

# The Review of Intra-Organizational Entrepreneurship Rate in Personnel of Social Deputy of Tehran Municipality

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## ABSTRACT

The current study has been carried out by aiming at identifying intra-organizational entrepreneurship among personnel from social deputy of Tehran Municipality. It is a research of applied type in terms of goals, and it is quantitative from data collection and of correlation type in terms of nature and method. Sample group, including 165 respondents, were chosen by means of random classified sampling technique and Morgan's table. In order to analyze findings, goodness fit (Chi-2) test was adopted. Questionnaire was the measurement tool and its reliability has been verified by Cronbach's Alpha Coefficient as 0.826. Research results signify that there is a positive and significant relationship among dependent variable (intra-organizational entrepreneurship) and independent variables in this survey. Findings from correlation coefficients indicate that the variables of support of managers and officials from entrepreneurs and entrepreneurs' attention paid to innovation, risk ability and venture, and guarding new ideas from entrepreneurs as well as the existing incentives for implementation of personnel's entrepreneurial ideas highly affected on intra-organizational entrepreneurship.

**KEYWORDS:** Entrepreneurship, Intra-Organizational Entrepreneurship, Urban Administration, Tehran Municipality

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## 1. INTRODUCTION

Today, the organizations are exposed to complex and ever-increasing challenges; changes occur with a very quick trend and speed. People are establishing new communication to each other and some forms of competition are going to arise and several countries pay special attention to economy-centered entrepreneurship and entrepreneurs. Strengthening entrepreneurship and preparing appropriate ground for its development are some tools for economic advancement in nations, particularly Developing Countries. According to International Entrepreneurship Manifest, there is strong correlation among national economic growth and the level of national and organizational entrepreneurial activities [1]. Human may die without imagination and dream and at the same time economy regardless of entrepreneurship [2]. Due to the strangeness of entrepreneurship phenomenon, the prosperous entrepreneurs are called newly based economic heroes, builders of modern worlds [3], and entrepreneurship as prime mover that moves forward economy of countries [4] so that some countries like China, Japan, and US are owed to it for their economic superiority. For example in US 37% of people are involved in their business typically rather than their formal and routine occupations [5] and 70% of new jobs in the world are setup by means of entrepreneurs [6]. Entrepreneurs exist potentially in any country and it should be tried to enhance their capabilities and more importantly the existing structure should allow entrepreneurs to express their abilities. With respect to these issues, organizations should react quite smartly to these challenges and try to utilize talents and capabilities each and every members of them [1].

It is because of the fact that economic structure of today world basically differs from the past. Hardware indices and tangible assets, which had played determinant role in the place of an economic enterprise yesterday, are substituted with a type of innovation, origination, creation of new products and software assets. If the wealthiest people of the world were those ones who possessed further financial sources yesterday, this day the greatest well-to-do are knowledge-oriented and entrepreneur ones. Thus, in today world economic development is based on innovation and creativity and application of knowledge. Among them, survival and life of organizations requires modern techniques and solutions and as a strategic and advantageous approach in economic systems, entrepreneurship may be deemed as an effective model to achieve social-economic development objectives. It is referred to entrepreneurship as prime mover for economic development since the presence of entrepreneurship in organizations may seem necessary to great extent and this is because of the fact that entrepreneurship is placed within competitive environment in today world that compels organizations not to be retarded from this trend and not to exit from this path. Alternately, the experience has shown in today world that important innovations and technological advancements may not occur in governmental large organizations and enterprises for which the adaptability to market and today needs is something that a large, complex, and labyrinth structure may not overcome it and as a result for rapid progress and introducing new products, the only effective solution is to create and develop the conditions in which the small-size economic businesses could be established and competitive to each other [7]. The importance of entrepreneurship is due to the values that are created in

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different ways. Organizational entrepreneurship is very vital for survival, growth, profitability, and reconstruction in organizations. For this reason, various organizations are enthusiastically going to spread entrepreneurial activities among their personnel. In today world, thinking of innovation and entrepreneurship and their use is inevitable issue in organizations. Given that organizational entrepreneurship is a new topic and its importance becomes more obvious for managers and personnel and powerful enterprises in development and growth of organizations. As birth and death of organizations depend on knowledge, insight, and ability of their founders at the same time their survival also relies on some factors including capability, creativity, and innovation of their human resources. If planners, decision- makers and personnel are entrepreneurs in organization, they may comprehend economic opportunities better and they could utilize the existing sources further for innovation and consequently the organization will grow more quickly and survive in completion area for longer time [8]. Similarly in today world, identifying the effective factors on creation and development of organizational entrepreneurship within the community and entrepreneurs' unique characteristics in organization are considered as the growth and development element in different economic, cultural, social, and political dimensions so that the element of organizational entrepreneurship is deemed as impetus for production and organizational development in the one hand, and also as the training and reinforcing factor for spirit of investment and productivity in manpower, on the other hand. In order to realize this, entrepreneurial activities should be encouraged within organizations and spirit of entrepreneurship should be trained among organizational decision- makers and personnel and at last an entrepreneurial environment shall govern in the given organization. This requires identifying, interpretation, and description of organizational entrepreneurship concept and process.

### 1.1. Subject Interpretation

Those individuals and organizations, which are not in line with the broad changes, will be eliminated quickly. Therefore, organizations should leave their own classic mentality and seek for those classes of knowledge, skills, and strategies that will make them successful in the future. If the personnel in organization constantly revise their working techniques for improvement of performance standards, they will be faced with even faster and cheaper methods to do their tasks better and consequently they will achieve more proper comprehension about their in- progress activities so this realizes organizational learning and eventually it makes approaching to organizational goals more accessible [9]. On the other hand, paying attention to capabilities in a learner organization, including faster prediction and adaptation to environmental effects, acceleration in product development, becoming professional by rivals, speed in knowledge transfer, efficient learning from errors, encouraging constant improvement and attraction of the best personnel, role of organizational learning as organizational flexibility factor versus external and environmental appropriate changes for creativity and innovation that leads to entrepreneurship and creation of modern and stimulant strategies to economic development and generation of competitive advantage in organizations, may indicate them more prominently [10].

Entrepreneurship is a dynamic process of wealth gradual production. Those ones may produce this wealth that take great financial and time- laden risks and or occupational obligation or create value for some products and services. The product or service may be new and unique but the basic point is the value that entrepreneur add to it. Through appropriate concept and topology for skills and sources, entrepreneur may create the above value. Organizational entrepreneurship or creation of modern organizational forms and entrepreneurial dynamisms may lead to generation of organizational modern populations. Some of the basic issues in entrepreneurship include how organizations arise and grow and how organization and community affect mutually on each other. In addition to individuals who tend to become entrepreneurs independently and the investors who are interested in their support, many other ones are that they like to what is referred to it as intra- organizational entrepreneurship or entrepreneurship in a platform of an organization [11]. Richard Cantillon, an economist, coined terms of "*entrepreneur*" and "*entrepreneurship*" and entered them in economic literature. In many sources it was referred to these terms where the origin of word "entrepreneurship" was derived from French word "*entreprendre*" i.e. to become responsible while entrepreneurship is a structure that has been defined by some in relation to a group of personality features (especially riskability, creativity, and high- flying), and some others regarding a set of entrepreneurial behaviors (such as setup and developing business) and other group believe in a composition of both of these cases.

Thus, there is no certain and absolute definition for entrepreneur and entrepreneurship; however, it is unanimously agreed that definition of entrepreneurship is much wider than definition of business administration and self- employment since in addition to business skills, it also comprises of personal skills such as creativity, innovation, and riskability [12]. Entrepreneurship is a process that leads to creation of satisfaction or a new demand and or in other words entrepreneurship is value creation process by formation of a unique group of sources for benefitting from opportunities [13]. Entrepreneur is someone who can observe and evaluate business opportunities, he/ she utilizes economic imbalance while collecting the needed sources and trying to guarantee success with riskability and initiative in profitability [12]. In other words, the personnel, who enjoy entrepreneurial spirit inside great, complex, and well- stabilized organizations, are called intra- organizational

entrepreneurs. They are purposed as the main source of transformation and change factor by creating innovation in administrative organizations. Rather than change and development in organizations, intra- organizational entrepreneurs are effective where some people have defined and determined need to change and often innovative change inside organization. Intra- organizational entrepreneurs provide an environment in which change to be successful and they support exertion of rigid change [14].

Organizational entrepreneurship is to train entrepreneurial behavior in an already- established organization. In such type of entrepreneurship, an enterprise or organization may provide an environment where the members could participate in entrepreneurial activities during which the innovative products, services or processes will appear through creation entrepreneurial culture. Organizational entrepreneur is a person who acts like an entrepreneur member in a large organization and deals with introduction and manufacturing new products, services and processes and as a result leads to growth and profitability in organization [15]. Namely, it is a process in which entrepreneur tries to fulfill an entrepreneurial activity in a usually traditional and bureaucratic organization [16].

Accelerating developments and changes in present world within the scientific and technical fields and subsequent challenges occurring in social- economic system, reduced subterranean reserves, increasing poverty and unemployment, have provided paying deeper attention by the recent politicians and scholars to concept of entrepreneurship so far they have deemed development model as development based on entrepreneurship [17]. Rather than the aforesaid issues, one could consider entrepreneurship as a factor of stimulation and encouraging competition sense, factor of motivation, composition and provision of production items, factor of sources organizing and their effective utilization, and factor of integration and connection among markets, and for removal of interruption, gaps and setbacks in market and community, and also one of the production factor, reduction factor for reduced administrative bureaucracy, transformation and national and local revival factor; identification, creation and expansion of new markets, innovation and facilitator factor of change and establishing equilibrium in dynamic economy [18].

In changing present world, influence and thinking of entrepreneurship has been turned into a factor to resolve economic, social, cultural, and even political problems in these fields including urban administration that is a field with certain complexities itself as if all problems and challenges have been summarized and interwoven within country with a city and especially today megalopolises. The solution for this problem in modern urban administration is to mobilize entrepreneurial force. This organizational entrepreneurship is manifested, particularly in governments and municipalities; what is referred to it today as arising of (Entrepreneur Government) i.e. government and Entrepreneur market- oriented and participatory Public Sector. Organizational entrepreneurship has two vital aspects in urban administration: First, urban administrative organizations and municipalities should be pioneer to training and reinforcing organizational entrepreneurship for developing and strengthening their rational administration so that to gather the leaders who are prone to this new attitude at first place and then these organizational leaders to lay foundation for entrepreneurship that prepare ground for taking the next basic step. The other aspect of subject or the next step is the planning and organizing entrepreneurial measures throughout the city and making efforts in participation of non- public sector for administration of city affairs. This a double- facet measure; namely, organizational entrepreneurship on the one hand, and trans-organizational development on the other hand, so this might be called as modern model of urban administration. Currently, this theory is followed by experiences as practical support in many greatest world megalopolises [19].

By virtue of the aforementioned subjects, and with respect to the existing issues and problems in entrepreneurship among personnel from Social Deputy in Tehran Municipality and due to the dire need to revising intra- organizational entrepreneurship status for personnel, and also for development and improving personnel's entrepreneurship as well as lack of any conducted study regarding the given subject, the authorities in Tehran Municipality requested for carrying out this investigation and emphasized on its implementation. Similarly, according to necessity and importance, the present study has been conducted in order to measure intra-organizational entrepreneurship rate and to identify the related factors and present the solutions for removal the restrictive factors and barriers.

## **1.2. Research Objectives**

This study is mainly intended to measure intra- organizational entrepreneurship among the personnel from Social Deputy in Tehran Municipality and presentation of the needed suggestions to improve the given status.

### ***Minor goals are including:***

- 1) To identify the rate using intra- organizational entrepreneurship among personnel from Social Deputy in Tehran Municipality;
- 2) The needed suggestions for improvement and development of intra- organizational entrepreneurship among personnel from Social Deputy in Tehran Municipality

## 2. MATERIALS AND METHODS

The current study is of applied one in terms of goals and it is quantitative from data aspect and it is of correlation type in terms of nature and method. The studied population includes personal from Social Deputy in Tehran Municipality during 2012-13, comprising of 290 respondents out of which 165 were elected as sample space from personnel in Tehran Municipality (regions 2, 6, 9, 12, and 15) by means of random classified sampling technique. In addition to data description, goodness fit test (statistical analysis) / Chi- 2 has been utilized for this purpose.

## 3. RESULTS

### 3.1. Analysis on Research Questions

In this part, research questions were examined and tested. It could be implied that we test the questions which their data and information have been gathered by means of sampling technique via appropriate statistics. For this reason, we deal with making decision about rejection or verification of research questions regarding ability to generalize the given results to entire statistical population. With respect to the above-said issues, we will review the relations between independent variables with dependent variable and the results of the present study are presented analytically.

**Research Question I:** To what extent, is the rate of intra- organizational entrepreneurship in social deputy in Tehran Municipality?

**Table 1.** Spearman correlation coefficient and its significance level among two variables of supporting from entrepreneurial (speculator) personnel and intra- organizational entrepreneurship

Independent variable	X1 Support from entrepreneurial (speculator) personnel	
Dependent Variable		
Intra- organizational Entrepreneurship Y	Significance Level (Sig)	0.000
	Correlation Coefficient (r)	0.351
	Chi-2 (Pearson)	46.239
	Degree of Freedom (d.f)	6

With respect to significance level that was given (Sig= 0.000) and value of Chi-2 (46.239) at alpha level (0.05) with degree of freedom of 6, it can be mentioned that there is a significant relationship among two given variables. Thus, the sufficient evidences are present to reject Null Hypothesis so research first question (X1) is verified. Similarly, the intensity of correlation among two variables as 351 may indicate this point that improving support from entrepreneur personnel (speculator) may increase intra- organizational entrepreneurship.

**Research Question II:** To what extent, are personnel's new ideas about intra- organizational entrepreneurship supported in social deputy of Tehran Municipality?

**Table 2.** Spearman correlation coefficient and its significance level among two variables of managers' support from personnel new ideas and intra- organizational entrepreneurship

Independent variable	X2 Support from entrepreneurial (speculator) personnel	
Dependent Variable		
Intra- organizational Entrepreneurship Y	Significance Level (Sig)	0.000
	Correlation Coefficient (r)	0.36
	Chi-2 (Pearson)	21.737
	Degree of Freedom (d.f)	4

Given the significance level (Sig= 0.000) AND Chi- 2 (21.737) at alpha level (0.05) with degree of freedom value as 4 which have been obtained in this part, it may be implied that there is a significant relationship among two given variables. Therefore there are sufficient proofs to reject Null Hypothesis so research first question (X2) is confirmed. At the same time, the rate of correlation intensity as 0.36 may show this fact that increasing support by managers from personnel's new ideas can improve intra- organizational entrepreneurship.

**Research Question III:** To what extent, is it possible to purpose entrepreneurial ideas by personnel (regardless of organizational level) in social deputy of Tehran Municipality?

**Table 3.** Spearman correlation coefficient and its significance level among two variables of personnel’s innovation, riskability and entrepreneurial venture and intra- organizational entrepreneurship

Independent variable	Dependent Variable	X3 Support from entrepreneurial (speculator) personnel	
Intra- organizational Entrepreneurship Y		Significance Level (Sig)	0.000
		Correlation Coefficient (r)	0.567
		Chi-2 (Pearson)	55.990
		Degree of Freedom (d.f)	6

With respect to the given significance level (Sig=0.000) and value of Chi- 2 (55.990) at alpha level (0.05) with degree freedom of 6, it could be mentioned that there is a significant relationship among two given variables. Thus, there are sufficient evidences to reject Null Hypothesis so research first question (X3) is also verified. Similarly, correlation intensity among two variables as 0.567 may indicate this point that by improving innovation, riskability, and entrepreneurial venture of personnel, intra- organizational entrepreneurship will increase.

**Research Question IV:** To what extent, are intra- organizational entrepreneurship ideas of personnel protected in social deputy in Tehran Municipality?

**Table 4.** Spearman correlation coefficient and its significance level among two variables of financial and administrative support from personnel’s entrepreneurial ideas and intra- organizational entrepreneurship

Independent variable	Dependent Variable	X4 Support from entrepreneurial (speculator) personnel	
Intra- organizational Entrepreneurship Y		Significance Level (Sig)	0.000
		Correlation Coefficient (r)	0.200
		Chi-2 (Pearson)	62.652
		Degree of Freedom (d.f)	6

With respect to the given significance level (Sig=0.000) and value of Chi-2 (62.652) at alpha level (0.05) with degree of freedom of 6, it could be told that there is a significant relationship among two variables. Therefore, there are sufficient proofs to reject Null Hypothesis so research first question (X4) is confirmed. At the same time, the correlation value among both variables as 0.200 might show that by increase in financial and administrative support from personnel’s entrepreneurial ideas, intra- organizational entrepreneurship will improve.

**Research Question V:** To what extent, does social deputy in Tehran Municipality encourage its personnel’s intra- organizational entrepreneurship new ideas?

**Table 5:** Spearman correlation coefficient and its significance level among two variables of incentive of new ideas and intra- organizational entrepreneurship development and intra- organizational entrepreneurship

Independent variable	Dependent Variable	X5 Support from entrepreneurial (speculator) personnel	
Intra- organizational Entrepreneurship Y		Significance Level (Sig)	0.000
		Correlation Coefficient (r)	0.423
		Chi-2 (Pearson)	35.319
		Degree of Freedom (d.f)	6

With respect to significance level (Sig= 0.000) and Chi- 2 (35.319) at alpha level (0.05) and degree of freedom 6, it could be mentioned that there is a significant relationship among two given variables. Thus, there are sufficient evidences to reject Null Hypothesis therefore research first question (X5) is verified. Similarly, value of correlation is 0.423 among both variables and this indicates that rising encouragement for new ideas and regarding entrepreneurship development in organization will increase intra- organizational entrepreneurship.

**Research Question VI:** To what extent, does social deputy in Tehran Municipality support from implementation of intra- organizational entrepreneurial new ideas from personnel?

**Table 6.** Spearman correlation coefficient and its significance level among two variables of support and follow up entrepreneurial new ideas and intra- organizational entrepreneurship

Independent variable	X6 Support from entrepreneurial (speculator) personnel	
Dependent Variable	Significance Level (Sig)	0.000
Intra- organizational Entrepreneurship Y	Correlation Coefficient (r)	0.427
	Chi-2 (Pearson)	38.752
	Degree of Freedom (d.f)	8

Considering the given significance level (Sig= 0.000) and Chi- 2 (38.752) at alpha level 0.05 with degree of freedom 8, it can be mentioned that there is a significant relationship among both given variables. Thus, there are sufficient proofs to reject Null Hypothesis so research first question (X6) is confirmed. At the same time, correlation value which is 0.427 among these variables may show that support and follow up the implementation of entrepreneurial new ideas will improve intra- organizational entrepreneurship.

#### 4. DISCUSSION AND CONCLUSION

During review of 6 research questions, the significant relationship was considered in all 6 questions in this study while there is intra- organizational entrepreneurship as follows:

Testing of question 1 from research shows that there is significant relationship among support from entrepreneurial (speculator) personnel and intra- organizational entrepreneurship. The given results signify this point that rising support from entrepreneurial (speculator) personnel will increase intra- organizational entrepreneurship (Sig= 0.000) and it could be implied at 95% level of confidence that supporting from entrepreneurial (speculator) personnel played role in rising rate of intra- organizational entrepreneurship. Thus, it is suggested to directors and officials to pay attention to this important point that and consider the needed support from entrepreneurial (speculator) and risk- taking personnel as the main criterion in intra- organizational entrepreneurship.

Testing the second question of this research shows that there is a significant relationship among supporting of managers from personnel's new ideas and intra- organizational entrepreneurship. The given findings indicate this fact that improving directors' support from personnel's new ideas may increase intra- organizational entrepreneurship (Sig= 0.000). So it may be mentioned at 95% level of confidence that managers' support from personnel's new ideas has played a role in improvement of intra- organizational entrepreneurship. Thus, it is recommended to the related managers and authorities to support personnel's new and creative ideas.

By testing research third question, it is shown that there is a significant relationship among innovation, riskability, and entrepreneurial venture of personnel and intra- organizational entrepreneurship. The given results suggest this point that increasing innovation, riskability, and entrepreneurial venture will improve intra- organizational entrepreneurship (Sig= 0.000) so it could be implied at 95% level of confidence that innovation, riskability, and entrepreneurial venture have played role in rising intra- organizational entrepreneurship. Thus, it is suggested to directors and officials to plan and implement for improvement of creativity, innovation, riskability, intra- organizational entrepreneurship in personnel.

In testing research fourth question, it is revealed that there is a significant relationship among financial and administrative support from personnel's entrepreneurial ideas and intra- organizational entrepreneurship. The given findings show this fact that rising financial and administrative support from entrepreneurial ideas will increase intra- organizational entrepreneurship (Sig=0.000) and it can be interpreted at 95% level of confidence that financial and administrative support from entrepreneurial ideas has played role in rate of intra- organizational entrepreneurship. Thus, it is recommended to directors and authorities to plan for and conduct financial and administrative support from personnel's entrepreneurial ideas.

Testing of research fifth question indicates that there is significant relationship among incentive for new ideas and entrepreneurship development in organization and intra- organizational entrepreneurship. The given results signify that by increasing incentive for new ideas and entrepreneurship development inside organization, the rate of intra- organizational entrepreneurship will be improved (Sig= 0.000). So it could be implied at 95% level of confidence that incentive for new ideas and entrepreneurship development inside organization has played role in rising rate of intra- organizational entrepreneurship. Therefore, it is suggested to managers and officials to attract new ideas and plan, emphasize, and address implementation of incentives and entrepreneurship development inside organization.

In testing of research sixth question, it is shown that there is a significant relationship among support and follow- up the implementation of entrepreneurial new ideas and intra- organizational entrepreneurship. The given findings reflect this point that by rising support and follow- up in implementation of entrepreneurial new ideas, the rate of intra- organizational entrepreneurship will increase (Sig=0.04). And it is mentioned at 95% level of

confidence that support and follow-up the implementation of entrepreneurial new ideas have played role in rising rate of intra-organizational entrepreneurship. Therefore, it is recommended to managers and officials to plan, emphasize, and consider support and follow-up for implementation of entrepreneurial new ideas.

### **Executive Strategies**

In this section, some recommendations and suggestions are presented to achieve rising intra-organizational entrepreneurship based on researcher's experiences and studies concerning to intra-organizational entrepreneurship as follows:

The major question is: What strategies could one take to improve rate of intra-organizational entrepreneurship in Tehran Municipality and more particular in social deputy of Tehran Municipality?

1- Formation of intra-organizational entrepreneurial strategic work group in Tehran Municipality and determination of strategies

2- Optimization of entrepreneurial training systems, methods, and processes in Tehran Municipality proportional to organizational and operational requirements in Municipality to develop and realize intra-organizational entrepreneurship

3- Preparation of current instructions and methods for appropriate and optimal implementation of intra-organizational trainings and revision of previous instructions in order to achieve intra-organizational entrepreneurship in Tehran Municipality at high level

4- Setup offices for scientific and educational counseling and giving services to entrepreneurs in urban administration

5- Constant review and critique of intra-organizational entrepreneurship rate and encouraging entrepreneurial personnel and continuous follow-up for removal the restrictive factors against intra-organizational entrepreneurship and focus on implementation of effective factors on intra-organizational entrepreneurship

6- Paying attention to intra-organizational entrepreneurship management in urban administration and implementation of the needed trainings for intra-organizational entrepreneurship related directors, authorities, and experts

7- Identifying and employing the expert and experienced personnel for development of intra-organizational entrepreneurship in several divisions, units, and departments in Tehran Municipality

8- Conducting constant evaluation on intra-organizational entrepreneurship status and receiving feedback and follow-up disadvantages and defects

9- Granting bonus to heads of urban administrative entrepreneurial organizations and units in order to encourage personnel for creativity and learning and improving organizational entrepreneurship

10- Improvement of creative culture and employment of diligent and creative personnel for realization of intra-organizational entrepreneurship

11- Freedom of action and providing facilities in order to discover personnel's capabilities and making effort to develop personnel's merits and competences and intra-organizational entrepreneurship

12- Exploitation from experienced young managers and experts to improve communication and prevalence of dialogue of creativity and entrepreneurship among personnel and managers and flexibility of organizational structure

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