# Effects of Perceived Organizational Support on Organizational Entrepreneurship: Case Study

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## ABSTRACT

Entrepreneurship is one of the most important matters been taken consideration in developing and developed countries. In the meantime, one is main branches of entrepreneurship is organizational kind that without doubt, plays main role to progress and develop the organizations. Organizational entrepreneurship is a way to renew economic and organizational capabilities. The organizations that do not keep pace comprehensive changes are rapidly obsolete, therefore, they should deprive their classic ideas and follow knowledge, experiences, cultures and strategies make them successful in the future. The organization can have a forward accelerated movement and provide its human resources with entrepreneurship knowledge and skills by generating required beds. Entrepreneurship empowerment and generating an appropriate bed to develop are main special schemes for the organizations in developing countries. Here, roles of organizational managers have promising importance so as they can create a context and support to make appreciation and training of entrepreneurship activities in the organization. Also, one of debates currently in human resources management scope and organizational behavior is perceived organizational support. The main purpose of this study is to investigate perceived organizational support of organizational entrepreneurship among physical education staff in Khorasan Razavi Province. This study conducted among total 110 physical education staff of Khorasan Razavi Province. Data collection tool was perceived Eizenberger, Huntington, Hutchison and Swa's organizational support questionnaire (1986) and organizational entrepreneurship questions using Rodriguez et al. paper (2011). In order to analyze data, correlation analysis was used and the results show a significant and positive correlation between perceived organizational support and creativity, willingness to success and risk as well as no significant relationship between perceived organizational support and tolerance. Also, the result show that by creating an appropriate bed through perceived organizational support, creativity, willingness to success, risk and finally staff organizational entrepreneurship are increased.

These show that the organization can validate staff participations in order to improve its performance, appreciate on time extra time activities, take consideration of staff general welfare and their multidimensional satisfaction and finally it can take advantages of implications or organizational entrepreneurship by which improves and rises perceived organizational support.

**KEYWORDS:** Perceived organizational support, Organizational entrepreneurship, Creativity, Tolerance

## INTRODUCTION

Organizations are forced to identify their capacities and capabilities to confront environmental threats and take advantage of probable opportunities and remove weaknesses. For this, learning and innovation are basic requirements for the organizations seeking to survival and effectiveness and many organizations severely follow innovative and entrepreneur approaches and methods in order to improve their effectiveness and flexibility. On the other hand, innovation has accelerated such that changes and innovations are very popular and normal and what the organization considers as competitive advantage against other competitors is rapidly imitated with lower importance. These cases result in organizational survival is more endangered and achieving an alternative is usual challenge for managers and organizations. Here is that the importance of creative and innovative human resources or in the other words organizational entrepreneurs is more prominent and with these personnel the organization can obtain innovation and be successful in competition space and survive forever. Aligned with, organizational entrepreneurship is increasingly converted to a selective weapon for many, especially large, organizations. Organizational entrepreneurship tries to create entrepreneurial minds and skills.

Nowadays, researchers identify entrepreneurship as an appropriate strategy to extend efficacy and organizational development and believe that entrepreneurship causes to raise efficiency in different personal, social,

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organizational, national and international levels and this needs a suitable bed in the organization. Therefore, in changing world, success is for societies and organizations that make significant relationship between rare resources and organizational and managerial entrepreneurial capabilities. Also, many extensive changes in all business contexts make public sector encounter with new challenges all around the world. Among effective strategies to combat with these challenges from the nations is to rely on entrepreneurship. Thus, experiences of developed countries during 1980s take advantage of general considerations to entrepreneurship and its progress since then.

Entrepreneurship development and progress is possible by the support of the government and public organizations. But, this is the case that they can help to progress effectively entrepreneurship in the society when they are entrepreneur at first place. For this, nowadays entrepreneurship is not only a strategy to combat with the business challenges, but also one of the most important new paradigms to manage affairs in public sectors and the government as a whole. Based on this paradigm, entrepreneur government theory has been proposed (Moghimi, 2005).

Currently, the organizations in the state less see seriously entrepreneurship and there is no sufficient support for entrepreneurs. Whereas, considerations can make organizational performance improve and finally state development. Therefore, having understood the importance of the issue, it seems concentrating on organizational entrepreneurship in order to improve performance and organizational goals especially in complex and dynamic recent environment have most importance. What shows some organizations in higher levels is competitive advantage, in the other words, readiness to enter a new managerial paradigm (competitive environment) and to exit from traditional managerial paradigms (stability and consistence). Among these, an organization is winner which has and provides required instruments to achieve determined goals in this new world.

Perceived organizational support level from innovative and risky persons has significant importance in entrepreneurial organizations and basically organizational support is one of the most important factors among main five factors of organizational entrepreneurship (appreciation and reward, organizational structure, riskiness, resource availability and organization support). Appreciation from thoughtful staff in the organization, applying new staff ideas, support of experimental small schemes, investment at the beginning beside new movements, tolerance of deviance, top manager decision making power, responsibility for entrepreneurial activities, riskiness as a positive feature, top manager innovation experience, financial support diversity and etc. indicate organizational support of entrepreneurship.

## LITERATURE REVIEW

Occupational professional attitudes have increasingly importance for all industries and organizations which want to gain accurate understanding regard to results and implications of their employees and works. These kinds of attitudes include an extensive scope of staff attitudes which effect on all dimensions of an organization. Various variables can influence on staff implications and results of any organization among of which it can be indicated to perceived organizational support. Based on Huntington, Hutchison, Sowa and Eisenberger's definition (1986) perceived organizational support is general staff belief of an organization about value development the organization accounts for their welfare. Therefore, perceived organizational support shows staff conceptions of organizational commitment level such that the staff develops their efforts in the organization through which take advantage of social, physical and financial benefits. The results of experimental researches also have confirmed the suitable results of staff support. Rigel et al. (2009) in a meta-analysis showed that organizational staff support increases severely the commitment and reduces retirements and increases performance and job satisfaction to high degrees. "Perceived organizational support" concept was proposed first in 1986 and entered from psychology into management literature. From the beginning, executives and organizational researchers appreciated. It indicates the belief based on the fact whether the organization appreciates their works (Eusenberger et al., 1986). Theoretical basic of organizational support is social exchange theory.

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### Perceived organizational support

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benefits. The results of experimental researches also have confirmed the suitable results of staff support. In a study, the relationship between job satisfaction and perceived organizational support has been investigated within Police staff of Gilan Province. The results show that there is a significant and positive relationship between job satisfaction and organizational support and staff job satisfaction predicts their organizational commitment. Zaki (2006) investigated perceived organizational support among teachers and managers and his results show that he managers are in higher organizational support than the teachers. "Perceived organizational support" concept was proposed first in 1986 and entered from psychology into management literature. From the beginning, executives and organizational researchers appreciated. It indicates the belief based on the fact whether the organization appreciates their works (Eisenberger et al., 1986).

## Organizational entrepreneurship

Organizational entrepreneurship expression frequently has been used in relation to commercial and private sector but nowadays it has been also used in debates about public sector management which is generally resulted from the importance of government role in the societies and endeavors to create revolution inside the public organizations as well as their improvements (Zampetakis and Moustakis, 2007). Different studies has dealt with requirements for more efficient and effective entrepreneurship in the government and entering market mechanisms to public sector beside improvement of creativity and riskiness cultures. By the way the term entrepreneurship has entered to public sector (Osborne and Graber, 1992; Bellone and Goerle, 1992; Beck et al. 2005). However, the studies about investigating entrepreneurship in public sectors are at the beginning and their results are generally based on quantitative methods (Ferlie et al. 2003; Zerbinati and Suitaris, 2005). Entrepreneurship is a complex and important concept involved in an extensive spectrum of activities. Thus, organizational entrepreneurship includes different and various indices and matters and as a result it is influenced by different factors.

General procedure in Iranian public organizations confirms that the state governing on these organizations is traditional and non-entrepreneurial and it seems one of important reasons for insufficiency of Iranian public organizations including physical education departments is resulted from lack of innovation and organizational entrepreneurship because of no appropriate bed for cultural suitable entrepreneurship in these departments. Therefore, in order to overcome threats and challenges current organizations encountered with, there is only one solution and this is to create organizational support bed in the organizations. State system pathology indicates that this system is infected with inappropriate symptoms such as no participation and participatory spirit, concentration and flexibility, complex bureaucracies, ignorance overcome respect to job result, irresponsibility, low effectiveness and insufficiency (Alvani and Ryahi, 2003).

Achievement of mentioned objectives within twenty years state landscape and also goals for economic, social and cultural development plans make changing state administrative system necessary. In this study, in addition to investigate indices and different dimensions of perceived organizational support in one of public sectors, physical education department, and its important role to improve public organization states, especially physical education departments, is emphasized. Within these, main question is whether perceived organizational support can improve organizational entrepreneurship in physical education departments of Khorasan Razavi Province or there is a relationship between perceived organizational support and organizational support within physical education staff. Professor Harvard Stevenson from Harvard University defines entrepreneurship as generating opportunities higher than resources and facilities available for. Pitter Dracker, father of management science says that maximizing opportunities is a summarized glance and meaningful definition of an entrepreneurial activity and this emphasizes on effectiveness (efficiency) rather than efficacy within organizational actions (Poal, 2002).

Generally it can be said that entrepreneurship is value making process, wealth making process, creative destruction process, new organization generation project, a new method or product and a process beyond the job and business but a method of life and creation from nothing (Kia et al., 2007). Organizational entrepreneurship is a process in which innovative products or processes are established through induction and generation of entrepreneurial culture and by this, another definition is cleared: entrepreneurial activities are ones that have organizational resources and support in order to achieve innovative results (Ahmadpour, 2005).

## Different entrepreneurship approaches
Usually it has been applied for two entrepreneurship approaches:
a) Content approach or characteristic features and
b) Behavior approach
## Content approach
The most important characteristic features required for entrepreneurs are as follows.

Successfulness willingness: it is willingness to conduct an activity based on high standards in order to succeed in competitive positions. Mac Cleveland in his studies concluded that persons who need many progresses and successes have following characteristics:

1) They prefer personal responsibility for decision making;

2) Their risk taking is medium; and

3) They are interested in feedback from the results of their decisions.

**Control center:** personal idea with respect to the case that he/she is influenced and controlled by internal and external happenings is called control center. Most entrepreneurs, as proposed, have internal control center. Persons with external control center believe that external happenings out of their control determine their destiny. In the other words, successful entrepreneurs believe themselves and they no longer devote success or failure to destiny. On their views, successes and failures are under their control and they know themselves as an actor for their failure performance.

**Willingness to risk:** it is acceptance of medium threats that can be armored by their personal endeavors. When considering any threat, two elements play roles in this concept. One is entrepreneur understanding level about the threat at beginning of any activity and the other is probable clear possibility of failure if the activity is unsuccessful (Ahmadpour, 2000).

**Creativity**: it is ability to generate a new thing, idea generation and a thought different from what so far has been, generating a new method or style to achieve goals or in the other words, different observation on the problem and achieving a new solution.

**Tolerance:** it is ability to remove ambiguities and acceptance of uncertainty as a part of life, the ability to survive with incomplete knowledge about the environment and willingness to initiate an independent activity without anybody knows that whether it is successful or failure (Ahmadpour, 2000).

## METHODOLOGY

### Samples

This study has been conducted among total 110 physical education teachers of Mashhad and its districts as well as different cities of Khorasan Razavi Province. 80 persons completed and returned the questionnaire. 41.2% of sample members were men and 58.8% were women in which 63.9% were married, 36.1 single, 79.7% with B.S./B.A. degree, 20.3% with M.A./M.Sc. or higher degrees. 38.5% had 12-18years job history, 30.4% had 18-24yars, 31.1% higher than 24 years.

### Data collection tools

Eizenberger, Huntington, Hutchison and Swa's organizational support questionnaire (1986) was data collection tool and organizational entrepreneurship questions from Rodriguez et al.'s paper (2011) [16] based on 7 point Lickert spectrum from 1 (completely agree) to 7 (completely disagree) by which the staff expressed their perceptions from organizational support level. This tool has been used in 73 studies by different methods and has an appropriate end point and its final point has been reported by Cornbrash's Alpha (Zaki 2006) and it is reported for 100 test subjects as 0.89. The reliability has been obtained by Arizi and Golparvar (2007) with two methods, factor (analytical and conformational) analysis and divergent, convergent reliability. Its uniqueness has been approved and confirmed by confirmation factor analysis. Also, designing some questions in the questionnaire from Rodriguez et al.'s paper, their organizational entrepreneurship has been evaluated. Then, the questionnaire was sent to some experts and they were asked for their evaluations about questions, assumptions and validity. Finally, having collected the results, the final reliability was confirmed. In order to determine validity of the questionnaire, a sample of 39 persons of physical education teachers of different Education regions were referred. Then, calculating Cornbrash's Alpha (0.7654), the validity was identified and accepted.

### Data analysis and the results

At first, using exploratory factor analysis, the factors resulting in data changes were identified. These factors (perceived organizational support, organizational entrepreneurship, willingness to risk, creativity, tolerance and successfulness) determined 59.33% of all data changes. As mentioned, 7point Lickert scale was used for questionnaire options. Afterwards, K2 test was used to difference significance observed in frequency distribution. As observed, K2 test is significant for all six variables.

Then, using Smirnov-Kolmogorov test, the distribution state of study variables and because of normality, Pearson correlation coefficient was used to bivariate correlation analysis. Organizational entrepreneurship levels of staff were identified by determining sufficiency of factors (willingness to risk, creativity, tolerance and successfulness variables). For this, average society test has been used. The results show that willingness to risk,

creativity, tolerance and successfulness levels are at 5% significance and acceptable level among other factors (Table 1).

Additionally, during side analyses for the differences between men and women, age groups and different job histories were investigated, as shown.

**Main hypothesis:** There is a significant relationship between perceived organizational support and organizational entrepreneurship among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive (r=0.43) and significant (p<0.01) between perceived organizational support and organizational entrepreneurship as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is organizational entrepreneurship and vice versa.

| Table 1: Statistics | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Variables** | | **Perceived organizational support** | **Organizational Entrepreneurship** | **Willingness to risk** | **Creativity** | **Tolerance** | **Successfulness** |
| **Percentages** | Completely agree | 3.97 | 10.5 | 17.00 | 26.4 | 19.8 | 14.2 |
| | Agree | 15.00 | 27.1 | 15.5 | 16.8 | 24.6 | 15.00 |
| | Relatively agree | 17.9 | 17.1 | 24.8 | 13.9 | 15.5 | 16.8 |
| | Neutral | 16.1 | 18.5 | 19.4 | 19.9 | 17.1 | 18.1 |
| | Disagree | 15.9 | 12.1 | 8.3 | 8.8 | 6.9 | 26.2 |
| | Relatively disagree | 14.7 | 9.3 | 17.00 | 18.9 | 11.2 | 12.8 |
| | Completely disagree | 19.9 | 5.8 | 12.1 | 19.6 | 6.7 | 8.9 |
| **Avg.** | | 3.61 | 5.19 | 4.48 | 6.01 | 4.72 | 4.37 |
| **SD** | | 1.20 | 1.25 | 1.39 | 1.12 | 1.34 | 1.37 |
| **K2** | | 489.1 | 530.04 | 770.09 | 640.05 | 433.47 | 480.01 |
| **Degree of freedom** | | 6 | 6 | 6 | 6 | 6 | 6 |
| **Significance** | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Appropriateness** | High positive | | ❖ | | | | |
| | Medium positive | | ✓ | | | | ❖ |
| | Low positive | | ❖ | ❖ | | | |
| | Low negative | | ❖ | | | | |
| | Medium negative | | | | ❖ | | |
| | High negative | | | | | ❖ | |

**Hypothesis 1:** There is a significant relationship between perceived organizational support and willingness to risk among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive (r=0.46) and significant (p<0.01) between perceived organizational support and organizational commitment as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is the willingness to risk and vice versa.

**Hypothesis 2:** There is a significant relationship between perceived organizational support and creativity among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive (r=0.44) and significant (p<0.01) between perceived organizational support and creativity as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is the creativity and vice versa.

**Hypothesis 3:** There is a significant relationship between perceived organizational support and tolerance among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is insignificant (r=0.07) between perceived organizational support and tolerance. In the other words, changing any of two variables, it can no longer expected that the other variable changes. So, based on this relation Hypothesis 3 is rejected.

**Hypothesis 4:** There is a significant relationship between perceived organizational support and successfulness among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive (r=0.51) and significant (p<0.01) between perceived organizational support and successfulness as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is the successfulness and vice versa.

## CONCLUSIONS AND DISCUSSIONS

Perceived organizational support is one of the subjects recently proposed in sport management scope. This study showed that this concept has applications in educational and sport departments as the same as other departments. The results of this study were according to the results of previous studies and confirmed them. Also, perceived organizational support has positive significant relationship with, on one hand, job satisfaction and organizational commitment, on the other hand, between physical education teachers. This means that the support felt by staff from the organization equals to the fact to what extent the organization appreciates their efforts and concerns their welfare (increasing salaries, learning and rating). This causes to improve staff trustworthiness and their interactions. In the other words, the staff appreciates the organization with positive attitude and this causes increase willingness to innovate and undertake creative actions, as a result, organizational entrepreneurship. The obtained results were aligned with Vesper and Samadaghayi (2003) and, Jinger et al. (1994) results as well as Slowin and Kavin (1990), Ojeningez (1994) and Vsadler's (1999) studies. Also, Callins (2007) and Limbert (2004) identified that social perceived support has significant relationship with psychological welfare and job satisfaction among U. K. militaries participating in Falkland war and social health providers, respectively. Hoeiter (1994) showed in his study to investigate social support and its relationship with occupational exhaustion of psychologists that social support from supervisors has most part in welfare of school psychologists. Olberg Parl et al. (1997) showed that perceived support from supervisors has significant relationship with Norway staff (men and women) job satisfaction in Petroleum Extraction Company in North Sea. Baroch Feldman et al. (2002) also found in their studies that social support has a negative relationship with occupational exhaustion and positive with productiveness. Social support from the family has a significant relationship with occupational exhaustion among the factors (job satisfaction, occupational exhaustion and productiveness) and 12% variance for job satisfaction has been obtained. Perceived social support is a phenomenon that influences not only on staff job satisfaction, but also other variables. Ching et al. (2006) in a study of social support effects and occupational mental stresses on organizational citizenship behaviors of nurse board in a public clinic in a rural area in Taiwan found that the nurses who achieved more social support from their supervisors have higher level of organizational citizenship behaviors through interventional organizational commitment.

Development of entrepreneurship training in the research organizations shows that it is trainable, sustainable and learnable. First countries conducted researches about entrepreneurship learning were Germany, U. K., U.S.A. and Japan. Nowadays, entrepreneurship learning has been converted to one of most important and extensive university activities in order to react immediately within the organization. During 1980s, universities designed different learning programs based on learning group demands and local, regional and national requirements for public and private organizations. European states ale especially support of activities to appreciate entrepreneurship among young people. In U.S.A, entrepreneurship has been taken consideration during university careers and some special institutes, Canada and some Asian countries such as Philippine, India and Malaysia make some steps toward support of entrepreneurial activities. These supports include scientific guidance, counseling, funds, and specific careers about entrepreneurship inside and outside of the universities. Entrepreneurial learning careers not only have opened their pace inside different majors and university classes, but also they are considered during different educational careers from beginning to high school.

Although diversity of these careers covers currently some companies and different careers are provided for growth, survival and make entrepreneur large companies, first purpose of entrepreneurship development is to train self-esteemed people and knowledgeable about opportunities and generally persons who have more willingness to set up independent businesses. In fact, the purpose is that the persons are trained as enterprising people during their education. These people include followers in activities, adventurers, innovators, opportunists and high educators. These careers are seek to improve incentives and attitudes such as independence willingness, opportunism, innovation, inclination, riskiness, commitment, willingness to solve problems and enjoyment of uncertainty and ambiguity.

Generally, besides clarifying the role and influence of entrepreneurship on occupation and economic growth in developed countries, endeavors toward train and learn knowledge and spirit of entrepreneurship among the managers, businessmen, students (potential entrepreneurs) and entrepreneurs were potentially accelerated. Within organizational entrepreneurship structure dimensions, Fray (1993) believes that organizational entrepreneurship is in the organization when highest executive is committed to entrepreneurship concept and since then, the organization accepts an entrepreneurship to create a live and dynamic structure. Bouriness concluded in his investigations that entrepreneurship barriers in public sector are often resulted from intersystem factors of public sector rather than external factors and political involvements. By the way, most important entrepreneurship and innovation barrier in public organizations is activity inside bureaucratic structure. Dracker identifies organizational structure as the most

appropriate space for entrepreneurship generation. Khalifesoltani (2007) indicated that there is negative significant relationship among different organizational structure dimensions (complexity, formality and concentration) and organizational entrepreneurship. Samadaghayi (2003) expresses that characteristics of structural dimensions of entrepreneur organizations include low formality, hierarchy paleness, low complexity, low concentration and professionalism. Moghimi (2005) presented 6 components for entrepreneur organizational structure based on which it can be justice about entrepreneurship level of organizational structure:

1) Lack of emphasize on careful observation and celebrate of organizational hierarchy;
2) Conducting activities through team instead of task and formal groups and units;
3) Definite organizational formal relationships, instructions and regulations to appreciate creativity;
4) Relevance between authorities and responsibilities incurred to the managers;
5) Emphasize on and achievement of organizational tasks and goals instead of only governing rules and regulations;
6) Lack of different, various regulations and rules regard to specific issues, in fact, organic entrepreneurial structure with diversity and flexibility, minimum organizational hierarchy as well as just required regulations

Such structure makes appropriate room for entrepreneurship, innovation and creativity available for staff and by the way, it improves their effectiveness and efficacy within the organization.

In 2007, "the relationship between organizational structure and organizational entrepreneurship for physical education managers" paper by Khalifesoltani during International Conference of Physical Education and Sport Sciences demonstrated a significant relationship between these two variables.

In 2009, researches to investigate contexts and barriers for organizational entrepreneurship development within 22 municipalities in Tehran report by Malekpour investigated 6 factors effective on organizational entrepreneurship.

In 2009, evaluating the relationship between organizational structure and organizational entrepreneurship paper by Mokhtari in Research and Efficiency Center of Azad University confirmed and demonstrated a significant relation between two components.

In 2010, organizational entrepreneurship and organizational culture relationship paper by Gholamian, Veysi and Nazoktabar in 188th issue of Quarter Journal of Tadbir investigated the relationship between two subjects.

In 2008, investigating and evalusting chracteristics of managerial entrepreneurship in Communications Company paper by Jahangiri and Kalantari in first issue of Quarter Journal of Entrepreneurship Development investigated entrepreneurial features among the managers.

In 2007, relation of managerial character properties with entrepreneurship inside medical organizations related to Tabriz Medical University paper by Raiisi, Nasiri, Rostami and Khalesi in 33th isshue of Quarter Research Journal of Health Management considered promising role of entrepreneurial character feature for the managers.

Generally, it can be said that the results show that creating an appropriate bed for the organization by perceived organizational support, creativity, successfulness, willingness to risk and as a result organizational entrepreneurship levels will be increased.

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