



## The Relationship among Organizational Climate and Entrepreneurship in Teachers from Work-Knowledge-Based Technical High schools

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**ABSTRACT:** The current survey is a descriptive plan that has studied the relationship among Organizational Climate and entrepreneurship in teachers from work- knowledge- based technical high schools in Qods Township. This research is intended to find the relationship among organizational climate and entrepreneurship in teachers from work- knowledge technical high schools in Qods Township. This study is of applied type in terms of goals and it is a survey from the aspect of data collection and it is done based on correlation method in terms of data analysis. The studied population in this survey is all teachers from work- knowledge- based technical high schools throughout Qods Township including 132 participants among them 100 (50 male and 50 female teachers) out of total 132 participants are the official teachers who have been employed in work- knowledge- based technical high schools throughout Qods Township in academic year 2012 and they have been elected by simple randomized method and based on determination of sample space from H.S. Bola Table and they answered to questions about research hypotheses via Entrepreneurship Questionnaire prepared by Ahmadpour Dariani with 30 questions and Stern and Steinhoff's Organizational Climate Index (OCI) Inventory including 20 questions. Validity of this questionnaire was confirmed based on Face Validity by acquiring the comments from the respected experts and professors while reliability of both questionnaires was computed by means of Cronbach's Alpha Coefficient as 79% (organizational climate) and 84% (entrepreneurship) in the previous studies. Then their results were evaluated after statistical analysis by means of SPSS software. In addition to statistical descriptive technique for data definition, drawing frequency distribution tables, statistical characteristic tables and outlining diagrams in this study, some other statistical methods were adopted for data analysis including correlation t- test, Pearson's correlation coefficient and regression where the results derived from this survey were as follows: The constituent elements of organizational climate, including intellectual climate (activity), achievement standards, organizational effectiveness, personal dignity (supportiveness), orderliness, and impulse control (uniformity) have direct and significant relation with entrepreneurship among teachers so this reflects that the aforesaid factors have positive and significant impact on entrepreneurship in teachers. Furthermore, rate of entrepreneurship in male teachers is greater than in female teachers.

**Keywords:** Organizational Climate, Entrepreneurship, Work- Knowledge- Based Technical High School

### INTRODUCTION

In the ever- changing world, prosperity belongs to those communities and organizations that establish a significant relation between rare resources and managerial capabilities and entrepreneurship of their human resources. In other words, that community and organization may move forward and with acceleration through development path if it equips the human resources with productive entrepreneurship knowledge and skill by preparation of the needed platforms for them. Entrepreneurship is a long run training and researching process that requires planning for educational and researching system and execution of its plans ranged from family to school and university and organization and this causes the individuals create productive and income earning employment by means of expertise and innovation potential, creativity and risk ability as well as facilities, opportunities, and capabilities.

Organizational climate signifies this fact that human's behavior does not form only by interaction with direct

and immediate events but it is affected by the impact of interaction between intangible and invisible organizational forces. Organizational climate includes perceptions and insights of personnel toward different environmental aspects of the given organization.

With respect to the current problem in community i.e. unemployment and economic recession, the necessity for conducting basic studies and purposing useful feasible strategies toward making educational centers more enriched than ever including work- knowledge- based technical high schools as the official origins for educational system in self- employment in Iran becomes more evident. Given the importance of work- knowledge based branch in the society including enhancement of work culture and self- employment of individuals etc which have been codified for this course, it should be observed if conditions of organizational climate has been effective for the people to entrepreneurship self- employment. In other words, it has been tried in the present study to examine whether

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there is any relation between variables of organizational climate and entrepreneurship among teachers in work- knowledge- based technical high schools or not, thereby they may identify the possible problems and barriers and purpose strategies for more effectiveness in improving status quo.

#### **History of Research**

- In a study done by Pourkiani and Abdoli (2007) under title of "The review of relationship among organizational climate in faculties and physical education groups with entrepreneurial spirit in boy student in the physical education course", they came to the result that again organizational climate has affected on growing and training entrepreneurial spirit in students.

- Ranjbar (2008), in an investigation called "The relationship among job satisfaction and organizational climate among personnel of Social Security Organization, Qom Province", concluded that there is positive and significant correlation among organizational climate and its subscales with job satisfaction in personnel and at the same time there is positive correlation among subscales of job satisfaction and organizational climate as well.

- In another study conducted by Hosseini (2009) under title of "Review of the relation among organizational climate and rate of entrepreneurship in managerial area within State sport federations", it is concluded that appropriateness of organizational climate is significantly related to rate of entrepreneurship.

- In his study about "The relation among organizational climate and job satisfaction among personnel of departments of physical education organization within Kurdistan and Kermanshah provinces" which he carried out, Karimi (2009) concluded that there is positive and significant relation among organizational climate plus its subscales with rate of job satisfaction in personnel. And also there are positive and significant correlations among subscales of job satisfaction with organizational climate.

- In their survey under title of "The review of the relation among organizational climate and tendency to entrepreneurship", Samadi and Shirzadi (2009) concluded that elements of organizational climate are significantly related to tendency toward entrepreneurship.

- Bahramzadeh, Bavarsad and Jafarpour (2010), in their study which called "Evaluation of the role of organizational climate in entrepreneurial spirit among high school students in Ahwaz City", came to this conclusion that there is a significant relationship between climate indices and entrepreneurial spirit.

- Hassanzadeh (2012), in an investigation called "Review of description on creative climate in executive

bodies in Yazd City and its relation with rate of organizational entrepreneurship", concluded that there is a significant relationship among creative climate and organizational entrepreneurship.

- In another study called "The comparative review of teaching methods among entrepreneurial and non-entrepreneurial teachers in high schools from Robat Karim Township", Karimi (2012) came to this result that there is a direct and significant relation among entrepreneurship and active teaching method.

- In his study under title of "The review of relationship among organizational climate and job satisfaction among teachers from TEO organization, Baharestan Township at Tehran Province", Moosavipanah (2012) concluded that there is a direct and significant relation among organizational climate and job satisfaction among teachers and this shows that organizational climate has direct and significant impact on job satisfaction of personnel.

- In a survey done by Sarkhosh (2012) under title of "Review of relation among organizational climate and organizational entrepreneurship in personnel from Islamic Azad University, Islamshahr branch" came to the result that there is a direct and significant relationship among organizational culture and organizational entrepreneurship in personnel.

- In his study about "Relationship among entrepreneurial orientation and individual support for personnel's perception", Crocket (2005) concluded that personnel who adopt entrepreneurial orientation would be able better to provide individual support for personnel's perception (After Sarkhosh, 2012).

- In other survey called "Entrepreneurial innovation and organizational culture", Nam (2006) came to the result that cultural values are strong predictors for innovation inside the company (quoted from Sarkhosh, 2012).

- Salemite (2006) in another study, under title of "Social and cultural organizations as predictors for entrepreneurial activities", concluded that the variables are related to each other (after Sarkhosh, 2012).

- Abutaher, Shahabeddin and Sham Al- Doa (2010) in a study called "Determination of environmental appropriate criteria for development of entrepreneurship" which conducted in Bangladesh, showed that there is a positive significant relationship among appropriate environment and development of entrepreneurship.

- In 31<sup>st</sup> International Entrepreneurship Forum and within a study under title of "role of organizational entrepreneurship in increasing employee's share in environmental organization results", Mirla Alspa (2011) concluded that there is a positive significant relationship among environmental information of an employee and organizational entrepreneurship.

- Anthonic (2011) in a study regarding "The relationship among public general satisfaction of personnel, organizational entrepreneurship, and corporative growth", which had been conducted in Slovenia, concluded that there is a positive relation among general satisfaction of personnel, organizational entrepreneurship, and corporative growth.

- Leo and Wang (2012) in their investigation under titles of "Role of entrepreneurial effectiveness thought in relationship among Human Resources Management (HRM) and organizational entrepreneurship" concluded that there is a positive and significant relationship among entrepreneurial thinking and HRM.

## MATERIALS AND METHODS

This study is of applied type in terms of objectives and it is a quantitative survey in terms of data collection, and a correlation method from data analysis aspect. In this survey, statistical population includes all teachers from Work- Knowledge- Based technical high schools in Qods Township who were employed at academic year 2012. This population comprises of 132 participants out of which 100 (50 female and 50 male teachers) that form research sample that was measured based on simple randomized sampling technique and according sample space formula (H.S. Bola Table 1970; transl. Khodayar Abily, quoted from Khorshidi 1996). To conduct this test, Stern and Steinhoff's Organizational Climate Index (OCI) Inventory (1972) with 20 questions as well as entrepreneurship questionnaire prepared by Ahmadpour Dariani including 30 questions were used. In order to make sure of questionnaire validity, face validity was adopted and to review reliability of questionnaire in this study, Cronbach Alpha Coefficient was used where the values of this coefficients were calculated respectively as 0.79 (organizational climate) and 0.84 (entrepreneurship).

## RESULTS

We have used some statistical descriptive techniques for data analysis in this study, including statistical tables and techniques such as t- test and regression.

### 1) Descriptive Statistics

According to results derived from table 1, 50 % of participants are males and also the rest 50% are females in this test.

According to results in Table 2, mean age for participants is 35.31.

Based on results from Table 3, mean value of background in respondents is 12.88 years.

According to the results from Table 4, mean value of variable intellectual climate (activity) is 9.53, and achievement standards variable as 9.70, organizational

effectiveness as 9.64, personal dignity (values) as 9.42, orderliness (9.45), impulse control (uniformity) as 9.81, and the mean value for organizational climate is 75.55.

According to results of Table 5, mean value of entrepreneurship variable for the respondent is 122.12.

### II) Inferential Statistics

**Major Hypothesis:** *There is a significant relationship among organizational climate and teachers' entrepreneurship.*

Based on results derived from Table 6 and given that for 95% confidence level, the value of significance level of testing error is lesser than 0.05 so it could be implied that major hypothesis is verified and there is significant relationship among organizational climate and teachers' entrepreneurship. Similarly, two variables have direct relation and correlation coefficient value is 0.51 among two variables.

**Hypothesis I:** *There is a significant relationship among intellectual climate (activity) and teachers' entrepreneurship.*

According to results from table 7 and with respect to this fact that for confidence level (95%), the significance level of testing error is smaller than 0.05; thus, it can be said that hypothesis I is confirmed so there is a significant relationship among intellectual climate (activity) and teachers' entrepreneurship. Similarly, both variables have direct relation and correlation coefficient value also is 0.60 among two variables.

**Hypothesis II:** *There is a significant relationship among achievement standards (work) and teachers' entrepreneurship.*

Based on results from Table 8, and with respect to this fact that for 95% level of confidence, the value of significance level of testing error is lesser than 0.05; thus, it may be implied that hypothesis II is verified so there is a significant relation among achievement standards (work) and teachers' entrepreneurship. At the same time, two variables are related directly to each other and correlation coefficient is 0.47 among two variables as well.

**Hypothesis III:** *There is a significant Relationship among organizational effectiveness and teachers' entrepreneurship.*

According to results from Table 9, and given that for 95% level of confidence, the value of significance level of testing error is lesser than 0.05; therefore, it can be said that hypothesis III is confirmed so there is a significant relation among organizational effectiveness and teachers' entrepreneurship. Similarly, there is direct relation between two variables and correlation coefficient is 0.46 among two variables as well.

**Hypothesis IV:** *There is a significant relationship among personal dignity (values) and teachers' entrepreneurship.*

According to results of Table and by considering this fact that for 95% level of confidence, value of significance level of testing error is lesser than 0.05 so it can be implied that hypothesis IV is confirmed and therefore there is a significant relationship among personal dignity (values) and teachers' entrepreneurship. At the same time, both of variables have direct relation and value of correlation coefficient is also 0.38 among two variables.

**Hypothesis V:** *There is a significant relationship among orderliness and teachers' entrepreneurship.*

Based on results of Table 11 and given that for 95% confidence level, value of significance level of testing error is smaller than 0.05; therefore, it may be said that hypothesis V is verified and there is a significance relationship among orderliness and teachers' entrepreneurship. At the same time, two variables are related directly to each other and correlation coefficient is also 0.63 among both variables.

**Hypothesis VI:** *There is a significant relationship among impulse control (uniformity) and teachers' entrepreneurship.*

According to results of Table 12 and with respect to the fact that for 95% confidence level, value of significance level of testing error is lesser than 0.05; thus, it may be implied that hypothesis VI is confirmed and there is a significance relationship among impulse control (uniformity) and teachers' entrepreneurship. Similarly, two variables are related directly to each other and correlation coefficient is also 0.50 among both variables.

**Hypothesis VII:** *There is a significant difference in entrepreneurship between female and male teachers.*

Based on Table 13 and given that for 95% confidence level, value of significance level of testing error is lesser than 0.05; thus, it could be implied that hypothesis VII is confirmed so that there is a significant difference in entrepreneurship between female and male teachers and rate of entrepreneurship in male teachers is greater than female teachers.

**Table 1.** Frequency of distribution of participants based on gender

Gender	Frequency	Percentage
Males	50	50
Females	50	50
Total	100	100

**Table 2.** Central tendency indices and dispersion of participants' age

Statistic	Age
Mean	35.31
Standard Deviation	5.87
Variance	34.47
Variation Range	26
Minimum Scores	22
Maximum Scores	48

**Table 3.** Central tendency indices and dispersion of participants' background

Statistic	Background
Mean	12.88
Standard Deviation	5.85
Variance	34.28
Variation Range	23
Minimum Scores	1
Maximum Scores	24

**Table 4:** Central tendency indices and dispersion of organizational climate and its components

Statistic	Intellectual Climate (Activity)	Achievement Standards	Organizational Effectiveness	Personal Dignity (values)	Orderliness	Impulse Control (Uniformity)	Organizational Climate
Mean	9.53	9.70	9.64	9.42	9.45	9.81	75.55
Standard Deviation	1.49	1.39	1.42	1.51	1.58	1.17	5.63
Variance	2.23	1.94	2.03	2.28	2.51	1.38	31.78
Variations Range	6	6	7	8	7	5	35
Minimum Scores	6	6	5	4	5	7	37

Maximum scores	12	12	12	12	12	12	72
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**Table 5:** Central tendency indices and dispersion of participants' entrepreneurship

Statistic	Background
Mean	122.12
Standard Deviation	11.15
Variance	124.36
Variation Range	67
Minimum Scores	83
Maximum Scores	150

**Table 6:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Organizational climate	Pearson's Correlation Coefficient	0.511
	Significance Level	0.010
	Number of samples	100

**Table 7:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Intellectual Climate (activity)	Pearson's Correlation Coefficient	0.604
	Significance Level	0.009
	Number of samples	100

**Table 8:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Achievement Standards (work)	Pearson's Correlation Coefficient	0.478
	Significance Level	0.019
	Number of samples	100

**Table 9:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Organizational Effectiveness	Pearson's Correlation Coefficient	0.464
	Significance Level	0.008
	Number of samples	100

**Table 10:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Personal Dignity (Values)	Pearson's Correlation Coefficient	0.389
	Significance Level	0.041
	Number of samples	100

**Table 11:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Orderliness	Pearson's Correlation Coefficient	0.636
	Significance Level	0.007
	Number of samples	100

**Table 12:** Results of Pearson's correlation coefficients to determine correlation expression

	Statistics	Entrepreneurship
Impulse Control (Uniformity)	Pearson's Correlation Coefficient	0.504
	Significance Level	0.019
	Number of samples	100

**Table 13:** Results of t- test with two independent groups to determine mean difference in entrepreneurship among male and female teachers

Group	mean	Standard Deviation	Mean Difference	t	Degree of Freedom	Significance Level
Males	128.21	11.38	14.19	16.20	98	0.001
Females	114.02	10.23				

## DISCUSSION

One of factors and cases which might be effective in teachers' entrepreneurship was organizational climate; therefore, the relationship among organizational climate and entrepreneurship of teachers from work-knowledge- based technical high schools of Qods Township were investigated.

In addition to review of the main hypothesis of this research, the relationship between other variables were studied within minor hypotheses, including intellectual climate (activity), achievement standards (work), organizational effectiveness, personal dignity (values), orderliness, impulse control (uniformity) with entrepreneurship.

So far many studies have been conducted in relation to subject of the present research so that with respect to multiplicity of the intervening factors in entrepreneurship, researchers have reviewed and proved the impact of organizational climate on many factors for several times. Besides, according to findings of researchers, personnel's entrepreneurship may be related to some factors like working conditions, working and job security, management and human resources, type of relation and interaction among colleagues, organizational status, physical and social environment, amount and salaries and benefits, physical, intellectual, and spiritual talent and potential and tens of other factors.

The results derived from this investigation are in line with conducted studies by Pourkiani and Abdoli (2007), Ranjbar (2008), Hosseini (2009), Karimi (2009), Samadi and Shirzadi (2009), Bahramzadeh, Bavarsad and Jafarpour (2010), Hassanzadeh (2012), Karimi (2012), Moosavipanah (2012), Sarkhosh (2012), Crocket (2005), Nam (2006), Salemite (2006), Abutaher, Shahabeddin and Shams- Al- Doa (2010), Mirla Alspa (2011), Anthonic (2011), and Leo and Wang (2012).

### Suggestions:

■ Research results indicated that overall there is a positive and significant relationship among organizational climate and entrepreneurship so that paying attention to dimensions of organizational climate and planning may increase entrepreneurial spirit among personnel according to these dimensions. It is suggested to all principals to incorporate consideration of organizational climate as a basis in their working plan.

■ With respect to verification of hypothesis I of this study, happy and pleasant workplace may improve mental activity and solve intellectual problems and this item has a direct and significant relation with entrepreneurship. Thus it is suggested to principals of technical high schools to make essential efforts in creation of happy and pleasant environment.

■ With respect to confirmation of hypothesis II, since healthy competition and healthcare of manpower increases occupational achievement and case has direct and significant relationship with entrepreneurship thus principals should create an environment with healthy rivalry.

■ According to verification of Hypothesis III and given that security potential and flexibility etc cause improving organizational effectiveness and with respect to the fact that there is a significant relation among organizational effectiveness and entrepreneurship, so it is recommended principals to take this point within management process into consideration.

■ By virtue of verification of hypothesis IV and given that personal dignity (values) form due to some factors like accountability sense and ethic etc and it is significantly related to organizational climate so for this reason, principals should try to strengthen personal dignity (values).

■ With respect to confirmation of hypotheses V and VI and the fact that orderliness and impulse control (uniformity) have direct and significant relationship with teachers' entrepreneurship in technical high schools thus it is better for principals to establish this issue within technical high schools.

■ By considering of hypothesis VII verification, since male teachers are more active than female teachers in terms of entrepreneurship; therefore, in order to improve entrepreneurship level in female teachers, taking some measures like holding regional conferences, practical workshops and On The Job courses regarding entrepreneurship and acquaintance with their training methods may resolve this problem.

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