectiveness of the organization and in fact, it is a kind of burden that is imposed on the organization and do not let organization respond to changes in their environment properly, and on the other hand culture is considered as a constituent part of the structure that with this mentality in the organization a set of values and beliefs are formed by members of the organization over time. Culture plays different tensions in these organizations. First, culture determines the organizational boundary hence it separates organizations from each other. Second, it injects a sense of identity in members of the organization. Third, the culture causes people to come to some sort of obligation to something that is much more than their interests. Fourth, the culture causes stability and consistency of social system and finally, culture is consider as a controlling factor which cause engenderment and forming of attitudes and behavior of staff (Robbins, 2005).

The results of this study about the relationship between organizational culture and organizational entrepreneurship demonstrated that there is a positive and significant relationship among components of organizational leadership, management of staff, strategic emphasizes and success criteria of organizational culture with organizational entrepreneurship. Hence the director of the office of Youth and Sports of Zanjan province and other statistical populations that this research can be extended to them should play the role of leadership properly and be able to use strength and power tools to influence staff and to form entrepreneurial organizational culture in their organization. On the other hand, the manager must have a potential role in staff management and pay enough attention to strategic guidelines and foresight in planning his strategy. In short, management must determine accurately the success criteria of organizational culture and assess the organization with that and receive the feedback of activities.

REFERENCES


