ARTICLE

STUDYING THE EFFECT OF ENTREPRENEURIAL CULTURE ON INNOVATION AND CREATIVITY OF THE EMPLOYEES OF SISTAN AND BALUCHESTAN REGIONAL ELECTRICITY COMPANY (SBREC)

Hadi Bazi[1], Badradin Orei Yazdani[2]*, Ebrahim Haddadi[3]

[1,3]Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, IRAN
[2]Department of Management, University of Sistan and Baluchestan, Zahedan, IRAN

ABSTRACT

Today, organizations should institutionalize entrepreneurial culture to become entrepreneurs. Organization should see human Worthiness of work as a key resource and do their best to maintain and support it. Due to this, the study was conducted to study the effect of organizational entrepreneurial culture on organizational innovation and creativity in SBREC. Research method is descriptive and correlational. The population consists of all employees of SBREC, and Cochran's formula was used to determine sample size methodology. Library and field studies are data collection tools (questionnaire). For this study, entrepreneurial organizational culture of McGuire (1962) and Organizational Commitment Questionnaire by Allen and Meyer (1999) have been used. Cronbach's alpha was used to test reliability, which was higher than the standard rate (0.7) and was confirmed. Descriptive analysis (frequency) and inferential statistics (linear regression) with SPSS software have been used to analyze the data. The findings of this study show that entrepreneurial organizational culture and all its dimensions have a direct and positive effect on the creativity and innovation of the employees in SBREC, so entrepreneurship culture should be institutionalized in the organization to improve employees' creativity and innovation in organizations.

INTRODUCTION

Pace of transformations as well as the emergence of new intellectual, cultural, industrial, and social products has brought about surprising and considerable conditions for countries like ours that are experiencing developmental delay. These countries suffer some kind of historical determinism and have no choice but to walk in the path that others (developed and advanced countries) have identified for them. This is because they have neither the time, capital, and Worthiness of work to finagle innovative and new approaches to develop nor the ability to get out of the vast sea of technological and modern achievements. Economic, industrial, and socio-cultural conditions of our country today is in such a way that solving the problems and bottlenecks calls for different patterns, and new solutions are required. The increasing population of the country, young demographic composition, inability of manufacturing sectors to attract skilled labor, the need to create job opportunities and factors like these are the reasons that cause macro policy makers and planners to seek to solve this problem seriously. This strategy is nothing but entrepreneurship, because entrepreneurship is known as an engine of economic development of the countries in the current era. The establishment and institutionalization of entrepreneurship need resolving mental obstacles at the personal level on the one hand, and overcoming organizational barriers at the level of organization and the company on the other hand. Pursuing highly variable entrepreneurial opportunities is a good way to identify the organizations growth and their strategic restructuring [1]. For organizations with stability, organizational entrepreneurship, expressed through entrepreneurial projects, represents a potential engine of progress through which new products are created, new markets are formed, new technologies are discovered, and new businesses are built [2] Entrepreneurship is a phenomenon that occurs in different environments and collections and leads to economic growth through innovations that people have created in response to economic situations and have created these values both for individuals and for society. Therefore, organizational entrepreneurship includes the application of entrepreneurial behavior in a stable organization [3]. In this organization, all the individuals are committed to the goals of the organization and use all their power and talent for the development and survival of their organization. Among the factors that have created such a context in the organization is the prevailing atmosphere of the organizations. The employees in these organizations work with the highest level of creativity and innovation, and what can have the greatest impact in creating this space is innovation structure, and corporate entrepreneurship that act as the main body of the organization. In this regard, the issue of recognition of the effects that organizational culture and organizational innovation can have in the development of creative space and innovation of the organizations is of the important issues that should be tackled, so that the proper conditions for organizational entrepreneurship in the organizations like SBREC are provided. Since power industry has a considerable status in the development process of our country, the mangers of this industry are required to coordinate with the current situation with the creation of strategies and appropriate measures. The necessity to identify and encourage innovative and creative individuals in the power industry is important because this industry has always looked for innovative ways to reduce waste, increase quality, reduce cost, enhance the ability to respond to the diverse needs of our Open communications, and increase creativity and innovation, so that it can give appropriate responses to rapid changes in current markets. In addition to meeting domestic needs, it tries to have a proper share in the export of electricity and exchange for the country under sanctions [9].

*Corresponding Author
Email: bazi.hadi@gmail.com

Thus, in this study, we look to an answer to the following question. Does entrepreneurial organizational culture have an effect on organizational innovation and creativity of the employees of SBREC or not?

Conceptual framework

In this study, after reviewing the theoretical basics and studies conducted in assessing the entrepreneurial organizational culture, due to comprehensiveness of the model and its ten dimensions, organizational culture of McGuire (2003) is used. These dimensions include fearlessness, creativity tolerance, domination, worthiness of work, risk-taking, open communication, cooperation, creativity, freedom of expression, and vitality of the workplace [4, 7, and 10].

Moreover, for operational evaluation of the concepts of creativity and innovation, the researcher-developed method has been used.

Fig. 1: The conceptual model [11.12].
....

Hypotheses

The main hypothesis: the components of entrepreneurial organizational culture affect creativity and innovation of the employees of SBREC.

Sub-hypothesis

- Creativity and innovation affect creativity and innovation of the employees of SBREC.
- Creative deviation tolerance affect creativity and innovation of the employees of SBREC.
- Fruitless invasion affect creativity and innovation of the employees of SBREC.
- Worthiness of work affect creativity and innovation of the employees of SBREC.
- Risk taking affect creativity and innovation of the employees of SBREC.
- Open communications affect creativity and innovation of the employees of SBREC.
- Collaboration affect creativity and innovation of the employees of SBREC.
- Pre-activated innovation affect creativity and innovation of the employees of SBREC.
- Speech affect creativity and innovation of the employees of SBREC.
- Entertainment affect creativity and innovation of the employees of SBREC.

RESEARCH METHOD

The study is applied regarding the purpose and descriptive-survey regarding data collection. In descriptive method, the aim is to describe situations or phenomena under investigation [13]. Survey method is one of the sub-divisions of descriptive research method used to investigate the distribution of the attributes of the population. In this study, the researcher describes and assesses the effects of entrepreneurial organizational culture on creativity and innovation of the employees of SBREC. To describe the characteristics of the sample, the data collected are summarized and classified using descriptive statistics. After that, descriptive statistics such as mean and standard deviation related to the variables of the research are listed, and then using inferential statistics, we confirm or reject the hypotheses. In this study, library studies, articles, and academic journals are used to collect theoretical basics and the literature. Moreover, to collect statistical information, field study and search in the population are resorted to. The population of this research includes all staff working in SBREC, 415 people. Morgan table is used to determine the sample size, and 201 people are selected as the sample. The questionnaires will be distributed randomly between them. In this study, to gather data, first, using the interviews with experts, elites, and elite professors, entrepreneurial organizational culture questionnaire by McGuire and creativity and innovation questionnaire were prepared by the researcher and then distributed among the population and collected data were analyzed using SPSS software.

548

Research findings

Main hypothesis: the components of entrepreneurial organizational culture affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between the components of entrepreneurial organizational culture (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 1: Goodness of fit of regression model between the components of entrepreneurial organizational culture and creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.844	0.712	0.711	0.179

The relationship between independent variables and the dependent variable equals to .844. R Square is .712 which shows that 71.2 percent of variation in the components of entrepreneurial organizational culture is predicted by creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 71.1 in this study. According to the indices, the model was adequate.

Table 2: Regression equation of creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.64	0.088	0.844	18.82	0.000
	The components of entrepreneurial organizational culture	0.625	0.023		27.46	
Dependent Variable: creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 2] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 1.64 + (0.625) the components of entrepreneurial organizational culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in The components of entrepreneurial organizational culture, the standard deviation 0.625 unit of creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so the components of entrepreneurial organizational culture has a meaningful effect on creativity and innovation.

Sub-hypothesis1

Creativity affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Creativity (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 3: Goodness of fit of regression model between Creativity and creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.787	0.619	0.618	0.206

The relationship between independent variables and the dependent variable equals to .787. R Square is .619 which shows that 61.9 percent of variation in Creativity is predicted by creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 61.8 in this study. According to the indices, the model was adequate.

Table 4: Regression equation of creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.317	0.078	0.787	29.623	0.000
	Creativity	0.455	0.020		22.278	
Dependent Variable: creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 4] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 2.31 + (0.455) Creativity

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Creativity , the standard deviation 0.455 unit of creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Creativity has a meaningful effect on creativity and innovation.

Sub- hypothesis2

Creative deviation tolerance affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Creative deviation tolerance (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 5: Goodness of fit of regression model between Creative deviation tolerance and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.670	0.450	0.448	0.24839

The relationship between independent variables and the dependent variable equals to .670. R Square is .450 which shows that 45 percent of variation in Creative deviation tolerance is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 44.8 in this study. According to the indices, the model was adequate.

Table 6: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.273	0.113	0.670	20.141	0.000
	Creative deviation tolerance	0.465	0.029		15.782	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 6] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 2.27 + (0.465) Creative deviation tolerance

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Creative deviation tolerance , the standard deviation 0.465 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Creative deviation tolerance has a meaningful effect on Creativity and innovation.

Sub- hypothesis3

Fruitless invasion affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Fruitless invasion (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 7: Goodness of fit of regression model between Fruitless invasion and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.756	0.571	0.570	0.21930

The relationship between independent variables and the dependent variable equals to .756 R Square is .571 which shows that 57.1 percent of variation in Fruitless invasion is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 57 in this study. According to the indices, the model was adequate.

Table 8: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.004	0.102	0.756	19.672	0.000
	Fruitless invasion	0.524	0.026		20.146	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 8] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 2.00 + (0.524) Fruitless invasion

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Fruitless invasion , the standard deviation 0.524 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so fruitless invasion has a meaningful effect on Creativity and innovation.

Sub- hypothesis4

Worthiness of work affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Partnerships and Worthiness of work (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 9: Goodness of fit of regression model between Worthiness of work and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.467	0.218	0.215	0.29609

The relationship between independent variables and the dependent variable equals to .467 R Square is .218 which shows that 21.8 percent of variation in Partnerships and Worthiness of work is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 21.5 in this study. According to the indices, the model was adequate.

551

Table 10: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.717	0.145	0.467	18.789	0.000
	Partnerships and Worthiness of work	0.369	0.040		9.217	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 10] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 2.71 + (0.369) Partnerships and Worthiness of work

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Partnerships and Worthiness of work , the standard deviation 0.369 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Partnerships and Worthiness of work has a meaningful effect on Creativity and innovation.

Sub- hypothesis5

Risk taking affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Risk taking (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 11: Goodness of fit of regression model between Risk taking and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.294	0.086	0.083	0.32001

The relationship between independent variables and the dependent variable equals to .294 R Square is .086 which shows that 8.6 percent of variation in Risk taking is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 8.3 in this study. According to the indices, the model was adequate.

Table 12: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.421	0.117	0.294	29.310	0.000
	Risk taking	0.183	0.034		5.369	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 12] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 3.42 + (0.183) Risk taking

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Risk taking , the standard deviation 0.183 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Risk taking has a meaningful effect on Creativity and innovation.

552

Sub- hypothesis 6

Open communications affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Open communications (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 13: Goodness of fit of regression model between Open communications and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.370	0.137	0.134	0.31100

The relationship between independent variables and the dependent variable equals to .370 R Square is .137 which shows that 13.7 percent of variation in Open communications is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 13.4 in this study. According to the indices, the model was adequate.

Table 14: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.389	0.095	0.370	35.574	0.000
	Open communications	0.185	0.027		6.960	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 14] the regression equation is provided by unstandardized coefficients.
Creativity and innovation = 3.38 + (0.185) Open communications

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Open communications , the standard deviation 0.185 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Open communications has a meaningful effect on Creativity and innovation.

Sub-hypothesis 7

Collaboration affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Collaboration (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 15: Goodness of fit of regression model between Collaboration and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.459	0.211	0.208	0.29747

The relationship between independent variables and the dependent variable equals to .459 R Square is .211 which shows that 21.1 percent of variation in Collaboration is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 20.8 in this study. According to the indices, the model was adequate.

Table 16: Regression equation of Creativity and innovation

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig

		B	Std. Error	Beta			
1	Constant	3.077	0.108	0.459		28.472	0.000
	Collaboration	0.268	0.030			9.018	
Dependent Variable: Creativity and innovation							

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 16] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 3.07 + (0.268) Collaboration

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Collaboration , the standard deviation 0.268 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Collaboration has a meaningful effect on Creativity and innovation.

Sub- hypothesis 8

Pre-activated innovation affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Pre-activated innovation (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 17: Goodness of fit of regression model between Pre-activated innovation and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.210	0.044	0.041	0.32733

The relationship between independent variables and the dependent variable equals to .210 R Square is .044 which shows that 4.4 percent of variation in Pre-activated innovation is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 4.1 in this study. According to the indices, the model was adequate.

Table 18: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.593	0.121	0.210	29.779	0.000
	Pre-activated innovation	0.120	0.032		3.749	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 18] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 3.59 + (0.120) Pre-activated innovation

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Pre-activated innovation , the standard deviation 0.120 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Pre-activated innovation has a meaningful effect on Creativity and innovation.

Sub- hypothesis 9

Speech affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Speech (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 19: Goodness of fit of regression model between Speech and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.329	0.108	0.105	0.31612

The relationship between independent variables and the dependent variable equals to .329 R Square is .108 which shows that 10.8 percent of variation in Speech is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 10.5 in this study. According to the indices, the model was adequate.

Table 20: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.353	0.114	0.329	29.366	0.000
	Speech	0.185	0.030		6.089	
Dependent Variable: Creativity and innovation						

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 20] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 3.35 + (0.185) Speech

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Speech , the standard deviation 0.185 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Speech has a meaningful effect on Creativity and innovation.

Sub- hypothesis 10

Entertainment affect creativity and innovation of the employees of SBREC.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Entertainment (Y) and Creativity and innovation (X) after investigating its adequacy indicators in below table, the model is presented.

Table 21: Goodness of fit of regression model between Entertainment and Creativity and innovation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.789	0.622	0.621	0.20589

The relationship between independent variables and the dependent variable equals to .789 R Square is .622 which shows that 62.2 percent of variation in Entertainment is predicted by Creativity and innovation. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 62.1 in this study. According to the indices, the model was adequate.

Table 22: Regression equation of Creativity and innovation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.912	0.096	0.789	19.958	0.000

Entertainment	0.511	0.023		22.393	
Dependent Variable: Creativity and innovation					

The inserted variable in regression equation is the core of regression analysis which can be seen in [Table 22] the regression equation is provided by unstandardized coefficients.

Creativity and innovation = 1.91 + (0.511) Entertainment

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Entertainment , the standard deviation 0.511 unit of Creativity and innovation is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Entertainment has a meaningful effect on Creativity and innovation.

DISCUSSION & CONCLUSION

Entrepreneurial organizational culture has a significant effect on innovation and creativity of the employees of SBREC. According to the findings of this study, risk-taking, integrity among managers and employees, tolerating conflict, and its other aspects in the organization have a significant impact on creativity and innovation. Thus, it is necessary that this organization act more innovatively and creatively to increase employee creativity and finally, produce schedules and new ideas, and take steps to improve the process of recruiting staff[5].

In this regard, it is suggested that managers be supportive of new ideas, consider appropriate rewards to encourage creative people, and give importance to establishing good relations with employees regardless of the hierarchical relationships in order to create open critical spaces. Moreover, it is necessary that managers express the objectives and expectations of the organization clearly and take steps to tailor the program objectives in the organization. Culture in an organization is like a character in a human being. Basic assumptions, beliefs, norms, and values, as a basis for an organization's culture, form its foundation and distinguish between good and bad. Culture of any organization is known as a fundamental factor in forming it and has a great effect on organization structure and design, inner and outer environment of the organization, technology, human Worthiness of work, and the most importantly on creativity and innovation and strategy of the organization. Culture determines dos and don'ts and forms organizational behavior. With a strong and cohesive culture, along learning more about the goals and strategies of the organization, people feel a sense of responsibility and commitment towards the values and norms and feel satisfied with the job. This, along with strong management, improves morale, motivation of organizational performance, and creativity and innovation of the staff [13, 14].

Organization and management thinkers argue that human capital is the most important capital of the organization. Attention to this precious capital directly affects the failure or success of the organization, so efforts to develop creativity among staff is something important that managers need to consider. More committed people adhere more to the values and objectives of the organization, play a more active role in the organization, and are less likely to leave the organization and seek new employment opportunities. As noted, the concepts of creativity and innovation imply a positive attitude that comes from the sense of loyalty of employees to the organization and is manifested with participation in organizational decisions, attention to individuals of the organization, and their success and prosperity. Studies in this area show that employees' commitment to the organization will have very valuable results for the organizations.

Practical recommendations for organizations

• Have fun. The fact that you take working weeks seriously is good, but you should keep in mind that the working environment is equally serious fun as well. The employees should have a good idea of the workplace. Make a friendly working environment.
• Keep an open mind and think outside of the mold. If you encourage this among your employees, you will be amazed with the results that can be achieved.
• Put learning and growing as the permanent program of your business. The world and the market are always changing, so you should not expect that increase in knowledge and growth occurs simultaneously. If you are committed to continuous learning, you will find that your business becomes more stable.
• To strengthen the business, have strong communication. Building strong relationships between staff and activities enables you to make your company stronger.

REFERENCES

[1]   Hemlin S. [2006] Creativity Knowledge environment for research Groups in biotechnology. The influence of Leadership and Organizational Support University and Business Companies Scientomentrics, 11(4): 21- 42.

[2]   Ahmadi P, Pishdar M. [2010] Organizational learning, and innovation Tehran: The Third National Conference of creativity, TRIZ, and engineering and management of innovation in Iran

[3]   Amabile TM. [1979] Effect of external evaluation on artistic creativity. Journal of Personality and Social Psychology. 37: 221- 233.

[4]   McGuire SJJ. [2003] Entrepreneurial organizational Culture: Construct Definition and Instrument Development and Validation, Phd Thesis, The George Washington University, 379 Pages.

[5]   Denison DR. [2009] What Is The Difference Between Organizational Culture And Organizational Climate? A Native's Point Of View On A Decade Of Paradigm Wars. Academy Of Management Review, 21(3): 619-654.

[6]   Anderson N, et al. [2004] The Reutilization of innovation Research: A Constractively Review of the state-of-the-science. Journal of Organizational Behavior, 25:147-173

[7]   Cornwall JR, Baron Periman. [1990] Organizational Entrepreneurship. Homewood, IL: Homewood.

[8]   Denison DR, Mishra A. [1995] Toward A Theory Of Organizational Culture And Effectiveness. Organizational Science, 6: 204–223.

[9]   Deshpande R, Farley JU, Webster JFE. [2010] Corporate Culture, Customer Orientation, And Innovativeness In Japanese Firms: A Quadrad Analysis. Journal Of Marketing, 57: 23-27.

[10]   Hossein Zadeh M. [2011] Exploring the relationship between organizational culture and change management in primary schools Pakdasht and district 6 of Tehran, Tehran University thesis, Faculty of Education and psychology.

[11]   Ostad Hasanlu H. [2011] exploring the relationship between organizational culture and a desire to assess the quality of the School of Social and Behavioral Sciences at Tehran University, Faculty of Psychology, and Educational Sciences

[12]   Jimenez JD, Cegarra NJ. [2008] Fostering innovation: the role of market orientation and organizational irarning. European Journal of Innovation Management, 4(1): 20-31.

[13]   Robbins S. [2011] Principles of Organizational Behavior, Translator: Qassim Kabiri, Tehran: Azad University

[14]   Klijn, Marja, Tomic, Welko. [2010] A Review of Creativity within Organizations from A Psychological Perspective, Journal Of Management Development. 29 (4):322-343.

[15]   Martins EC & Terblanch F. [2003] Building organizational culture that simulates creativity and innovation. European Journal of Innovation Management, 6(1): 64-74.

[16]   Mohr LB. [1969] Determinates of Innovation in Organization. The American Political Science Review, 63:111-126.