

## Investigation on relation between organizational structure and entrepreneurship in physical education of Eastern Azerbaijan's Islamic Azad University

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**Abstract:** This study aims to investigate the relation between organizational structure and entrepreneurship which is of discretionary – correlational type, done by the field method among all the physical education (PE) teachers and employees of Eastern Azerbaijan's Islamic Azad Universities (n=63). Two questionnaires about organizational structure and entrepreneurship, whose reliability was achieved by the experts, and Pearson and T correlational coefficients, were used to test and analyze the data. The results showed no relation between organizational entrepreneurship and complexity but showed a negative and significant relation among entrepreneurship and formality and concentration. Eventually, no difference was observed between organizational entrepreneurship of the (male or female) teachers and employees.

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### 1- Introduction

Organizations have different structures that affect on their employees' attitudes and behaviors. Organization is the process of creating organizational structure and organizational structure is a frame, referring to complexity, concentration and formality. Using organizational structure divides, classifies and conform the affairs, formally (James, 1998). Organizational structure determines communication, decision making and reporting ways and authorities' hierarchy and its recognition, reflects the whole organizational image. Considering the items that the structure determines, a good structure proportionate to the goals and needs of PE department seems necessary. Since, all decisions on planning, organizing, conforming and control get done on the structure; it should be strong enough to put into practice all those decisions.

Management art refers to provoking motivation and creating a proper environment for the employees to show their talents and capabilities (Sashkin, 1997). Nowadays, the world observes social and economical blooming and improvement in order to pave the way for improving human welfare, job conditions and lifestyle in their life and organizations (Zhou and Etzowicz, 2002).

Entrepreneurship is an important factor in improving the social and economical growth of the world, creating new job opportunities with creative and

innovative specifications. PE as a broad domain has many job potentials in itself (Green, 2007).

In today world, innovation and entrepreneurship sportive organizations are inevitable. As the birth and death of sportive organizations depends on perspectives, intuitions and abilities of their officials, their existence and consistency is also dependent on their human sources, abilities, innovation and creativity. Entrepreneurship is a process which the organization undergoes to enable the employees to play their roles as entrepreneurs and do all their personal and collective entrepreneurial duties, fast and easily (Crawell and Perhman, 2002).

Organizational knowledge and management have undergone fundamental changes during the last century. Since early 1990s, organizations have resorted to innovation to accelerate those changes and survive. So, the best way is encouraging the innovative people to turn into entrepreneurs (Nayagar and Vuuren, 2005).

Today organizations' traits are consistency, complexity and tradition breaking and they always get affected by their environment and accept changeability as a necessity.

Understanding the changes as the inevitable parts of third millennium's organizations, has increased compatibility and adaptability of them in economical – social areas (Neil et al., 2001).

One of the most important domains to be studied is entrepreneurship because entrepreneurs can provide the conditions to improve production, services and human sources, for their own specific traits. Since the previous methods are not responding to the organization needs, the organization should resort to new methods, including organizational entrepreneurship in which human resources feel themselves commitment to granting organizational goals (Thompson, 1999). One of the cases causing the entrepreneurship to improve the organization is the environment in which human sources participate committed to reach organizational goals. Here, organizational structure plays the most important role and is considered as the skeleton of the collection (Wim, 2003).

So, this subject and the way organizational structure dimensions affect on a proper environment for improving entrepreneurship should be investigated. Organizations are the fundamental parts of every society; So, proper managements should be selected for achieving every organization's aims, because it is the major factor of the organizations' progress and regression (Robbins, 1991). PE organizations have important roles in developing sportive activities, training human resources and reinforcing healthy spirit among people of the society. Managing sports and their organizations is of great importance because it can create necessary backgrounds for the growth of the country's sports. To sum up, it can be said that using suggested systems in every organization can improve its employees' participation in organizational decisions and organizational and personal performance, as well (Burton, 1998).

In a study on investigating the relation between organizational structure and entrepreneurship, Rezazadeh (2004) showed a reverse relation among complexity, formality and concentration in organizational decision making and entrepreneurship (Omidi, 2008). Investigating the relation between structure, culture and technology with knowledge management strategies in work and social affair ministry, Asgari (2006) concluded the following results: In structure part, decreasing formality, concentration and accelerating communications has a relation with creating and transmitting knowledge. In other cases, the organization should have ICI substructures and the employees should get technological training (Nelson and Campbell quick, 2008).

- Omidi (2008) investigated the relation between organizational structure and staff management innovation of PE department and concluded the following results:

- There is a significant relation between organizational structure and staff management innovation in PE department.
- There is no significant relation between complexity and innovation of PE departments' staff managers.
- There is a significant and negative relation among formality, concentration, and education level and staff managers' innovation in PE departments. There is also no significant relation between staff managers' job records and innovation (Nelson and Campbell quick, 2008).

In a research on the relation between cooperative management and entrepreneurship among PE faculty employees of Tehran University, Rasekh (2009) concluded a significant relation between the variables.

In a study on the relation between organizational structure and PE managers' entrepreneurship, KhalifehSoltani (2009) concluded the following results:

- There is a significant and negative relation between the structure and organizational entrepreneurship of PE organizations' managers.
- There is a significant and negative relation between complexity and entrepreneurship of the PE departments' managers.
- There is a significant and negative relation between formality and organizational entrepreneurship of PE departments' managers.
- There is a significant and negative relation between concentration and entrepreneurship in PE departments.
- There is a significant relation among age, job records and organizational entrepreneurship of PE managers (Green et al., 2008).

Abdolmaleki et al (2010) investigated the relation between entrepreneurship skills and organizational entrepreneurship and observed a significant relation between them.

Entrepreneurship' amount changed with differing gender, age, education level and job records (Nayagar and Vuuren, 2005). Khanifar et al (2010) investigated the relation between organizational structure and organizational and economical entrepreneurship in small and average companies and concluded a significant relation between them (Daft, 2006).

Investigating the organizational structure of PE organizations, Saboonchi et al., (2010) understood that PE organizational structures tend to mechanical structures. Age and organizational positions were the best predictors of organizational structures. Sex, field, age and organizational positions caused meaningful differences in organizational structures.

In a study, Bonez, Rockert and Walker (2003) showed a negative significant relation between

formal control amount and organizational employees, creativity. According to that study, lower degrees of formal control is necessary for an efficient management and improper formal control can decrease team creativity.

In a research on developing organizational performance by using effective parts and traits of organizational structure, Hunters (2002) concluded that:

- Less complicated organizational units whose managers' use cooperative management system increase organizational entrepreneurship.
- Less organizational hierarchy and more horizontal and vertical communications among the employees provides more space for creating entrepreneurship.
- Boner, Rockert and Walker (2003) showed a significant negative relation between formal control amount and organizational staff s creativity. Lower degrees of formal control are necessary for efficient managementand improper formal control or over control can reduce team creativity (Hunter, 2002). Boozbora (2007) in a part of his work has recognized non-concentrated structure' s role in creating an environment which encourages its employees to produce knowledge as useful.

This study's author follows these goals in her investigation:

1. Measuring the relation between organizational structure (complexity, formality, and concentration) and entrepreneurship in PE departments of Eastern Azerbaijan.
2. Investigating the relation between demographic qualities (age, sex, degree, and job records) and organizational entrepreneurship in PE education.

## 2- Methodology

This study is of descriptive – correlational type done by the field method.

The statistical society was the PE employees and teachers of Eastern Azerbaijan' s universities, including 69 people. 59 questionnaires were distributed among the testees . After losing 6 questionnaires, 63 questionnaires were returned. So, sample size equaled statistical society (n=63).

## 3-Information gathering methods

Stephan. P.Rpbins' standard organizational structure questionnaires were used to determine the structures of PE organizations of Eastern Azerbaijan. These questionnaires included 24 questions and 3 subscales that the questions 1-7 are about complexity, 8-14 about complexity and 15-24 about sub – scale. Organizational entrepreneurship questionnaires of Rahimi (2007) included 11 questions. Both questionnaires were scored in a 5-point Likert spectrum and the answers consisted of very little, a

little, average, much and very much. (1=very little, 5 = very much)

It must be mentioned that the scores of the question 18 to 24 were reverse in a way that very little item, and very much item got the scores 5 and 1, respectively.

The reliability of Robins' questionnaire was confirmed in MS thesis of Khalifeh. Soltani in 2008 and its consistency for the subscales of complexity, formality, and concentration were 0.88,0.85 , 0.79, = 0.86 . Organizational  $\alpha$  respectively by Kronbakh entrepreneurshipquestionnaire' s reliability was also confirmed by Rahimi in 2005, and its consistency by .  $\alpha = 0.82$ Kronbakh

The author got the confirmation of 5 PE professors on the reliability of both questionnairesand calculated their consistency over 30 PE employees and teachers of Eastern Azerbaijan' s Azad universities by coefficient for organizational structure  $\alpha$  Kronbakh and entrepreneurship;The results were 0.81 and 0.84, respectively .

Personal information questionnaire (about age, sex, education and job records) was used to gather employees and teachers' demographic qualities.

## Statistical methods

To describe the study variables, descriptive statistics including mean, percentage, variance and standard deviation were used.

## 4- Results

According to being linear, normality variance, homogeneity and score independence that was calculated by KolmogrofSmirnoftests , deductive statistics like Pearson correlation coefficient, Spearman correlation coefficient , Umanwhitney and Kroskal and Elis were used to test research' s statistical hypotheses and following conclusions were resulted:

1. There is no significant relation between organizational entrepreneurship and complexity of organizational structure.
2. There is a negative and significant relation between organizational entrepreneurship and formality of organizational structure.
3. There is a negative and significant relation between organizational entrepreneurship and concentration of organizational structure.
4. There is no relation between organizational entrepreneurship and job records.
5. There is no relation between organizational entrepreneurship and age.
6. There is no relation betweenorganizational entrepreneurshipand sex.

7. There is no relation between organizational entrepreneurship and education level. The results showed no relation between organizational entrepreneurship and complexity; But, there is a significant relation among organizational

entrepreneurship, formality and concentration. At the end, no difference was observed between organizational entrepreneurship of man or woman staff.

Table (1): Correlation coefficient between organizational structure's sub- scales and entrepreneurship in the statistical society.

Significant level	Pearson coefficient	Number	Criteria	Row	
0.099	0.157	63	Entrepreneurship	Complexity	1
0.035	-0.711			Formality	2
0.006	-0.253**				Concentration

\*\* Correlation is significant at  $\alpha = 0.05$  (bilateral)

Table (2) :Correlation coefficient among age , job records and entrepreneurship in statistical society .

Significant level	Spearman coefficient	Criteria	Row	
0.091	0.115	Entrepreneurship	Age	1
0.202	0.121*		Job records	2

Table (3): Investigating the differences in entrepreneurship according to sex and education level in the statistical society.

Significant level	coefficient	Test	criteria	row	
0.924	U=752.500	Man whitney U	Entrepreneurship	Sex	1
0.066	482.46	Kroskalvalis			

**5- Conclusion**

Nowadays, innovation and entrepreneurship exertions are inevitable in sportive organizations and their growth is also dependent on innovations and abilities of their human sources.

Organizations are the foundations of present society and they need creativity and innovation proportionate to their structures. So, good management and entrepreneurship are the important factors in the growth or regression of the organizations and their economical or social improvement. During entrepreneurship, new job opportunities are created which their specifications are innovations in production or services. PE, as a broad domain, has many potential job opportunities.

No significant relation was observed by investigating the relation between entrepreneurship and complexity, using organizational structure ' sub- scales on PE staff of Eastern Azerbaijan's Azad Universities , which this is consistent with Omidi (2001)'s results but not Rezazadeh (2004) and KhalifehSoltani (2009) 's conclusions. It shows that organizational departments with less complexity whose managers use cooperative management have increased their organizational entrepreneurship .So, less organizational complexity is suggested to increase

cooperation of human sources in entrepreneurial activities of PE departments and organizations. The perceived result from testing the second question shows a significant and

negative relation between formality and entrepreneurship which is consistent with the studies of Omidi (2009) ,Khalifeh . Soltani (2009) , Bones , Rockert and Walter (2003) . There is a significant negative relation between formal control amount and PE staff's creativity and entrepreneurship in Azad Universities which this suggests less formal control for efficient management. Improper formal control or over control can decrease team creativity, self-confidence and cooperation in organizations, especially in PE organizations which need more cooperation and team work.

Increasing formality causes extra and time – consuming bureaucracies which decrease organizational utility. Decreasing formality in PE departments will be to the benefit of the organizations and managers and enables the staff to show creativity and their talents and reach organizational goals.

Testing the third question shows a significant negative relation between concentration and entrepreneurship which is consistent with Khalifeh

Soltani (2009), Linders, Anglen and Kratzer (2003)'s studies. In organizational positions with lower concentration levels, people communicate more ideas and information and represent creative attitudes. Moreover, facilitating information communication among people produces more meaningful information which is efficient in active environments. Instead, higher concentration levels lead to disruptive attitudes and prevent from creating new ideas and entrepreneurship.

To confirm these points, Boozbora (2007), in a part of his study declared that non-concentrated structure creates an environment that enables the staff to participate in spontaneous production of knowledge and entrepreneurship grounds.

Concentration in organizational decision – making increases hierarchy, vertical communication, severe control, supervision and inflexible rules that lead to a decrease in human resources cooperation especially in PE departments.

Less concentration on decision – making increases staff's discretion and cooperation in entrepreneurial activities.

No significant relation was observed between demographic qualities (age, sex, education and job records) and organizational entrepreneurship. This is consistent with Omidi (2007) and Khalifeh Soltani's studies (in the field of education level).

The results of this study and previous researches show that proper structure, complexity, formality and concentration provide the necessary grounds for PE staff's more cooperation and talent growth and improving entrepreneurship.

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