International Academic Institute for Science and Technology

International Academic Journal of Business Management
Vol. 4, No. 2, 2017, pp. 100-105.

ISSN 2454-2768

International Academic Journal of Business Management

www.iaiest.com

The relationship between organizational health and organizational entrepreneurship in Bank Melli of West Azerbaijan province

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Abstract

The objective of this paper is to investigate the relationship between organizational health, and organizational entrepreneurship in Bank Melli of West Azerbaijan province. The statistical sample consists of all the employees of the branches of the Melli Bank of West Azerbaijan province, which its number is equal to 990 people that according to Cochran formula, 276 persons were selected using stratified random sampling. The tool of the evaluation was the organizational health questionnaire OHI with 44 items and corporate entrepreneurship Margaret Hill (2003) with 48 items and reliability of 0.88 and0. 89 respectively. The results showed that there is a significant relationship between the components of institutional integration, principal influence, consideration, initiating structure, spirit, and science focusing the health status of the organization with entrepreneurship. Also, results of t-test indicated that each of the three variables except manufacturing and support resources of the health status of an organization and communication of corporate management is different in terms of gender.

Keywords: Organizational Health, Entrepreneurship, Partnership Management.

Introduction

Organizational health, in fact, is not the only organization ability to perform tasks effectively, but also includes the organization's ability to continually improve and grow. In healthy organizations, there are committed and responsible employees with high morale and performance open communication channels and with high success (Lynden and Klingle, 2001).The healthy and active organizations have a healthy and desirable climate and provide requirements for motivation and interest to work in the staff and through it increase the effectiveness of the organization On the other hand, healthy and supportive atmosphere cause more trust and high spirits of them (Bennis and Shin,2002:70). An organization is healthy when the managers and all employees to join together in a joint process to accept the responsibility for creating a dynamic workplace that increases customer loyalty and common profitability (Soltan Hosseini et al, 2012)

According to Hoy and Miskel (2008), organizational health includes7 dimensions such as institutional integration (organization's ability to adapt to the environment in a way that the unity, cohesion and integrity to maintain its programs), Principal influence (the ability of administrator to influence on the

heads, stimulate them to give more attention to the organizational issues, not facing with administrative obstacles, hierarchical, not related to the superior that all of these are key to effective leadership (Sayed Javadin et al,2010), Consideration, (refers to the leadership behavior that is open and friendly , consideration, reflects behavior, respectful, mutual trust, cooperation and support), Initiating Structure (define the behavior of director in determining appropriate behavior and working relationships with employees, job expectations, performance standards and methods of work) (Soleimani,2010), Resource Support (Providing the essential materials of the work in the organization), Morale (refers to the sense of sociality, openness and mutual trust between the organization's members) and academic Emphasis (extent that the organization wants academic and cultural excellence and try to reach it)(Hoy and Miskel,2008)
On the other hand, entrepreneurship is a process in which the products or innovation processes arriving by influencing and creating an entrepreneurial culture within an organization. Corporate entrepreneurship acts within the organization and extends the structures, attitudes, norms, technologies, services and products of the organization, or puts them on the new routes (Moghimi, 2002). The necessity of organizational entrepreneurship is due to the incompatibility and slow reaction of medium and large organizations to the increasingly rapid and complex and uncertain environment changes and introduces speed and innovation as key factors of survival of the organization in the scene of present intensive competition. Therefore, knowing the characteristics is the perfect platform to attract and foster of entrepreneurs, and the first and most fundamental problem of today's organizations. It seems that some large companies have recognized their weaknesses in their certain and fundamental executive aspects and to achieve more innovation, have amended their structures (Yadollahi Farsi et al,2008). Hitt et al (2001), believe that entrepreneurship process can be a part of management activities within an experienced organization. Some experts believe that entrepreneurship is a behavioral attribute of one person, i.e. a combination of internal factors (personality and skills) and external (social and economic stimulus). Many researchers such as Weber, Kalinz et al and Saton, argued on personality traits and skills. They believe that entrepreneurs have distinctive personality traits and have embedded a long list of features. Therefore, it can be concluded that entrepreneurship is a complex and important issue that a wide range of factors have impact on them. One of the important factors that affect entrepreneurship, is organizational health which refers to the survival of the organization in its environment and adapt to it and upgrade and expand their ability to better compromise (Salaryanzadeh et al,2011). Given the above, the researcher depending on the experience and conducted studies and having interest to the topic, aims to identify the relationship between organizational health and organization entrepreneurship.

Research Methodology

The research method is descriptive-correlation. The statistical sample consists of all the employees of the branches of the Melli Bank of West Azerbaijan province, which its number is equal to 990 people that according to Cochran formula, 276 persons were selected using stratified random sampling. The tool of the evaluation was the organizational health questionnaire OHI with 44 items and corporate entrepreneurship Margaret Hill (2003) with 48 items and reliability of 0.88 and0. 89 respectively. To analyze the data, Pearson correlation and regression is used.

Findings

53.1 percent of respondents were male and 49.1 percent were female. Education Survey respondents indicate that most of them have a bachelor's degree. Statistical indicators of the variables are presented in Table 1.

Table 1: statistical indicators related to the variables examined in the study

Variables	Indexes of central tendency			Indexes of dispersion tendency				
Institutional integration	Façade	Middle	Average	bevel	elongation	range	variance	SD

influence of director	24	26	26.41	.450	-0.96	11	7.92	2.81
Consideration	18	19	19.52	0.38	-0.95	7	3.51	1.87
Construction	17	18	52.18	0.38	-0.95	8	3.51	1.71
Support Resources	19	19	19.30	-0.40	-0.46	6	2.47	1.57
Spirit	16	16	16.65	0.36	1.24	9	3.03	1.74
Academic emphasis	32	33	33.35	-0.24	0.15	9	3.65	1.91
organizational health	36	34	32.12	-0.52	-0.6	20	27.47	5.24
Corporate entrepreneurship	173	169	166.9	-0.56	-0.55	26	46.33	6.8

Table 2: Results of Kolmogorov-Smirnov test for normality of the studied variables of Corporate entrepreneurship

Variable	number	Kolmogorov-Smirnov test	Significance
Organizational entrepreneurship	276	0.34	P >0.01
Organizational practices	276	0.43	P >0.01
Individual attitude	276	0.27	P >0.01
Flexibility	276	0.210	P >0.01
Status Bonus	276	0.250	P >0.01
Entrepreneur leader	276	0.270	P >0.01
Entrepreneurship culture	276	0.390	P >0.01

As can be seen in table above, the significance of variables of corporate entrepreneurship is P >0.01. So the normal assumption of criterion variable (dependent) will be accepted. In this case, the regression can be used.

The main hypothesis: There is a significant relationship between the components of organizational health and organizational entrepreneurship in the Melli Bank of West Azerbaijan province.

Table 11: Correlation matrix between the components of organizational health and Corporate entrepreneurship

Dependent Independent	Organizational entrepreneurship		
Institutional integration	Correlation coefficient	Significance level	number
influence of director	-0.71	P<0.01	276
Consideration	-0.76	P<0.01	276
Construction	-0.70	P<0.01	276
Support Resources	-0.26	P<0.01	276
Spirit	-0.02	P<0.01	276
Academic emphasis	0.30	P<0.01	276
organizational health	0.83	P<0.01	276

The results of the correlation between the variables indicate that, there is meaningful relationship between the variables of organizational health with organizational entrepreneurship except supporting resources in the 0.01 and 0.05 level. As a result, the assumption of a linear relationship between the variables and regression can be used to answer these hypotheses.

Table 12: A summary of prediction changes of organizational entrepreneurship using the components of organizational health

Multiple correlation	The coefficient of determination	The modified coefficient of determination	The error of estimation criteria
0.910[a]	0.828	0.828	7.23
A :is a predictor of each of the components of organizational health			

The above table shows multiple correlation of each components of organizational health and organizational entrepreneurship. As it can be see the multiple correlation coefficient between these variables is 0.910 that shows high correlation. Also the modified determination coefficient is 0.822 that shows the value of corporate entrepreneurship changes as a result of changes in the dimensions of organizational health. To determine the significance of multiple correlation coefficient F-TEST is used which its results presented in Table 13.

Table 13: The significance of multiple correlation between any of the components of organizational health and corporate entrepreneurship

Regression model		Sum of squares	df	Mean root	F	sig
1	regression	0.5041000	6	6833.41	67.130	0.000
	Remaining	98.5823	270	52.249		
	Total	0.4249524	276			
A :a predictor of each components of organizational health						
B: predictions: Corporate entrepreneurship						

As specified in the table above, the value of calculated F (67.130) is meaningful in 0.10. its concept is that the calculated multiple correlation is significant, and it can be generalized to the statistical population. In other words, there is a significant relationship between each of the components of organizational health and Corporate entrepreneurship. Consequently, to determine the contribution of each of these components in predicting changes in Corporate entrepreneurship, the beta coefficient is used, that its results can be seen in Table 14.

Table 14: Beta coefficients to predict changes in organizational entrepreneurship through using the components of organizational health

Variable	Raw coefficients		The modified coefficient	T	Significance
	Beta	Standard error	Beta		
Constant value	3.65	2.1		4.89	P<0.01
Institutional integration	2.85	0.11	0.23	4.91	P<0.01
Influence of director	3.86	1.71	0.63	3.46	P<0.01
Consideration	-4.58	1.5	-0.53	-2.67	P<0.01
Construction	-7.11	1.07	-0.65	-4.71	P<0.01
Supporting resources	-5.93	1.07	-0.60	-5.50	P<0.01
Spirit	6.26	1.18	0.69	5.28	P<0.01

Academic emphasis	1.94	0.15	0.59	12.8	P<0.01
The dependent variable: Participatory Management					

According to data pf the table above, components of institutional integration, principal influence, consideration, support resources, morale and academic emphasis on have the highest share in corporate entrepreneurship. So that by a unit change in these components the dependent variable (organizational entrepreneurship) would changes respectively as ,0.23,0.63, -0.50, -0.65, -0.60,0.69 and 0.59. also the manufacturing component has a significant role in predicting entrepreneurial changes of employees.

Discussion and Conclusion

This study investigated the relationship between organizational health and organizational entrepreneurship in the staff of Melli Bank of West Azerbaijan province. The results show that there are significant values for all of the components of organizational health except there is a significant relationship between support resources with organizational entrepreneurship. The value of Pearson correlation coefficient is negative between consideration, support resources, influence of director, manufacturing, institutional integration and corporate entrepreneurship. Also the value of Pearson correlation coefficient between academic emphasis and spirit of enterprise and Corporate entrepreneurship is positive. Also, almost 82 percent of variance of Corporate entrepreneurship is determined by independent variable components of health. The findings of this study are consistent with a study conducted by Akbari et al (2013) entitled with "Examine the relationship between organizational health and Corporate entrepreneurship (case study: Tehran University) and its result showed that all organizational health indicators have positive and significant relationship with organizational entrepreneurship in the one percent level. In other words, the higher the level of organizational health, entrepreneurship rate increases. Also results of multiple regression analysis indicated that among 8 variables of organizational health,4 variables of development and performance, uniqueness and adaptability, innovation and participation in decision making could, explain 69 percent of the total variance of organizational entrepreneurship. So managers and officials should help to achieve organizational health and thereby improve the corporate entrepreneurship in organizations.

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