

# Investigating the Relationship Between the Dimensions of Organizational Entrepreneurial Culture (Service-related Beliefs and Staff Culture) With Creativity and Innovation Experts of Sports and Youth Departments of Khuzestan Province

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**Abstract:** Objective: The present study investigates the relationship between the dimensions of organizational entrepreneurial culture (service-related beliefs and staff culture) with the creativity and innovation of experts in sports and youth departments of Khuzestan province. Materials and Methods: The method of this research was descriptive-correlation. The statistical sample consisted of 137 personnel of sports and youth departments of Khuzestan province, which was randomly selected from a total of 201 people using the Krejcie and Morgan sample size determination table. Data collection tools include Dorabji Creativity and Organizational Innovation Questionnaire (1998) and Loresh Entrepreneurial culture Questionnaire (1990). The obtained data were analyzed using Kolmogorov-Smirnov statistical methods, Spearman correlation coefficient test, and multivariate regression. Conclusion: The results showed a significant relationship between organizational, entrepreneurial culture (service-related beliefs and staff culture) with the creativity and innovation of experts in sports and youth departments of Khuzestan province ( $P \leq 0.05$ ).

**Keywords:** service-related beliefs, staff culture, creativity, innovation.

## Introduction

Due to the wide range of sports sciences can be considered among the fastest-growing sectors and related to the world's leading economic, social, and political sectors. Achievements and Job Opportunities: There are many sporting events; in other words, the rise of entrepreneurial processes in sport and events is creating a variety of new job opportunities (James Cook University, Australia, 2009).

Sport provides the necessary ground for developing entrepreneurship by creating demand for sports services and goods and creating attractiveness for communities. It helps to develop sports. In order to develop entrepreneurship in the sports sector, it is necessary to identify the underlying and structural factors affecting the development of sports and plan to create effective structures and fields in the development of sports entrepreneurship based on the goals that exist in various dimensions of sports entrepreneurship (Yadollahi, 2008).

In developed countries, flourishing and fostering creativity is one of the highest and most important goals of the educational system. In these countries, the importance of fostering creativity is such that special units and materials have been dedicated to this issue in all different levels of education from pre-school to university level. This planning and investment are due to the essential role of creativity in developing, progressing, and overcoming life's inevitable changes and transformations. Despite the vital importance of this issue, for various reasons, so far less research and study and planning for fostering creativity in our country has been done, while we are in dire need of a creative and innovative generation (Soleimani, 2002).

Following the profound changes in the world today and the intensification of competition, much attention has been paid to designing the right strategy for organizations and its rapid and effective implementation. One of the most critical factors for success or failure in this movement is the organizational, entrepreneurial culture. Sometimes the implementation of a change strategy is delayed or rejected due to the opposition of the organization's culture, which is the set of beliefs and convictions of the organization, and as a result, the organization collapses and disintegrates. The history of organizational leadership shows that the emphasis on fixed methods and non-acceptance of change in the organization is not consistent with the progress and even the existence of the organization. Given the importance of organizational entrepreneurial culture and the relationship that the creativity of employees has with the organizational entrepreneurial culture, it is appropriate to have complete and accurate knowledge of organizational entrepreneurial culture and learn its features and techniques, and measures to change and strengthen it to better. When there is a need for change in the organization or change in the organizational entrepreneurial culture, we should apply proper management (Meshbaki, 2001). Mentioning this introduction, the present study will be conducted to examine the relationship between organizational entrepreneurial culture and innovation of experts in sports and youth departments of Khuzestan province.

## Hypotheses

There is a significant relationship between the service-related beliefs and innovation of experts of sports and youth departments of Khuzestan province. Organizational entrepreneurial culture is a good predictor for the innovation of experts in sports and youth departments of Khuzestan province.

### Theoretical Foundations Entrepreneurship

Entrepreneurship is the process of creating value by forming a unique set of resources to take advantage of opportunities (Miller, 1983). Among the definitions of entrepreneurship, there are several common elements:

Knowledge Thinking: Thinking Entrepreneurially;  
Behavioral process: starting a new business;  
Social or economic event: construction of a new company;

Achieving General-Strategic Management: Innovative and Progressive Organizations (Alirezaei, 2005). Fayzbakhsh Bazargan (2002), Entrepreneurship is taking advantage of opportunities and creating business, the product of hard work, acceptance of financial, social, and psychological risks and innovation, and started with the motivation of making a financial profit, independence or because of urgency. Entrepreneur considers the motivations of success, apparent satisfaction, and love for the progress of the homeland and the people, causing its continuity and stability.

One of the most controversial features of entrepreneurs is innovation. Innovation is the ability to create an idea, and the ability to understand the forces involved in the workplace is of particular importance to the entrepreneur. Innovation includes producing a new product, creating a new distribution system, or creating a new way of developing an organizational structure.

Jahangiri (2003) also believes that today's management can no longer cope with the complex tasks of today's organizations with traditional ways and customs. Today's world is a world of change and transformation. Therefore, management has to combine its management style with the elements of entrepreneurship and, while supporting the entrepreneurial forces, provide the necessary space for the growth and development of entrepreneurship. Entrepreneurship is a concept that gives dynamism to space management.

In his definition of entrepreneurship, Ahmad Pourdariani (2004) believes that an entrepreneur is a person who has a new idea and introduces a new product or service to society through establishing a business and accepting the risk.

## The difference between creativity and innovation

Creativity and innovation are so intertwined that it may be challenging to get an independent definition of each. However, to enlighten the mind, they can be defined separately. Creativity is the emergence and production of new thought and thought, while innovation implements that thought and thought (Jamali, 1998). In other words, creativity refers to the power to create new ideas, and innovation means applying those new ideas as new products and services (Gartin, 1998).

As can be seen from the definitions, these two words have some differences. Creativity requires innovation, and the realization of innovation depends on creativity (Smith, 1990).

Creativity requires acceptance of risk, commitment, time, resources, and the possibility of more mistakes, while innovation is possible at a lower level of risk, commitment, time, and financial resources (Herman, 1999). Although the two can be distinguished in practice, it can be imagined that creativity is the bedrock for the growth and emergence of innovations.

### **Creativity development factors**

Factors that promote creativity include individual and environmental factors.

Individual factors: Individual factors related to individual characteristics include the following.

Interest in work: Interest in work and continuity in it indicates the presence of inner motivation in the creative person. Creative people tend to solve problems with all their might, and in the face of problems, energy is generated to search and solve them.

Patience: The patience of the creative person causes that if the creative thoughts fail in the first experiments, to follow up and continue the activity until the positive final result is guided.

Ability to deal with failure and ambiguity: This ability in creative people makes them not afraid of failure and, due to a strong inner motivation to explore and discover phenomena and present them to others, use the necessary openness.

Flexibility: Flexibility, which indicates the creativity of the creative person in the face of environmental phenomena, provides the ability to change previous attitudes and perceptions and enables him to move more easily from one idea to another, and thoughts Combine many that sometimes seem irrelevant and consider unusual applications.

Ability to use convergent thinking and divergent thinking: In convergent thinking, the individual examines and selects within the framework of specific data and chooses one of several given solutions, while in divergent or creative thinking, the multiplicity and variety of answers and Or there are ideas and solutions. The person is looking for new relationships between different topics and usually seemingly irrelevant and distant topics. Recent research shows that creative people can strike a logical balance between rational thinking, which requires mental order, by striking a logical balance between convergent thinking and divergent thinking.

Positive self-concept: Creative people, while knowing their ability, have high self-confidence and think positively, and mostly follow the slogan "I can." They do not feel weak even when they do not know how to do something. Other personal factors that facilitate creativity include extreme curiosity with an empirical spirit (concentration), concentration and persistence in thinking, originality, and skill in reconstructing ideas and phenomena, higher than average intelligence, sensitivity to Environment and desire for risk-taking, interest in complexity, range of interests, careful and deep attention to work and progress, independence of thought and action, intuition, self-confidence and openness and flexibility (Seyed Ameri, 2002).

### **Service-related beliefs:**

In this area of organizational, entrepreneurial culture, providing welfare services, providing recreational camps, financial support for employees, encouraging outstanding employees, and holding in-service classes to improve employees' level of knowledge and awareness (Moghimi, 2005).

### **Staff culture:**

It means the organization's values and beliefs, adapting to change, paying attention to people, coordinating work, and aligning individual and organizational goals (Moghimi, 2005). According to Barnes (1995), one of the most important factors affecting organizational creativity is the appropriate structure and organization appropriate to the objectives. If we divide organizational structures into two types, mechanical and organic, the organic structure is appropriate for creativity and innovation in the organization. The organic structure quickly adapts to the changing environmental conditions, provides the members with flexibility and freedom of action, and prepares a suitable platform for the growth of creativity and innovation. According to Martinez (1997), organizational culture is the most important factor influencing organizational creativity and innovation. In a model he presented in 1997, he showed that the characteristics of organizational culture affect different levels of organizational creativity and innovation (Martinez, 2003).

## Research method

The research method is descriptive-correlation. In this study, the statistical population includes all personnel of sports and youth departments of Khuzestan province (including the general administration and departments of affiliated cities) who are working in this position at the time of research, and their number is 201 people. To determine the sample size using the Morgan table, 137 people will be selected as the sample size, and a questionnaire will be provided to them. From the mentioned number, 13 questionnaires were removed from the sample size statistics due to incompleteness, which finally, the correct information obtained from 124 respondents was used as a criterion for evaluating the research hypotheses. The method of determining the sample size will be random. In the present study, two-sample questionnaires were used: Dorabji (1998) Creativity and Organizational Innovation Questionnaire, which consists of 12 questions and is scored based on a Likert 5-point scale. 3-5-2 Loresh Entrepreneurial culture Questionnaire (1990), which consists of 17 questions and has sub-scales such as organizational goals, distinct competencies, service-related beliefs and employees.

Due to the standard nature of the questionnaires, there was no need to validate them. However, the validity of the questionnaires was formally confirmed by the supervisor. To evaluate the reliability of the questionnaires, the first 20 people from the statistical population were selected to answer the questionnaires through random sampling. After selecting these people, 20 questionnaires were distributed among them and after collecting these questionnaires to determine the reliability. They used SPSS computer software that the Cronbach's alpha coefficient of operations was 0.89 for the Creativity and Organizational Innovation Questionnaire and 0.805 for the Organizational Entrepreneurial culture Questionnaire. The collected data will be statistically analyzed in both descriptive and inferential forms. In order to organize, summarize and classify the raw scores and describe the sample sizes, descriptive statistics, and frequency, percentage, the mean and standard deviation will be used. Moreover, multivariate regression will be used to analyze the research hypotheses.

## Findings

The results of descriptive findings and analysis of hypotheses were: Age of the subjects: 22.6% of the subjects were under 30 years old, 32.2% were between 30 and 40 years old, 38.7% were between 40 and 50 years old, and 6.5% were over 50 years old. Gender: 66.1% of the subjects were male, and 33.9% were female. Marital status: 9.7% of the subjects were single, and 90.3% were married.

Service experience of the subjects: 13.7% of the subjects were under 10 years old, 19.4% were between 10 and 15 years old, 29.8% were between 15 and 20 years old, 19.4% were between 20 and 25 years old, and 17.7% were over 25 years old. Education level: 6.5% of the subjects had a diploma, 15.3% had a master's degree, 59.7% had a bachelor's degree, and 18.5% had a master's degree or higher.

### The first hypothesis:

There is no significant relationship between service-related beliefs and the creativity and innovation of experts in sports and youth departments of Khuzestan province.

**Table 1:** Examining the relationship between service-related beliefs and creativity and innovation

Variable	Mean and standard deviation	Correlation value	Sig.
creativity and innovation	3.34±0.27		
Service-related beliefs	2.39±0.91	0.28	0.002

Examining the relationship between service-related beliefs and creativity and innovation showed a significant relationship between the above two variables (correlation value 0.28 and significance level 0.002). This means that with the increase of service-related beliefs in the staff of sports and youth departments of Khuzestan, creativity and organizational innovation will also increase in them. Based on this, the null hypothesis is rejected, and it can be concluded that there is a significant relationship between service-related beliefs and creativity and innovation of experts in sports and youth departments of Khuzestan province.

### The second hypothesis

There is no significant relationship between staff culture and creativity and innovation of experts in sports and youth departments of Khuzestan province.

**Table 2:** Examining the relationship between staff culture and creativity and innovation

Variable	Mean and standard deviation	Correlation value	Sig.
creativity and innovation	3.34± 0.27	0.27	0.002
Staff culture	3.29±0.65		

The study of the relationship between staff culture and creativity and innovation showed a significant relationship between the above two variables (correlation value 0.27 and significance level 0.002). This means that with the increase of the culture of the employees of the sports and youth departments of Khuzestan, their creativity and organizational innovation will also increase. Based on this, the null hypothesis is rejected, and it can be concluded that there is a significant relationship between staff culture and creativity and innovation of experts in sports and youth departments of Khuzestan province.

### Hypothesis 3:

There is no significant difference between the organizational, entrepreneurial culture subscales in the sports and youth departments of Khuzestan province. In order to analyze this hypothesis and determine which of the dimensions of organizational, entrepreneurial culture was most considered and emphasized by the subjects, the Friedman rank test was used. The results are given in Table 3.

**Table 3:** Analysis of the fourth sub-hypothesis and ranking of the dimensions of organizational entrepreneurial culture

Variable	Average ratings	Chi-squared	Sig.
Staff culture	3.16	134.7	0.0001
Distinctive competencies	3.01		
organizational goals	2.34		
Related beliefs	1.49		

According to the table above, among the various dimensions of organizational entrepreneurial culture, staff culture had the highest average rank and therefore is more approved by the subjects. After that, distinct competencies, organizational goals, and related beliefs are essential priorities for the subjects. Also, considering the amount of chi-square obtained 134.7 and the observed significance level of 0.0001, by rejecting the null hypothesis, it can be concluded that there is a significant difference between the subscales of organizational entrepreneurial culture in sports and youth departments of Khuzestan province.

### Discussion and conclusion

Analyzing the first hypothesis using the Spearman test showed that service-related beliefs significantly correlate with creativity and innovation (correlation value 0.28 and significance level 0.02). This study showed that with the increase of service-related beliefs in the staff of sports and youth departments of Khuzestan, creativity and organizational innovation will also increase in them. It can be said that there is a significant relationship between service-related beliefs and the creativity and innovation of experts in sports and youth departments of Khuzestan province.

Officials and staff of sports and youth departments can provide welfare and sports services such as halls equipped with all the necessary facilities in each sport and provide competitions and sports camps for different teams and financial support from sports delegations to prepare and Equipping teams of all ages, encouraging sports champions in all disciplines and finally holding refereeing and coaching classes to raise the level of knowledge and awareness of coaches and training new coaches and referees from the young generation and top athletes by creating a healthy atmosphere Entrepreneurship and creating opportunities for the growth of creative thinking in the young generation and athletes take essential steps.

Second and third hypotheses: There is no significant relationship between staff culture and creativity and innovation of experts in sports and youth departments of Khuzestan province. The results of analyzing these second hypotheses using the Spearman test showed that staff culture has a significant relationship with services with creativity and innovation (correlation value 0.27 and significance level 0.02). Also, the analysis of the third hypothesis of the research showed that among the various dimensions of organizational entrepreneurial culture, staff culture had the highest average rank and therefore is more approved by the subjects. Then the distinctive competencies, organizational goals, and related beliefs are in the following priorities for the subjects.

This study showed that with the increase of the culture of the employees of sports and youth departments of Khuzestan, creativity and organizational innovation in them will also increase. It can be said that there is a

significant relationship between staff culture and creativity and innovation of experts in sports and youth departments of Khuzestan province. If employees can act without fear of consequences and use mistakes as learning opportunities, they will be able to use creative and innovative methods to implement the desired programs and meet organizational goals. In other words, with every mission and organizational vision, innovative organizations have a similar culture that encourages experimentation, rewards both successes and failures, and experiences experience mistakes.

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