

The relationship between organizational culture and organizational entrepreneurship of employees of Sports and Youth in Hamadan province, Iran

A relação entre cultura organizacional e empreendedorismo organizacional de funcionários de esportes e juventude na província de Hamadan, Irã

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Abstract

This study was conducted with a rigorous approach, aiming to investigate the relationship between organizational culture and organizational entrepreneurship among employees of Sports and Youth in Hamadan province, Iran. The statistical population of the study was all employees (125 people) of the General Directorate of Sports and Youth of Hamadan Province. To ensure the reliability and validity of the study, Denison's organizational culture questionnaire was used to measure organizational culture. In this study, Cronbach's alpha coefficient for organizational culture components was 0.944, and for organizational entrepreneurship components was 0.839. Both descriptive and inferential statistics were used for analysis, with the Kolmogorov-Smirnov test used to normalize data distribution in the inferential statistics section. Pearson and Regression correlation tests were conducted using spss.25 software to verify the implementation hypotheses.

Keywords: organizational culture, organizational entrepreneurship, employees

Resumo

Este estudo foi realizado com uma abordagem rigorosa, com o objetivo de investigar a relação entre a cultura organizacional e o empreendedorismo organizacional entre funcionários do Desporto e da Juventude na província de Hamadan, no Irã. A população estatística do estudo foi composta por todos os funcionários (125 pessoas) da Direção Geral de Desporto e Juventude da Província de Hamadan. Para garantir a confiabilidade e validade do estudo, o questionário de cultura organizacional de Denison foi utilizado para medir a cultura organizacional. Neste estudo, o coeficiente alfa de Cronbach para os componentes da cultura organizacional foi de 0,944, e para os componentes do empreendedorismo organizacional foi de 0,839. Para análise foram utilizadas estatísticas descritivas e inferenciais, sendo o teste Kolmogorov-Smirnov utilizado para normalizar a distribuição dos dados na seção de estatística inferencial. Testes de correlação de Pearson e Regressão foram realizados utilizando o software spss.25 para verificar as hipóteses de implementação.

Palavras-chave: cultura organizacional, empreendedorismo organizacional, colaboradores

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Introduction

Organizational entrepreneurship means developing the competencies and opportunities within the organization by combining new resources. Therefore, today's organizations have paid special attention to organizational entrepreneurship due to the role it plays in strengthening the competitive position of organizations (Farzad Zivyar et al., 2017). One of the characteristics of the present age is the significant changes in attitude, ideology, social values and way of working. The organization is mainly affected by these changes (Firoozjaeian et al., 2014). One of the fundamental changes that have taken place in today's management is the change in attitudes toward the organization.

There was no theory of culture until the early 1980s, when researchers and organizational leaders began to recognize the importance of culture in organizations. In fact, due to the lack of information and a correct understanding of the impact of organizational culture on the organization and the people present in it, researchers based on the old and obsolete model began to explain the performance of organizations (Calani et al., 2016). In fact, managers who play the role of entrepreneurs are the main factor in creating creativity and innovation and they recognize opportunities during chaos. Today's organizations with a small number of creative and entrepreneurial people cannot beat their competitors in the domestic and foreign arenas and they need to create the right platform for entrepreneurship for all their employees (Nowruzi Seyed Hosseini & Kalateh Seifari, 2014).

There are many similarities between organizational entrepreneurship and entrepreneurship (Choi et al., 2010). In a study, Yildiz (2014) concluded that organizational culture influences organizational entrepreneurship. Vernon and Vertzel believe that culture has a high place in entrepreneurial development, because culture determines people's attitudes toward starting an entrepreneurial activity. If an organization intends to become an entrepreneurial organization, the overall culture of the organization must be commensurate with the entrepreneurial environment; of course, this is not possible in the short term (Qalaei et al., 2009). Organizational culture is a set of common meanings, beliefs, beliefs and values that are maintained by a group or organization and affect the thinking and behavior of group members and the organization (Jaskit & Dresler, 2004).

In another definition of culture, research has been conducted on the relationship between organizational culture and organizational entrepreneurship in the country and abroad. Abbasi et al. (2013), in a study, concluded that adaptive culture has a significant effect on organizational entrepreneurship. Today's organizations operate in a dynamic, dynamic, and evolving environment. In today's evolving world, if organizations fail to respond to change or react to change, they will be left behind (Bigleri et al., 2017).

Denison (1990) believes that; Organizational culture is the core values, beliefs, and ethics that play a key role in an organizational management system. With the help of his research on organizational culture and the effectiveness of the organization, in his model, he described the cultural features as follows: 1) involvement in work, 2) adaptability, 3) adaptability, 4) mission or mission. The component of involvement in work refers to the fact that; Effective organizations empower their people; they form



the organization on the basis of working groups and develop human resource capabilities at all levels. In general, organizational culture is the understanding that employees have of their organization (Ehsanbakhsh & Rezaei, 2012).

Today, the importance of organizational entrepreneurship in organizations has become more prominent, and managers of organizations are interested in creating entrepreneurial behaviors that lead to better operational efficiency. Sports organizations are no exception. Organizational entrepreneurship is a tool for the growth and development of sports organizations (Moeini Kia et al., 2019). Entrepreneurial thinking and its use in sports organizations is inevitable. As in various organizations, entrepreneurship is one of the tools to provide life and competitive advantage. Competitive life and advantage in sports organizations also depend on factors such as their ability, creativity and innovation of human resources (Ehsanbakhsh & Rezaei, 2012). If sports organizations, especially the National Olympic Committee, are one of the most important sports organizations in the country, they can create an opportunity for managers, planners, decision makers and entrepreneurial staff to better understand the opportunities. Make more use of available resources and opportunities to innovate. As a result, they grow faster and survive in the face of global, regional and national competition and perform their mission better (Alimardani et al., 2015).

To adapt to the increasing, rapid, complex and uncertain changes in the environment and discover potential opportunities in the field of sports, Iranian sports organizations need entrepreneurs whose creativity, innovation and ability to discover new opportunities are the most prominent features (Niknehad et al., 2015). To achieve this capability, it seems necessary to have a proper organizational culture in the organization. Given the importance of entrepreneurship in the development of sports in the country and the need to expand and create a platform for its development, it seems that dynamic organizational culture can be a very practical and practical factor to improve and accelerate the process of entrepreneurship in sports organizations. Therefore, it can be said: If the organizational culture of entrepreneurship is current in sports organizations, these organizations will keep pace with global developments and even in the world of sports, they will take the lead. But if organizational culture does not support entrepreneurship, despite the high cost, they still do not have the desired effectiveness and efficiency.

On the other hand, Organizational culture and organizational entrepreneurship in the General Departments of Sports and Youth as one of the largest sports organizations in Iran needs further study and research to identify and identify its potentials. Over the past thirty years, especially in the last two decades, the concept of entrepreneurship in existing organizations has evolved and is known by various titles such as organizational entrepreneurship, intra-organizational entrepreneurship, entrepreneurial management and strategic entrepreneurship. Organizational entrepreneurship seems to have attracted the most attention as a concept (Bigleri et al., 2017).

Organizational entrepreneurship, and of course entrepreneurial organizations, is one of the most important factors in the development of today's countries. Given the current need of the country for progress and development, as well as reaching the real

position, organizational entrepreneurship can help the country to achieve this important goal (Farahani et al., 2011). Organizational entrepreneurship is: Identifying and exploiting an opportunity and making sure that exploiting that opportunity in a new way is a deviation from the previous method and will lead to success and the achievement of organizational goals (Hinonen et al., 2005), (Abbasi et al., 2013).

Peymanizad and Ghasem Alipour (2012), in a study entitled "Relationship between organizational culture and organizational entrepreneurship in the General Department of Physical Education of Khorasan Razavi Province", found that; there is a significant relationship between organizational culture and organizational entrepreneurship in this department. Mobini Dehkordi et al. (2012) found in a study that; there is a significant linear relationship between organizational culture and entrepreneurial orientation. The results of a simple linear regression test also showed that; Organizational culture affects 76% of the entrepreneurial performance of Zamyad's experts. Khajavi Khan and Judge Mirsaeed (2012) found in a study that; there is a positive and significant relationship between organizational culture and entrepreneurial organizational structure and their compliance rate was 66 percent. Alimardani et al. (2015), in a study entitled "The relationship between organizational culture and organizational entrepreneurship in the General Directorate of Sports and Youth of Qom Province" concluded that; apparently, a proper organizational culture can turn the General Directorate of Sports and Youth of Qom Province into an entrepreneurial organization. Mousavi Rad et al. (2011) conducted a study entitled "Designing an Entrepreneurial Sports Model Based on the Relationship between Entrepreneurial Culture and the Dimensions of Organizational Entrepreneurial Trends in the Physical Education Organization" and concluded that; There is a significant relationship between organizational culture and entrepreneurial orientation and there is the ability to anticipate entrepreneurial tendencies through organizational culture.

Englen et al. (2013) concluded in a study that: Group culture has no significant effect on entrepreneurial orientation, and adhocracy culture has a significant positive effect on entrepreneurial orientation. Also, hierarchical culture and market culture have a significant negative effect on entrepreneurial orientation. Sepehri and Khayati (2013), in a study, concluded that; there is a significant relationship between organizational culture and organizational entrepreneurship. Organizational culture also predicts organizational entrepreneurship. In this way, decentralized and flexible culture increases new products and services, and hierarchical culture prevents innovation in production. For sports organizations to be able to overcome the problems they face in this dynamic and turbulent environment; they must provide an environment in which to have entrepreneurial employees. At the same time, it is necessary to create entrepreneurship in sports organizations, to provide a suitable organizational culture. Due to the connection between these two categories and their necessity for organizations, including sports organizations and the little research that has been done in this field in sports organizations, sports are a growing trend in our country and in most of this mission is the responsibility of sports organizations. General Departments of Sports and Youth as the custodians of sports in the provinces of the country who are directly involved in the direction of sports in the community, Considering that the General Directorate of Sports and Youth of Hamadan Province is



the main trustee of sports in this province, researchers are looking to answer this question: Is there a relationship between organizational culture and organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan Province?

Methodology

This research is based on the purpose and nature of applied research. Also, according to the strategy, it is a component of descriptive research and in terms of implementation path; it is in the line of correlation research. The statistical population of the study was all employees of the General Directorate of Sports and Youth of Hamadan Province, whose number is 125 people.

Of the 125 questionnaires distributed in June 2017 in the General Directorate of Sports and Youth of Hamadan Province, 10 questionnaires were not returned, and 5 questionnaires were incomplete, a total of 110 questionnaires were analyzed. To measure organizational culture, Denison's organizational culture questionnaire, which includes 60 questions and 4 components of involvement in work (participation), similarity (compatibility or integration), adaptability and mission or mission and to measure organizational entrepreneurship, Margaret Hill's organizational entrepreneurship questionnaire was used, which includes 13 questions and 4 components of organizational actions, individual attitude, flexibility and entrepreneurial culture.

These questionnaires are used as a widely used tool. In this study, the calculated Cronbach's alpha value indicates the high reliability of this tool. Cronbach's alpha coefficient in this study is 0.944 for the components of organizational culture and 0.839 for the components of organizational entrepreneurship which indicates the high reliability of the questionnaires. Cronbach's performance factor in this study is 0.866, 0.786, 0.802 and 0.856, respectively, for the components of job involvement (participation), similarity (compatibility or integration), adaptability and mission and for the whole organizational culture, 0.944 was calculated, which shows the high reliability of this tool.

The validity of these questionnaires has also been confirmed by management experts. A researcher-made questionnaire was also used to collect personal information. Descriptive and inferential statistics were used to analyze the data. In the descriptive statistics section, the frequency and percentage of frequency and in the inferential statistics section, to determine the normality of the data, Clomogrov-Smirnov test was used and to test the research hypotheses, Pearson correlation and regression tests were used at a significance level of 0.05%, data analysis was performed by Spss.25 software.

Results

Demographic information showed that; 41 people (37.3%) are female employees of the Hamadan Sports and Youth Administration and 62 (69.7%) are men. In terms of age, 10 (9.9%) of employees in the age range of 20-25 years and 32 people (29.1%) in the age range of 26-30 years and 27 people (24.5%) in the age range of 35-35 31 years old and 41 people (37.3%) are over the age of 35. Also, in terms of history, 40 people (36.4%) have work experience less than 5 years and 24 people (21.8%) have



a history of 6-10 years and 24 people (21.8%) have a history of 11-15 years and 22 years. People (20%) have more than 15 years of experience. In terms of education, 5 people (4.5%) have a diploma, 18 people (16.4%) have a postgraduate degree, 56 people (50.9%) have a bachelor's degree and 31 people (28.2%) have a master's degree or higher.

To determine the relationship between organizational culture and organizational entrepreneurship, the type of data must first be determined whether the collected data is normal or not. To determine the type of data and which parametric or non-parametric statistical method to use, the Kolmogorov-Smirnov (k-s) test was used (Table 1). The results of Table 1 show that; Organizational culture variables and their 4 components have a normal distribution, so the parametric statistical method is used.

Table 1
 Results of Kolmogorov-Smirnov test

Component	involved in work	Compatibility	Adaptability	Mission	Organizational Culture
Number	110	110	110	110	110
z Amount of statistics	0.054	0.123	0.083	0.054	0.078
P	0.200	0.000	0.059	0.200	0.095
Result	Normal	Normal	Normal	Normal	Normal

After the organizational culture variable has a normal distribution, we use the Pearson correlation test to examine the relationship between the organizational culture variable and organizational entrepreneurship. Table 2 shows the results of the Pearson correlation test.

Table 2
 Results of Pearson correlation test of organizational culture and its 4 components with organizational entrepreneurship

Component	involved in work	Compatibility	Adaptability	Mission	Organizational Culture	Organizational Entrepreneurship
Number	110	110	110	110	110	110
The statistical value of z	**0.744	**0.543	**0.872	**0.642	**0.688	**0.744
P	0.001	0.001	0.001	0.001	0.001	0.001
Result	Positive and harmonious relationship	Positive and harmonious relationship	Positive and harmonious relationship	Positive and harmonious relationship	Positive and harmonious relationship	Positive and harmonious relationship

According to the results of Table 2, there is a positive, high and significant relationship between organizational culture and its 4 components with organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan Province. Based on the results and output of SPSS software, the correlation coefficient of these variables is smaller than 0.05 and actually zero ($p < 0.05$), which is smaller than the significant level, according to the observed value of the significant number (p) observed. Therefore, there is a high, positive and significant relationship between these variables at 99% confidence level and given that the correlation coefficient between the variables

is positive and it shows that the direction of change of these variables is both positive and positive increasing the coefficient of one of the variables increases the coefficient of the other variable.

Table 3
 Results of regression test to predict organizational entrepreneurship from the variable of organizational culture

Predictive variable statistical index	R	R2	R2 justified	F	p
Organizational Culture	0.725	0.525	0.521	5.463	0.001

To predict the entrepreneurship of the organization, a linear regression test has been used on the variable of organizational culture in the General Department of Sports and Youth of Hamadan Province (Tables 3 and 4). Based on the results and according to Table 3, organizational culture is a significant prediction for organizational entrepreneurship. And you predict the changes related to organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan.

Table 4
 From the variable of organizational culture, regression coefficients related to organizational entrepreneurship forecasting

variable	Predictable variable	B	β	t	p
Organizational Entrepreneurship	Fixed coefficient	6.267	-	1.841	0.068
	Organizational Culture	0.190	0.725	10.929	0.001

Also, the results of Table 4 show that the constant coefficient (width of origin) of the variable of organizational culture is significant and is given in the regression line equation. There is a high, positive and significant relationship between these two variables at 95% confidence level and given that the relationship between the variables is positive, it indicates that; To change these variables, the direction and the type of positive that increase the coefficient of one of the variables increases the coefficient of the other variable. The regression line equation is as follows. Organizational Entrepreneurship = 267/6 + (190/0 × Organizational Culture)

Table 5
 Results of multivariate regression test to predict organizational entrepreneurship from organizational culture components

Predictive variable statistical index	R	R2	R2 justified	F	p
Multiple variables simultaneously	0.747	0.558	0.542	5.343	0.001

To predict organizational entrepreneurship, based on the components of organizational culture in the General Directorate of Sports and Youth of Hamadan, a multivariate regression test has been used simultaneously (Tables 5 and 6). Based on the results and according to Table 5, the component of involvement in work, adaptability, adaptability and mission prediction is meaningful for organizational entrepreneurship in Hamadan Sports and Youth Administration.

Table 6
 Regression coefficient related to predicting organizational entrepreneurship based on
 organizational culture components

variable	Predictable variable	B	β	t	p
Organizational Entrepreneurship	Fixed coefficient	5.434	-	1.617	0.109
	involved in work	-0.044	-0.052	-0.506	0.614
	Compatibility	0.289	0.289	2.593	0.011
	Adaptability	0.268	0.270	2.281	0.025
	Mission	0.273	0.311	2.971	0.004

Also, the results of Table 6 show that; Among the predictor variables, the value of constant coefficient (width of origin) for predicting organizational entrepreneurship from the components of organizational culture is mission, consistency, adaptability and involvement of mission, respectively, and in the equation of regression line is as follows. Organizational Entrepreneurship = $434/5 + (311/0\% \text{ Mission})$.

Conclusion

According to the results of the correlation test between organizational culture and organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan, there is a positive, high and significant relationship and the results of this hypothesis with the results of research by Alimardani et al. (2015), Shohani et al. (2015), Khajavi Khan and Ghazi Mirsaeed (2012), Seyed Ameri (2014), Sepehri and Khayati (2013), Ehsanbakhsh and Rezaei (2012) and Salimat and Cologne (2010) are compatible. Vernon and Vertzel believe that; Culture has a high place in entrepreneurial development; because culture determines people's attitudes toward starting an entrepreneurial activity (Moeini Kia et al., 2019).

Examinations of sports entrepreneurship should use existing or possible opportunities in the fields of manufacturing, services, distribution, or other sub-aspects related to sports to create start-up entrepreneurial activity. Sports activities are one of the most suitable and diverse places to create jobs and create new economic opportunities (Shohani et al., 2015).

Given the role and importance of entrepreneurship and the brilliant track record of entrepreneurs in the development of many countries and given the economic problems of sports in the country, promoting and disseminating the concept of entrepreneurship and creating a platform for pro-entrepreneurial culture is important and necessary. It seems that the more appropriate the organizational culture, the more entrepreneurial the increase and the more inappropriate the entrepreneurial decrease in the General Directorate of Sports and Youth of Hamadan province (Nasirzadeh et al., 2018).

According to the results of the regression test of organizational culture, there is a significant prediction for organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan. With the findings of the research of Seyed Amiri (2014), Alimardani et al. (2015), Shohani et al. (2015), Moeini Kia et al. (2015) Also, based on the results of the research regression model, it was found that organizational culture affects the level of organizational entrepreneurship. So, it can be

claimed that; Organizational culture, as the main personality and foundation of the General Directorate of Sports and Youth of Hamadan Province, has a fundamental role in raising organizational entrepreneurship. Hamadan General Directorate of Sports and Youth to be able to effectively increase organizational entrepreneurship and apply it at all levels; First, special attention should be paid to organizational culture.

Organizational culture helps the organization to create and maintain a sustainable competitive advantage and become an entrepreneurial organization by creating a suitable environment for the development of organizational entrepreneurship. The results of the research regression model showed that; Organizational culture components can predict organizational entrepreneurship. It seems that the use of employees in decision-making related to the organization and the delegation of authority by top managers to middle and operational managers and employees is associated with increasing entrepreneurship in the General Directorate of Sports and Youth of Hamadan province. Another result is the existence of a positive, high and significant relationship between involvement in work and organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan. With the findings of research by Seyed Amiri (2014), Alimardani et al. (2015), Shohani et al. (2015), Qalaei et al.) It is compatible. F

Findings showed: Organizational culture, with its highly functional characteristics, makes the management of the organization tolerate employee deviation from the rules, is responsible for new and creative projects, and improves entrepreneurship. In culture, the organization relies on external focus with a high degree of flexibility and individuality. In 1991, Quinn and Spritzer found in a study that: Developmental culture, by emphasizing flexibility and change, provides the basis for the growth of creativity and external adaptation. According to the test results, there is a high and significant positive relationship between adaptation and organizational entrepreneurship in Hamadan General Directorate of Sports and Youth. With the scientific research of Seyed Amiri (2014), Shohani et al. (2015), Bigleri et al. (2017). , Ehsanbakhsh and Rezaei (2012) Sepehri and Tailoring (2013) are alike, and it is not in line with the results of the research of Alimardani et al. (2015) who found that organizational culture does not predict the variable of organizational entrepreneurship. Kazemi et al. (2011) found in a study that: If organizational culture is inappropriate, it is an obstacle to organizational entrepreneurship, and if it is appropriate, it is a platform for strengthening organizational entrepreneurship. One of the necessary tools for entrepreneurial growth is the existence of organizational culture in accordance with organizational entrepreneurship. Inadequate culture causes tension and conflict in the organization and hinders initiative and creativity, which is the most basic feature of entrepreneurship in an organization (Heidari et al., 2011). Also, according to the results obtained, there is a significant and positive relationship between adaptability and organizational entrepreneurship in Hamadan General Directorate of Sports and Youth.

This finding is consistent with the results in terms of the relationship between adaptability and organizational entrepreneurship, with the findings of research by Seyed Ameri (2014), Shohani et al. (2015), Qalaei et al. (2015) and Abbasi et al. (2012). According to Denison (2000), the concept of involvement in work is that effective

organizations empower their individuals. They form the organization based on working groups and develop human resource capabilities at all levels. The members of the organization are committed to their work, and they feel like part of the organization. People at all levels feel involved in decision making and it is these decisions that affect their work, and their work is directly related to the goals of the organization. Given this, it seems that if this component is improved, we will see an increase in organizational entrepreneurship. This is possible if there is a proper organizational commitment in the organization and employees should be involved in decision-making to feel that they are part of the body of the organization. Another result is the existence of a positive, high and significant relationship between mission and organizational entrepreneurship in the General Directorate of Sports and Youth of Hamadan. It is in line with the findings of Kalat Seifari and Tandnavis (2012), Seyed Ameri (2014), Alimardani et al. (2015), Shohani et al. (2015), Moeini Kia et al. (2015) and Ehsanbakhsh and Rezaei (2012).

The components of the organizational culture of the mission show the greatest relationship with entrepreneurship. Therefore, more attention should be paid to this component because if the mission and vision of the organization is clearly defined, creative and innovative solutions can pave the way for organizational goals. In other words, improving the cultural context of the organization through its components, especially the description of the mission and organizational vision, leads to positive entrepreneurial results.

The results of multiple regression tests showed that; the components of organizational culture are a significant predictor for organizational entrepreneurship of employees in the General Directorate of Sports and Youth of Hamadan Province. The results of this study are consistent with the results of research by Alimardani et al. (2015), Sharififar and Mohammadian (2017), Englen et al. (2013). Shohani et al. (2015) Organizational Culture Affects Organizational Entrepreneurship; Therefore, to achieve an entrepreneurial organization, special attention to the components of organizational culture seems necessary. It seems that a culture that is suitable for entrepreneurship in one organization can be suitable for other organizations.

Organizational culture affects employee attitudes; it also reinforces their stable behavior in line with organizational missions. Therefore, identifying organizational culture will help sports managers to use its strengths with full awareness and vision of the space governing the organization and anticipate the necessary measures and measures for the weaknesses. In an organization, group culture may be able to create entrepreneurship and in another organization such as the General Directorate of Sports and Youth of Hamadan Province, organizational culture with a look at the dimensions and indicators of organizational entrepreneurship, including: Improving processes, improving the quality of services provided, using new methods in performing services, improving employee and customer satisfaction, it also confirms that entrepreneurship in government organizations can take shape despite bureaucracy and hierarchical structure.

In general, we can conclude: Having a proper organizational culture in the General Directorate of Sports and Youth of Hamadan Province can turn this office into an entrepreneurial organization. Also, if the components of mission, adaptability,

adaptability and involvement in the work are governed in this office, respectively, Hamadan Sports and Youth Administration can become an entrepreneurial organization and employees engage in and engage in entrepreneurial activities.

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