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Presenting an entrepreneurial organizational culture model based on Islamic culture to promote entrepreneurial attitude in the Ministry of Economic Affairs and Finance

Presentar un modelo de cultura organizacional empresarial basado en la cultura islámica para promover la actitud empresarial en el Ministerio de Economía y Finanzas

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Resumen

El desarrollo del espíritu empresarial organizacional y los esfuerzos para expandir la cultura organizacional empresarial requiere reformar muchas estructuras tradicionales y prestar mucha atención a los nuevos problemas que surgen en el medio ambiente en el área de formulación de políticas y gestión del sector financiero y económico. Por lo tanto, el objetivo de este estudio es presentar un modelo de cultura organizacional empresarial basado en la cultura islámica para promover la actitud empresarial en el Ministerio de Economía y Finanzas. El presente estudio se aplica en términos de finalidad, encuesta en términos de método y descriptivo y correlacional en términos de naturaleza. La población estadística del estudio incluye empleados con nivel de experto y superior organizativo (con título universitario y superior) en el Ministerio de Economía y Finanzas ($n = 7789$). Con base en la fórmula de Cochran, se seleccionaron 400 de ellos como muestra de estudio por método de muestreo aleatorio estratificado y según tamaño de muestra. Al revisar la literatura de investigación, el Cuestionario de Cultura Organizacional Empresarial basado en la Cultura Islámica que consta de 60 preguntas con los componentes del trabajo yihadista, el espíritu empresarial espiritualista individual, las interacciones benévolas y las relaciones laborales, el espíritu empresarial autónomo, el transformacionalismo y la trascendencia, la innovación proactiva y el Cuestionario de Actitud Empresarial que consta de 21 preguntas con los componentes comprensión de la capacidad empresarial, comprensión de la oportunidad empresarial y miedo al fracaso empresarial. La validez de contenido del Cuestionario de Cultura Organizacional Empresarial basada en la cultura Islámica se calculó en 94,9% y la validez de contenido del Cuestionario de Actitud Empresarial se calculó en 93,8. También se estimó que el coeficiente alfa de Cronbach de los cuestionarios era superior a 0,7, lo que indica que se confirmó la fiabilidad. Los datos se analizaron basándose en el modelado de ecuaciones estructurales y mediante el uso de análisis de ruta en el software LISREL 8.8. Los resultados mostraron una fuerte correlación entre la variable de cultura organizacional emprendedora basada en la cultura islámica y sus componentes y actitud emprendedora. El estadístico t de la prueba también fue mayor que el valor t crítico al nivel de error del 5% (1,96), lo que indica que la correlación observada es significativa.

Palabras clave: Emprendimiento, Cultura organizacional, Cultura islámica, Actitud, Ministerio de Economía y Finanzas.

Abstract

Development of organizational entrepreneurship and efforts to expand the entrepreneurial organizational culture requires reforming many traditional structures and paying serious attention to new issues raised in the environment in the area of policy-making and management of the financial and economic sector. Thus, the aim of this study is to present a model of entrepreneurial organizational culture based on Islamic culture to promote entrepreneurial attitude in the Ministry of Economic Affairs and Finance. The present study is applied in terms of aim, survey in terms of method and descriptive and correlational in terms of nature. The statistical population of the study includes employees with expert and higher organizational rank (with university degree and higher) in the Ministry of Economic Affairs and Finance (n=7789). Based on Cochran's formula, 400 of them were selected as sample of study by stratified random sampling method and according to sample size. By reviewing the research literature, Entrepreneurial Organizational Culture Questionnaire based on Islamic Culture consisting of 60 questions with the components of jihadi work, spiritualistic individual entrepreneurship, benevolent interactions and working relationships, autonomous entrepreneurship, transformationalism and transcendence, proactive innovation, and Entrepreneurial Attitude Questionnaire consisting of 21 questions with the components understanding of entrepreneurial capability, understanding of entrepreneurial opportunity and fear of entrepreneurial failure were developed. The content validity of the Entrepreneurial Organizational Culture based on Islamic Culture Questionnaire was calculated at 94.9% and the content validity of Entrepreneurial Attitude Questionnaire was calculated at 93.8. Cronbach's alpha coefficient of the questionnaires was also estimated to be higher than 0.7, indicating that the reliability was confirmed. Data were analyzed based on structural equations modeling and by using path analysis in LISREL 8.8 software. The results showed a strong correlation between the variable of entrepreneurial organizational culture based on Islamic culture and its components and entrepreneurial attitude. The t-statistic of test was also greater than the critical t-value at the 5% error level (1.96), indicating that the observed correlation is significant.

Keywords: Entrepreneurship, Organizational Culture, Islamic Culture, Attitude, Ministry of Economic Affairs and Finance.

Introduction

The current age is undoubtedly the golden age of organizations. Organizations are constantly looking for strategies to enhance their competitiveness. For this reason, organizational culture and its optimal management has always been one of the effective factors on the performance of organizations and consequently development of their entrepreneurial attitudes (Naemi et al., 2018). Entrepreneurship is known as the engine of economic development of countries at the current age, and its establishment and institutionalization requires removing barriers such as mental frameworks at the level of individuals and removing organizational barriers at the organizational level (Fallah Haghighi et al., 2018). Entrepreneurial organizational culture is a tool for continuous searching and using of opportunities and leads organizations to a new situation, so the only solution to overcome the problems and threats facing organizations is providing the conditions for entrepreneurial organizational culture based on Islamic culture in organizations, because the entrepreneurial organizational culture based on Islamic culture affects the intellectual, mental and ideological foundation of employees and institutionalized religious and Islamic values and accordingly creates an entrepreneurial atmosphere, new innovations and new ideas to improve the organization and helps it to cope with the challenges and problems (Rajabpour & Ijazi, 2015). One of the most important issues in developed and developing countries is the entrepreneurial organizational culture based on Islamic culture in the organization. Without doubt, it plays a significant role in the success and excellence of organizations. Entrepreneurial organizational culture based on Islamic culture is a way to recreate economic and organizational capabilities and gives a sense of identity to members of organization and causes individuals to make commitments beyond personal interests and managers. Also, through entrepreneurial organization based on Islamic culture, managers of organizations control the social actions and behavior of employees with unwritten rules and through group norms (Nazarpour, 2010). The public sector and the administrative system in Iran are the main factors for growth and development and the main tools for implementing the activities and duties of government. Thus, the inefficiency of this sector will cause many problems for society (Shardari et al., 2015). The general trend in Iranian public organizations suggests that traditional and non-entrepreneurial systems govern these organizations and they seem to be one of the most important reasons for inefficiency of Iranian public organizations due to lack of innovation and entrepreneurial organizational culture based on Islamic culture. The cultural context of entrepreneurship is appropriate in this ministry (Mousavi Rad et al., 2011). Thus, the only effective solution to overcome the problems and threats facing today's organizations is to create an entrepreneurial culture in organizations, especially the Ministry of Economic Affairs and Finance, to promote an entrepreneurial attitude. Pathology of Iran's administrative system indicates that this bureaucratic system suffers unfavorable effects such as lack of spirit of participation and seeking participation, centralism and inflexibility, slowness and complexity in doing things, overcoming the spirit of indifference for the work outcome, non-responsibility and low productivity and inefficiency. Achieving the goals set in the 20-year vision document of Iran and the goals of economic, social and cultural development programs make it necessary to transform Iran's administrative system (Ramezani et al., 2018). Among the ministries and organizations in Iran, the Ministry of Economic Affairs and Finance seems to be one of the influential ministries in the area of economy,

entrepreneurship and employment to achieve its goals and missions is facing increasing challenges, and thus, development of entrepreneurial organizational culture. For this reason, development of entrepreneurial organizational culture based on Islamic culture and paying serious attention to promotion of entrepreneurial attitude in this ministry is one of the most basic solutions to face these challenges and development of organizational entrepreneurship and efforts to expand entrepreneurial organizational culture in this ministry requires applying reforms in many traditional structures and paying attention to new issues raised in environment of the ministry in the area of policy-making and management of the financial and economic sector of Iran (Heydari et al., 2011). Given the importance of the subject of this study, its aims at presenting an entrepreneurial organizational culture model based on Islamic culture to promote entrepreneurial attitude in the Ministry of Economic Affairs and Finance.

Materials and Methods

The present study is applied in terms of aim, survey in terms of method and descriptive and correlational in terms of nature. The statistical population of the study includes employees with expert and higher organizational rank (with university degree and higher) in the Ministry of Economic Affairs and Finance (n=7789) scattered in 31 provinces. Based on Cochran's formula, 400 of them were selected as sample of study by stratified random sampling method and according to sample size. By reviewing the research literature, Entrepreneurial Organizational Culture Questionnaire based on Islamic Culture consisting of 60 questions with the components of jihadi work, spiritualistic individual entrepreneurship, benevolent interactions and working relationships, autonomous entrepreneurship, transformation and transcendence, proactive innovation, and Entrepreneurial Attitude Questionnaire consisting of 21 questions with the components understanding of entrepreneurial capability, understanding of entrepreneurial opportunity and fear of entrepreneurial failure were developed. The questions are answered on a five-point scale, ranging from strongly agree to strongly disagree. The questionnaires were first reviewed and approved by 15 experts in terms of face and conceptual validity, and then, the content validity ratio or CVR was estimated based on the following formula:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

Where, N represents the total number of respondents, n_e is the number of experts who have confirmed the item. If the CVR value is closer to one, it will mean that more respondents have identified the items appropriate. In this study, the content validity of the Entrepreneurial Organizational Culture Questionnaire based on Islamic culture was calculated at 94.9% and the content validity Entrepreneurial Attitude Questionnaire was calculated at 93.85. Cronbach's alpha coefficient of the Entrepreneurial Organizational Culture Questionnaire based on Islamic culture was obtained at 99.1% and Cronbach's alpha coefficient of the Entrepreneurial Attitude Questionnaire was obtained at 94.6%, which are more than 0.7, indicating acceptable reliability. Data were analyzed based on structural equations modeling and according to path analysis using LISREL 8.8 software.

Result and discussion

The final structural equation model for measuring the relationship between entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude is presented in (Figure 1).

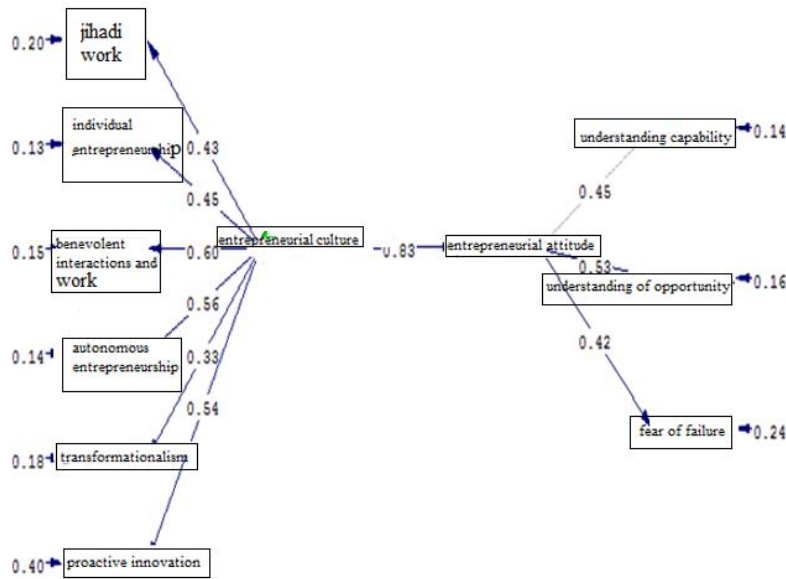


Figure 1. Results of confirming the final model of the relationship between the main components of the research

The results of measuring the significance of the model data are also in (Figure 2).

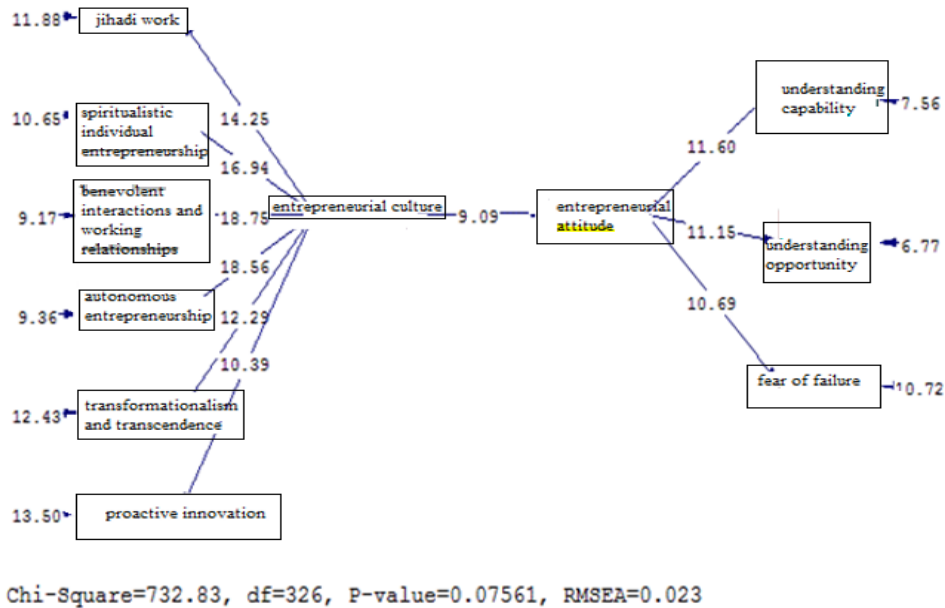


Figure 2. t-value statistics results confirm the final model of the relationship between the main components of the research

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Question 1- Is there a significant relationship between entrepreneurial organizational culture based on Islamic culture and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance?

According to Diagrams 1 and 2, the relationship between the variables of entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude is equal to 0.83, indicating that the correlation is strong and desirable and direct. The t- statistic of test is 9.09, which is greater than the critical t-value at the error level of 5% (1.96), indicating that the observed correlation is significant. Therefore, it can be stated that there is a significant relationship between entrepreneurial organizational culture based on Islamic culture and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance.

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Based on (Table 1), the output of LISREL software indicates the appropriateness of the proposed research model, so that the RMSEA value is equal to 0.023, CMIN / DF value is equal to 1.781 and GFI value is equal to 0.97.

Table 1. Fits indices of the main research model

| index | Reported value | Acceptable value |
|---------|----------------|--------------------------|
| RMSEA | 0.023 | Equal or smaller than 1 |
| CMIN/DF | 2.248 | Equal or smaller than 3 |
| GFI | 0.95 | Equal or larger than 0.9 |
| AGFI | 0.92 | Equal or larger than 0.9 |
| CFI | 0.91 | Equal or larger than 0.9 |
| NFI | 0.93 | Equal or larger than 0.9 |
| TLI | 0.95 | Equal or larger than 0.9 |
| IFI | 0.92 | Equal or larger than 0.9 |

Relationship between the factors of entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude.

The final structural equation model for measuring the relationship between the factors of entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude is presented in (Figure 3).

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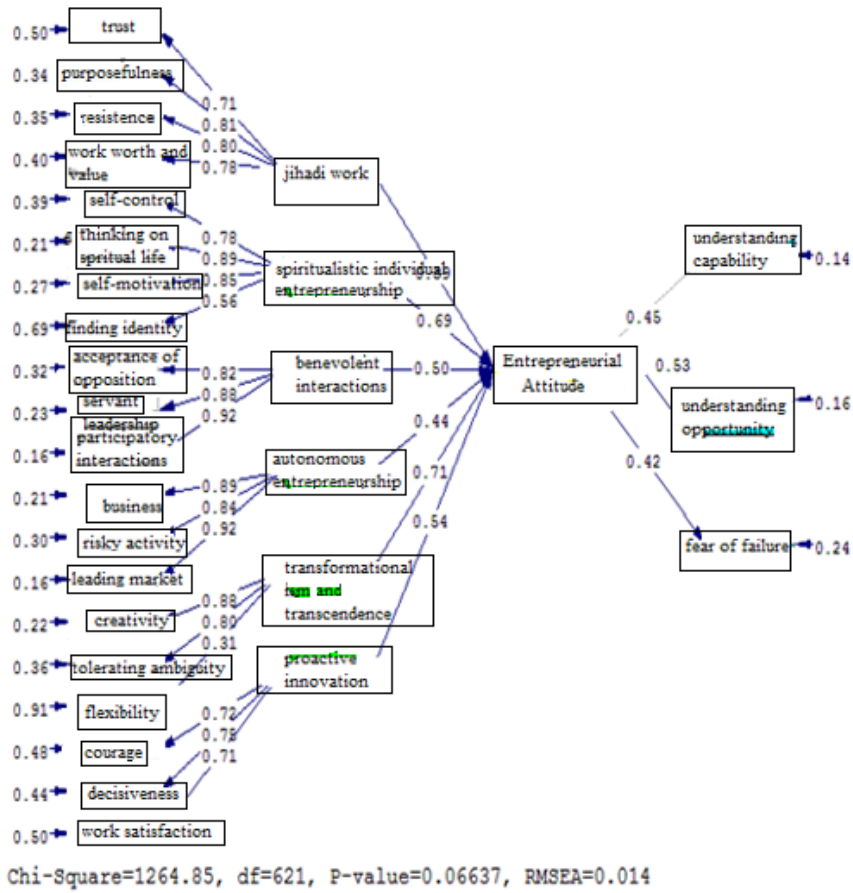


Figure 3. Results of confirming the final model of the relationship between the factors of entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude

The results of measuring the significance of the model data are also presented in (Figure 4).

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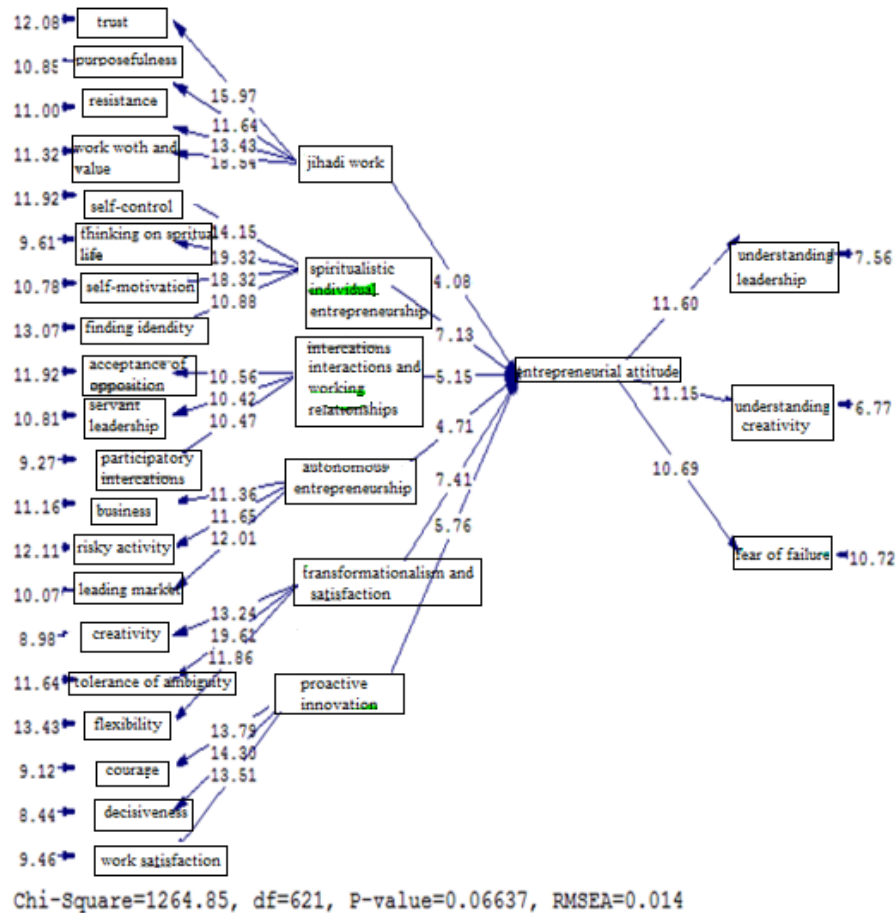


Figure 4. t-value statistic results of the relationship between the factors of entrepreneurial organizational culture based on Islamic culture and entrepreneurial attitude

The sub-questions of the research were examined based on (Figure 3) and (Figure 4) as follows:

Question 1-1- Is there a significant relationship between jihadi work and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance?

The strength of relationship between the variables of jihadi work and entrepreneurial attitude is calculated to be 0.39, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 4.08, which is greater than the critical t-value at an error level of 5% (1.96), indicating that the observed correlation is significant.

Question 1-2- Is there a significant relationship between spiritualism individual entrepreneurship and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance?

The strength of relationship between the variables of spiritualism individual entrepreneurship and entrepreneurial attitude is calculated to be 0.69, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 7.13, which is greater

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than the critical t-value t at an error level of 5% (1.96), indicating that the observed correlation is significant.

Question 1-3- Is there a significant relationship between benevolent interactions and work relationships and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance?

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The strength of relationship between the variables of benevolent interactions and work relationships and entrepreneurial attitude is calculated to be 0.50, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 5.15, which is greater than the critical t-value at an error level of 5% (1.96), indicating that the observed correlation is significant.

Question 1-4- Is there a significant relationship between autonomous entrepreneurship and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance? The strength of relationship between the variables of autonomous entrepreneurship and entrepreneurial attitude is calculated to be 0.44, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 4.71, which is greater than the critical t-value at an error level of 5% (1.96), indicating that the observed correlation is significant. Question 1-5- Is there a significant relationship between transformationalism and transcendence and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance?

The strength of relationship between the variables of transformationalism and transcendence and entrepreneurial attitude is calculated to be 0.71, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 7.41, which is greater than the critical t-value at an error level of 5% (1.96), indicating that the observed correlation is significant.

Question 1-6- Is there a significant relationship between proactive innovation and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance? The strength of relationship between the variables proactive innovation and entrepreneurial attitude is calculated to be 0.54, indicating that the correlation is strong and desirable and direct. The t-statistic of test is 5.76, which is greater than the critical t-value at an error level of 5% (1.96), indicating that the observed correlation is significant. Based on (Table 2), the output of LISREL software indicates the appropriateness of the proposed research model, so that RMSEA value is equal to 0.014, CMIN / DF value is equal to 2.037 and GFI value is equal to 0.94.

Table 2. Fit indices of the main research model

| index | Reported value | Acceptable value |
|---------|----------------|--------------------------|
| RMSEA | 014.0 | Equal or smaller than 1 |
| CMIN/DF | 037.2 | Equal or smaller than 3 |
| GFI | 94.0 | Equal or larger than 0.9 |
| AGFI | 93.0 | Equal or larger than 0.9 |
| CFI | 92.0 | Equal or larger than 0.9 |
| NFI | 92.0 | Equal or larger than 0.9 |
| TLI | 91.0 | Equal or larger than 0.9 |
| IFI | 93.0 | Equal or larger than 0.9 |

According to the results, the strength of relationship between entrepreneurial organizational culture based on Islamic culture and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance was desirable and these results are consistent with those of the studies conducted by (Ghiasi, 2016), (Rajabpour & Ijazi, 2015). In explaining this research results, it can be stated that the key of entrepreneurship in understanding and exploiting opportunities. Many of the opportunities that are created or disappear in the country are directly associated with the activities and the measures taken by the government. If the government provides conditions for value and wealth creation, entrepreneurs will work in this context. However, if the government provides the conditions for smuggling 10000-Rial gasoline, many people will seize this opportunity and work in this area. Thus, it can be stated that to promote entrepreneurial attitude, it is necessary to develop an entrepreneurial organizational culture based on Islamic culture so that all business, industrial, and personal units can continue their operation to achieve success.

According to the results, the strength of relationship between benevolent jihadi work and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance is desirable and these results are consistent with those of the research conducted by (Alimardani & Farahani, 2015) and (Lambert, 2012). In explaining this results, it can be stated Jihadi management in the intellectual system of the Supreme Leader of Revolution is a desirable model of management, as it is a model that includes necessary capabilities to realize the ideals of the Islamic Revolution and has the capabilities and values that we expect from an efficient Islamic management system. Correct and effective training can have a great impact on efficiency of young people in business areas and teacher (trainer) and learner (trainee) are two basic components of training.

Based on the results, the strength of relationship between spiritualistic individual entrepreneurship and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance was desirable, and these results are in line with those of studies conducted by (Bodet, 2014) and (Bartolomucci, 2014). In explaining these results, it can

be stated that sustainable development is nowadays based on innovation and creativity and the use of knowledge. Entrepreneurship development in the country paves the way for sustainable growth and development and solves current problems such as poverty, social and cultural disorder, and unemployment of university graduates and many problems of other unemployed people.

Based on the results, the strength of relationship between benevolent interactions and working relationships and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance was desirable and these results are consistent with those of studies conducted by (Kordnaeij et al., 2009) and (Tabarsa et al., 2010). In explaining this result, it can be stated that entrepreneurs' determination is another Characteristics of them that provides energy and commitment needed to achieve success. Determined Entrepreneurs other new ideas and opportunities and are committed to what they have selected for themselves. According to the results, the strength relationship between autonomous entrepreneurship and the promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance is desirable and these results are consistent with those of studies conducted by (Ghanati et al., 2010) and (Mousavi Rad et al., 2011). In explaining this result, it can be stated that the need for self-actualization is one of the most important motivations for entrepreneurs to realize their vision. In fact, they enjoy working to achieve their goal. Having a clear vision and combining it with optimism and risk-taking leads into hardworking and commitment to work among entrepreneurs, and the person must work seriously and do his or her best autonomously to achieve success in his or her work.

Conclusion

According to the results, the strength of the relationship between transformationalism and excellence and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance is desirable and these results are consistent with those of studies conducted by (Erika, 2015) and (Halavi et al., 2016). In explaining this result, it can be stated that achieving the 20-year vision goals and ideals that provide a worthy position for Iran and also solve current problems of society is possible only through the strategy of entrepreneurship development or replacing the entrepreneurial economy with an oil-based economy. Ignoring the role of entrepreneurship in development of country, the realization of goals will not be possible and it efforts will fail, leading to waste of resources and increased complexity of the problems. Entrepreneurship development in country provides the conditions for sustainable growth and development and solves current problems such as poverty, social and cultural disorder, and unemployment of university graduates and several problems of other unemployed people.

According to the results, the strength of relationship between proactive innovation and promotion of entrepreneurial attitude in the Ministry of Economic Affairs and Finance is desirable and these results are consistent with those of studies conducted by (Balakrishnan, 2017), (McMullen & Simmons, 2017) and (Anderson, 2017). In explaining this result, it can be stated that the distinctive feature of today's economy is rapid changes.

Thus, countries can be successful in such an economy if they can adapt to these changes. With a glance at the historical course of theories of economic development, we find that the latest of these theories emphasize that the development of industry and progress in economy of each society is based on changing ideas and creating innovations, and without science and innovation, no country will move on the path of development rapidly. Entrepreneurship is the most important tool to achieve this goal.

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