

STUDYING THE ORGANIZATIONAL BARRIERS AFFECTING THE ENTREPRENEURSHIP AMONG THE EMPLOYEES IN EDUCATION OFFICE OF BOYER-AHMAD CITY

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ABSTRACT

The present paper aims to study the barriers to the entrepreneurship among the employees in Education Office of Boyer-Ahmad city. In terms of method and data collection, this study is an applied and descriptive-survey research. Statistical population included all employees of Education Office in Boyer-Ahmad city, 130 of whom were selected as the sample by stratified random sampling. A standard questionnaire was used to collect data and the obtained data were analyzed by descriptive and inferential statistics in SPSS software. The results indicate that there is a significant relationship between the components of organizational factors listed and ability and individual motivation of employees in Education Office of Boyer-Ahmad city.

KEY WORDS: Entrepreneurship; Organizational barriers; Education; Boyer-Ahmad

INTRODUCTION

Entrepreneurship is an important issue that many developed and developing countries have paid much attention to. One of the main branches of entrepreneurship is organizational entrepreneurship that has undoubtedly a significant contribution to the success and excellence of organizations (Ahmadpourdarani, 2004) Entrepreneurship is considered an inevitable factor for sustainable growth and development of countries, that's why it is named as the engine of progress. Therefore, given the importance of entrepreneurship in the process of growth and development, the present paper aims to investigate the relationship of some organizational components such as flexible structure, effective atmosphere, and a culture supporting and stimulating creativity and innovation with ability and individual motivation of employees. An organization where there is a flexible structure, traditional organizational hierarchy has been minimized, management layers have been reduced, communication and team structures are the center of reliance, and information flow moves more quickly, decisions are applied with more freedom and acceleration (Thornberry, 2002) Organizational atmosphere is defined a form of workplace characteristics that are perceived directly or indirectly by the employees and affect their motivation and behaviors. In fact, organizational atmosphere is a leverage for directing the operations and activities of human resources of organizations and the workforce perception of the objective status of their organization which includes communication with other members of the organization in the process of doing works (Nasuridin *et al.*, 2006) The culture supporting and stimulating creativity and innovation is among those supportive mechanisms of organizations that propels creative staff to use their abilities and talents to do entrepreneurial activities and also is an stimulus to motivate the employees to make maximum use of their capacities and efficiency in innovative measures (Heinonen and Korvela, 2003) Capabilities and individual motivation of employees, as mentioned, refer to the motivation and potential tendency of workforce of an organization for entrepreneurial activities and their knowledge and ability to assume these responsibilities (Heinonen and Korvela, 2003).

According to development is an interactive process in which individuals in working networks learn how to define and solve problems. It is also a process in which adjustment of all sectors, as the main objective of development, impartation of human, and the real concept are increased. Impartation is to improve the quality of life. Increasing income and increasing employment are two indispensable tools for development not its purposes. Development aims to nurture human capabilities and expanding its possibilities. The concept of human development puts human in the center of development patterns not on their margins. In order to achieve sustainable human development patterns, all forms of capital including material, physical, and human must be recreated and preserved. In this case, social objectives are the second priority, but social programs such cultural identity also are human-centered.

According to Jahangiri (2002) development of institutions, empowerment, social mobilization, and participation are meaningful when citizens see the state government capable, not weak and helpless. Given the central role of the government in formulating and implementing development programs and the necessity of rapid growth and being consistent with the increasing technological changes in order to achieve a greater share of the software movement, development of entrepreneurship is unavoidable for countries. According to studies by research institutions in the world, the level of entrepreneurship is equivalent to the level of development and there is a direct relationship between GDP growth and governmental support for entrepreneurs. Jahangiri (2002) states that concepts such as human

development, sustainable development, entrepreneurship, and social capital all, in terms of content, aim to improve the quality of life. If an appropriate development model with one of the above-mentioned concepts as its bases, a suitable context can be provided for development. According to all mentioned above, the author aims to study some components of organizational factors that may appear as barriers to entrepreneurship and answer the question that whether organizational factors could be barriers to entrepreneurial activities in organizations or not.

Significance of the study:

Bakhshi (2002) studied the barriers of corporate entrepreneurship in Mazandaran University in order to identify the environmental, internal, and consequential barriers corporate entrepreneurship. According to the results, environmental barriers include lack of accountability to the public; internal barriers include decisions of senior management on the appointment and use of subordinate directors, delegation of inadequate authorities, and complexity and multiplicity of objectives; and consequential barriers include social-cultural barriers, traditional definition of success, the possibility to continue working for organizations despite lack of efficiency, and frequent changes of managers in time periods. Akbari (2005) studied the barriers of corporate entrepreneurship in North Wood Industry Co. and stated that organizations should provide the facilities and requirements for corporate entrepreneurship, so that employees can easily show their creativity and innovation and also put them into action. Akbari also points out that four major barriers to entrepreneurship include strict control, conservative organizational culture, inappropriate reward system, and focus on short-term gains that the last three ones were the most effective barriers to corporate entrepreneurship in North Wood Industry Co. According to Akbari (2005) entrepreneurship, in current sense, was first used by Joseph Schumpeter. This economist, which is known as the father of entrepreneurship, believed that economic growth and development would be realized in a system when people in other walks of life take risks and innovate and supplant previous and inefficient methods by new methods and solutions. McClelland proposes a more comprehensive definition of entrepreneurship and defines it beyond the occupation, but a way of life that its infrastructure and basis include creativity and innovation, passion for work and continuous effort, dynamism, risk-taking, foresight, value creation, idealism, opportunism, need for progress, and positive thinking. In such a life, failures are considered as steps to climb up and a chance to learn. In an entrepreneurial world, failure is an imperfect perception of blurred reality which exists in objective, a reality that its benefits have not changed into profit yet. In this kind of life, money is not the primary and the main incentive for economic activities, but it is a measure to evaluate the success rate. The main purpose of doing works and activities in entrepreneurial life is to satisfy the sense of curiosity, realize the ideas, release mental energies and converting them into practical ideas, and ultimately create value (Ahmadpourdarani, 2004).

Theoretical foundations:

3.1. What is entrepreneurship?

Socio-economic changes of our time are rooted in progress and changes in science and technology. Hence, ensuring the survival of countries needs creativity, innovation, and creating new products and services. This could be realized by those who are able to make changes in organization or establish new companies. Such people are known entrepreneurs. According to entrepreneurship is to create business, direct resources, convert opportunities into achievements, and offer new products, which would result in self-employment and the creation of the value added. Entrepreneur is one who create new business by taking advantage of existing resources, utilization of creativity, recognition of opportunities, and taking the risks. The word “entrepreneurship” is derived from a French word “entreprendre” meaning to undertake and it was translated to English by John Stuart Mill in 1848. He believed that entrepreneurship includes guidance, supervision, control, and risk-taking and stated that risk-taking is a differentiating factor for an entrepreneur manager. According to Webster's New Collegiate Dictionary, entrepreneur is one who organizes, manages, and assumes the risks

of a business or enterprise. Joseph Schumpeter, a professor at Harvard University, argued that entrepreneurs are the main driving force in economic development and their role involves innovation or creating new combinations of materials. In Schumpeter's idea, innovation is the criteria for measurement of entrepreneurship. Entrepreneurship is an important issue that many developed and developing countries have paid much attention to. One of the main branches of entrepreneurship is organizational entrepreneurship that has undoubtedly a significant contribution to the success and excellence of organizations. Changes in products and market mechanisms often mean that organizations exploit the opportunities that other organizations do not follow and even sometime are not aware of their presence. In this regard, innovation plays a major and strategic role.

Corporate entrepreneurship is a set of activities that makes it possible for an organization to exploit the competitive advantages of innovation and also is an approach to institutionalize innovation in organizations. In fact, corporate entrepreneurship is regarded a window to the exploitation of sustainable competitive advantages, innovation, and pioneering for organizations. Entrepreneurs are the center of economic development and give dynamism and new life to the economic system. In the sixteenth century, the word "entrepreneur" referred to those who assumed the risks of a business and organized, financed, and run it (Ahmadpourdariani, 2004).

3.2. Entrepreneurship process from the perspective of McClelland:

McClelland proposes a more comprehensive definition of entrepreneurship and defines it beyond the occupation, but a way of life that its infrastructure and basis include creativity and innovation, passion for work and continuous effort, dynamism, risk-taking, foresight, value creation, idealism, opportunism, need for progress, and positive thinking. In such a life, failures are considered as steps to climb up and a chance to learn. In an entrepreneurial world, failure is an imperfect perception of blurred reality which exists in objective, a reality that its benefits have not changed into profit yet. In this kind of life, money is not the primary and the main incentive for economic activities, but it is a measure to evaluate the success rate. The main purpose of doing works and activities in entrepreneurial life is to satisfy the sense of curiosity, realize the ideas, release mental energies and converting them into practical ideas, and ultimately create value (Ahmadpourdariani, 2004).

3.3. Entrepreneurship process from the perspective of Robert Hisrich:

Robert Hisrich believes that entrepreneurship means to create something new coupled with spending much time and effort and assuming the financial, emotional, and social risks in order to obtain financial resources, personal satisfaction, and independence. The result of this process come out of regular activities that link innovation and creativity to market needs and opportunities. In other words, entrepreneurship process does not only mean to create a new product or service, but it means to create a new product that fits the market needs and the existing demand (Rouhani, 2009).

3.4. Primary barriers to entrepreneurship (individual):

These are barriers that are related to internal characteristics of each person. Lack of belief in the effectiveness and efficiency of the self, indifference to the surrounding environment, inability to provide constructive and helpful solutions, unconditional agreement with the opinion of others, pessimism and negativity, little tolerance for the problems, lack of self-confidence, lack of clear goals and vision, and inability to develop the talents are some examples of such barriers (Armand and Soltani, 2005) This is despite the fact that entrepreneurs voraciously look for success and lack of this need is indirectly a primary barrier. Entrepreneurs naturally believe in their development and growth and most of them, compared with other people, are more energetic and hard-working, as they do not spare any effort to overcome the possible obstacles. They forage opportunities and solutions and have a great power to deal with economic risks. Generally speaking, entrepreneurs are interested in risk-taking and lack of this feature in individuals is considered a primary barrier (Aharpour, 2006).

3.5. Secondary barriers to entrepreneurship (social):

According to Armand and Soltani (2005) the secondary barriers to entrepreneurship include the barriers related to the environmental conditions and the culture prevailing in a society. These barriers cannot be overcome only by individual efforts and require gradual reforms and changes creating value in an environment. Relations governing the

organizations, government's policies, family, cultural- and social problems, difficulty for financing, lack of identified job opportunities, uncertainty in the job market, shortage of knowledge and professional skills, and shortage of guidance and counseling can be mentioned as examples of secondary barriers. Studies of Djankov *et al.* (2010) show that in countries where there are more complex rules and regulation for setting up a business and entering the trade, deviations and informal economic conditions are more serious. According to Economic and governmental rules and regulations can affect the tendency of people to entrepreneurship and its continuation. While acknowledging the multilateral impact of government, politics, and policy-makers on delay or modification of entrepreneurship development, they stressed the role of politics in dealing with entrepreneurship and argue that the incumbency of governments in economy is a major obstacle to the growth of entrepreneurial businesses. Another obstacle that must be considered is the extent of social and cultural development of the sector in which students or others are going to set up their businesses. Development and economic conditions of a society is associated with the growing development of entrepreneurial companies and its loss is regarded a barrier to the development of entrepreneurship. Dominant culture in a community is another factor considered in the development of entrepreneurship. A society that values only the outputs, encourages only self-made entrepreneurs, and has no plan to develop and support new and potential entrepreneurs is a stance of this issue. Lack of knowledge, experience, and skills are of barriers that individuals and even entrepreneurs are facing with and these barriers emerge when a person seriously enters into the management, legal, information, financial, sales, and marketing fields (Malekpour, 2005)

3.6. Organizational culture in entrepreneurial organizations:

According to Moghimi (2001) cultural features of entrepreneurial organizations include competitiveness, hard-working, tolerance of differences, and frequent rewards. Consequently, an appropriate organizational culture is one of the important factors contributing to the identification, development, improvement, and preservation of entrepreneurial organizations. Another solution that can be noted here is the establishment of a unit named innovation or entrepreneurship unit in organizations to innovative employees and entrepreneurs. The main duty of such a unit would be develop entrepreneurship and train and support entrepreneurs. In fact, this unit is considered a think tank working to advance the solutions in order to achieve the vision of an organization and also can remove an important barriers to entrepreneurship in organizations, that is, to persuade others to accompany. Establishment of appropriate conditions within the organization is another approach that can promote entrepreneurship and especially corporate entrepreneurship. Entrepreneurship environment is of factors that influence the extent of entrepreneurship. Long-term time horizon, voluntary plans and programs, an appropriate reward system, presence of supporters, senior management support, multi-functional teamwork approach, trial and error, and encouraging the new ideas are some of the features of an appropriate environment for entrepreneurship.

Research questions and hypotheses:

The main and the secondary questions and hypotheses of the present study are as follows:

The main question:

Can organizational factors be barriers to entrepreneurship among the employees of Education Office in Boyer-Ahmad city?

Hypotheses:

1. There is a significant relationship between a flexible organizational structure and individual motivation of employees for entrepreneurship.
2. There is a significant relationship between an effective organizational atmosphere and individual motivation of employees for entrepreneurship.
3. There is a significant relationship between a culture supporting and stimulating creativity and innovation and individual motivation of employees for entrepreneurship.

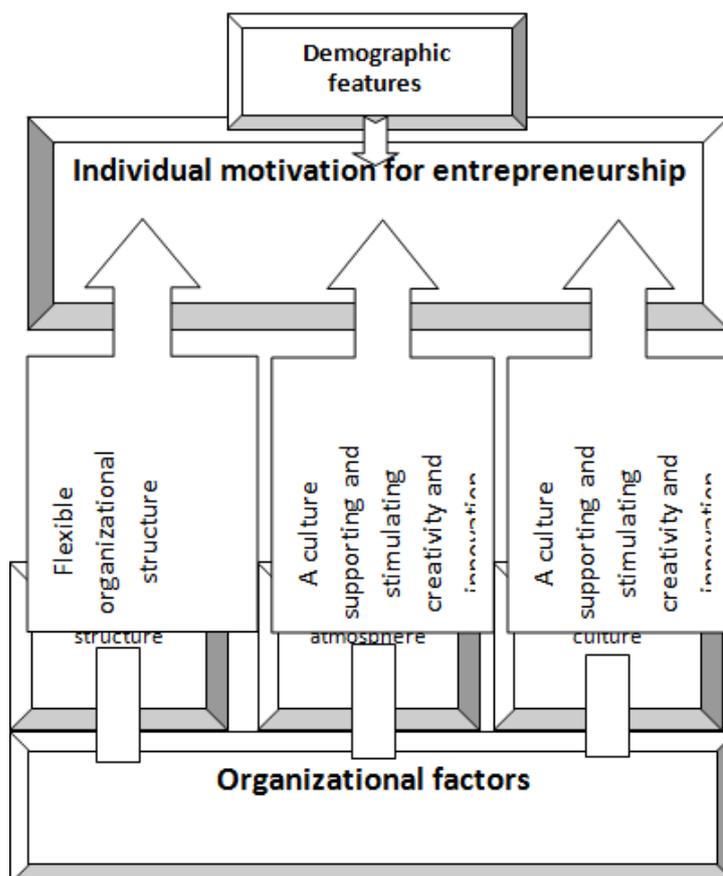
The secondary question:

Is there any significant relationship between demographic characteristics of employees and their individual motivation for entrepreneurship?

Hypotheses:

1. There is a significant relationship between gender and individual motivation of employees for entrepreneurship.
2. There is a significant relationship between age and individual motivation of employees for entrepreneurship.
3. There is a significant relationship between years of service and individual motivation of employees for entrepreneurship.

Conceptual mode of research:



MATERIALS AND METHODS

In terms of method and data collection, this study is an applied and descriptive-survey research. Statistical population included all employees of Education Office in Boyer-Ahmad city. For sampling, the studied organization was divided into several units and the questionnaire was randomly handed out among the employees of each unit. In order to ensure the validity of this questionnaire, the initial form of the questionnaire was given to a number of academic experts to express their comments and opinions about it. After receiving the comments and modifying the components, the final version of the questionnaire was prepared. Reliability of this questionnaire was obtained 0.85 using Cronbach's alpha coefficient. Cochran formula was used to determine the sample size (130) and stratified random sampling method was used to select the sample members. The respondents were asked to comment on each question by checking the relevant option. Likert's 5-item scale (1=very low, 2=low, 3=medium, 4=high, 5=very high) was used to measure the opinions. Data analysis:

The obtained data were analyzed by descriptive statistics (frequency, percentage, and mean) and inferential statistics (regression, stepwise regression analysis, One-way analysis of variance, independent t-test). All statistical analyses were done in SPSS 18 software.

Descriptive findings:

The results related to the gender of respondents are presented in Table 1.

Table 1: Descriptive statistics of gender

Cumulative percentage	Percentage	Frequency	Gender
68.5	68.5	89	Male
100	31.5	41	Female
	100	130	Total

According to Table 1, among the 130 subjects, 89 people (68.5%) were male and 41 people (31.5) were female. Population of men was twice more than that of women in this research.

The results related to years of service of the respondents are presented in Table 3.

Table 3: Descriptive statistics of years of service

Cumulative percentage	Percentage	Frequency	Years of service
50.8	50.8	66	Up to 10 year
82.3	31.5	41	10 to 20 years
100	17.7	23	20 to 30 years
	100	130	Total

As it can be observed in Table 3, the highest and lowest frequency of years of service belong to people who have less than 10 years of service and those who have between 20 and 30 years of service, respectively.

Inferential findings:

The main question:

Can organizational factors be barriers to entrepreneurship among the employees of Education Office in Boyer-Ahmad city?

Since the author intended to study the existence of a significant relationship between the predictor variable and the criterion variable in this hypothesis, regression analysis was used (Table 6, Table 7, and Table 8).

Table 6: A summary of regression model

Coefficient of explanation	Model
0.40	1

Table 7: Analysis of variance between organizational factors and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.000	842.632	842.632	1	842.632	Regression
	9.847	9.847	128	1263.899	Residual
			129	2106.531	Total

Table 8: Significance of regression of organizational factors

Level of significance	t	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.001	3.549	0.632	1.688	5.991	Intercept Organizational factors
0.000	9.238		0.022	0.201	

According to Table 7 and Table 8, the F-value calculated (85.337) with degrees of freedom of 1 and 128 and at a significance level of 0.05 is greater than the value in the table. This indicates that regression is significant. Since the t-value (9.238), at an alpha level of 0.05, is out of the acceptance range of the null hypothesis, the significant relationship between organizational factors and individual motivation of employees for entrepreneurship is confirmed. Also, according to Table 8, the standardized beta value between organizational factors (as the predictor variable) and individual motivation of employees for entrepreneurship (as the criterion variable) is equal to 0.632. This positive value suggests that there is a direct relationship between these two variables, that is to say, individual motivation of employees for entrepreneurship changes with the increase or decrease in satisfaction of the organizational factors. According to coefficient of explanation show in Table 6, it can be stated that organizational factors can account for 40% of changes in individual motivation of employees for entrepreneurship.

The first hypothesis:

There is a significant relationship between a flexible organizational structure and individual motivation of employees for entrepreneurship.

Since the author intended to study the existence of a significant relationship between the predictor variable and the criterion variable in this hypothesis, regression analysis was used (Table 9, Table 10, and Table 11).

Table 9: A summary of regression model

Coefficient of explanation	Model
0.039	1

Table 10: Analysis of variance between a flexible organizational structure and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.024	5.225	82.616	1	82.616	Regression
		15.812	128	2023.914	Residual
			129	2106.531	Total

Table 11: Significance of regression of a flexible organizational structure

Level of significance	t	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.000	16.439	0.198	1.148	18.876	Intercept Organizational factors
0.024	2.286		0.103	0.235	

According to Table 10 and Table 11, the F-value calculated (5.225) with degrees of freedom of 1 and 128 and

at a significance level of 0.05 is greater than the value in the table. This indicates that regression is significant. Since the t-value (2.286), at an alpha level of 0.05, is out of the acceptance range of the null hypothesis, the significant

relationship between a flexible organizational structure and individual motivation of employees for entrepreneurship is confirmed. Also, according to Table 11, the standardized beta value between a flexible organizational structure (as the predictor variable) and individual motivation of employees for entrepreneurship (as the criterion variable) is equal to 0.198. This positive value suggests that there is a direct relationship between these two variables, that is to say, individual motivation of employees for entrepreneurship changes with the increase or decrease in satisfaction of the organizational factors. According to coefficient of explanation show in Table 9, it can be stated that a flexible organizational structure can account for 3.9% of changes in individual motivation of employees for entrepreneurship.

The second hypothesis:

There is a significant relationship between an effective organizational atmosphere and individual motivation of employees for entrepreneurship.

Since the author intended to study the existence of a significant relationship between the predictor variable and the criterion variable in this hypothesis, regression analysis was used (Table 12, Table 13, and Table 14).

Table 12: A summary of regression model

Coefficient of explanation	Model
0.124	1

Table 13: Analysis of variance between an effective organizational atmosphere and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.000	18.067	260.55	1	260.55	Regression
		14.422	128	1845.98	Residual
			129	2106.531	Total

Table 14: Significance of regression of an effective organizational atmosphere

Level of significance	T	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.000	10.839	0.352	1.428	15.475	Intercept
0.000	4.25		0.092	0.39	Organizational factors

According to Table 13 and Table 14, the F-value calculated (18.067) with degrees of freedom of 1 and 128 and at a significance level of 0.05 is greater than the value in the table. This indicates that regression is significant. Since the t-value (4.250), at an alpha level of 0.05, is out of the acceptance range of the null hypothesis, the significant relationship between an effective organizational atmosphere and individual motivation of employees for entrepreneurship is confirmed. Also, according to Table 14, the standardized beta value between an effective organizational atmosphere (as the predictor variable) and individual motivation of employees for entrepreneurship (as the criterion variable) is equal to 0.352. This positive value suggests that there is a direct relationship between these two variables, that is to say, individual motivation of employees for entrepreneurship changes with the increase or decrease in satisfaction of the organizational factors. According to coefficient of explanation show in Table 12, it can be stated that an effective organizational atmosphere can account for 12.4% of changes in individual motivation of employees for entrepreneurship.

The third hypothesis:

There is a significant relationship between a culture supporting and stimulating creativity and innovation and individual motivation of employees for entrepreneurship.

Since the author intended to study the existence of a significant relationship between the predictor variable and the criterion variable in this hypothesis, regression analysis was used (Table 15, Table 16, and Table 17).

Table 15: A summary of regression model

Coefficient of explanation	Model
0.118	1

Table 16: Analysis of variance between a culture supporting and stimulating creativity and innovation and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.000	17.058	247.721	1	247.721	Regression
		14.522	128	1858.81	Residual
			129	2106.53	Total

Table 17: Significance of regression of a culture supporting and stimulating creativity and innovation

Level of significance	t	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.000	8.590	0.343	1.691	14.529	Intercept
0.000	4.13		0.057	0.234	Organizational factors

According to Table 16 and Table 17, the F-value calculated (17.058) with degrees of freedom of 1 and 128 and at a significance level of 0.05 is greater than the value in the table. This indicates that regression is significant. Since the t-value (4.130), at an alpha level of 0.05, is out of the acceptance range of the null hypothesis, the significant relationship between a culture supporting and stimulating creativity and innovation and individual motivation of employees for entrepreneurship is confirmed. Also, according to Table 17, the standardized beta value between a culture supporting and stimulating creativity and innovation (as the predictor variable) and individual motivation of employees for entrepreneurship (as the criterion variable) is equal to 0.343. This positive value suggests that there is a direct relationship between these two variables, that is to say, individual motivation of employees for entrepreneurship changes with the increase or decrease in satisfaction of the organizational factors. According to coefficient of explanation show in Table 15, it can be stated that a culture supporting and stimulating creativity and innovation can account for 11.8% of changes in individual motivation of employees for entrepreneurship.

The secondary question:

Is there any significant relationship between demographic characteristics of employees and their individual motivation for entrepreneurship?

The first hypothesis:

There is a significant relationship between gender and individual motivation of employees for entrepreneurship.

In order to test this hypothesis, independent t-test was used (Table 18).

Table 18: Testing the significance of relationship between gender and individual motivation of employees for entrepreneurship

Level of significance	Degree of freedom	T-value	Mean	Number	Gender
0.833	128	-0.212	21.3258	89	Male
0.824	88.881	-0.223	21.4878	41	Female

According to Table 18, the t-value calculated (0.212), with a degree of freedom of 128 and at an alpha level of 0.05, is within the acceptance range of the null hypothesis. This means that there is no significant relationship between gender and individual motivation of employees for entrepreneurship. In other words, since the significance level calculated for t-value (0.833) is more than the value of 0.05 alpha, this hypothesis is rejected. So, with a confidence of 95%, it can be stated that there is no significant difference between men and women in terms of individual motivation for entrepreneurship.

The second hypothesis:

There is a significant relationship between years of service and individual motivation of employees for entrepreneurship.

Since the author aimed to study the existence of a significant relationship between years of service and individual motivation of employees for entrepreneurship in this hypothesis, regression analysis was used (Table 19 and Table 20).

Table 19: Analysis of variance between years of service and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.728	0.121	1.993	1	1.993	Regression
		16.442	128	2104.538	Residual
			129	2106.531	Total

Table 20: Significance of regression of years of service

Level of significance	t	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.000	24.548	0.031	0.86	21.04	Intercept
0.728	0.348		0.469	0.163	Years of service

According to Table 19 and Table 20, the F-value calculated (0.121) with degrees of freedom of 1 and 128 and at a significance level of 0.05 is less than the value in the table. This indicates that regression is not significant. Since the t-value (0.348), at an alpha level of 0.05, is within the acceptance range of the null hypothesis, the significant relationship between years of service and individual motivation of employees for entrepreneurship is not conformed. In other words, as the significance level of t-value (0.728) is greater than the 0.05 alpha level, this hypothesis is rejected.

The third hypothesis:

There is a significant relationship between age and individual motivation of employees for entrepreneurship.

Since the author aimed to study the existence of a significant relationship between age and individual motivation of employees for entrepreneurship in this hypothesis, regression analysis was used (Table 22 and Table 23).

Table 22: Analysis of variance between age and individual motivation of employees for entrepreneurship

Level of significance	F-value	Mean squares	Degree of freedom	Sum of squares	Model
0.728	0.319	5.230	1	5.230	Regression
		16.416	128	2101.300	Residual
			129	2106.531	Total

Table 23: Significance of regression of age

Level of significance	t	Standardized	Non-standardized		Model
		Beta	Standard error	B	
0.000	12.746		1.608	20.492	Intercept
0.573	0.564	0.050	0.044	0.025	Years of service

According to Table 22 and Table 23, the F-value calculated (0.319) with degrees of freedom of 1 and 128 and at a significance level of 0.05 is less than the value in the table. This indicates that regression is not significant. Since the t-value (0.546), at an alpha level of 0.05, is within the acceptance range of the null hypothesis, the significant relationship between age and individual motivation of employees for entrepreneurship is not confirmed. In other words, as the significance level of t-value (0.573) is greater than the 0.05 alpha level, this hypothesis is rejected.

RESULTS AND DISCUSSION

The main questions: Can organizational factors be barriers to entrepreneurship among the employees of Education Office in Boyer-Ahmad city? According to the findings, there is significant relationship and correlation between organizational factors (flexible structure, effective atmosphere, and the culture supporting and stimulating creativity and innovation) as the predictor variables and individual motivation of employees for entrepreneurship as the criterion variable. This means that individual motivation of employees for entrepreneurship changes with increase and decrease in satisfaction of organizational factors. This result is consistent with the findings of Imanipour and Zivdar (2008), Rezazadeh (2003) and Moghimi (2001).

The first hypothesis: There is a significant relationship between a flexible organizational structure and individual motivation of employees for entrepreneurship.

A significant relationship and correlation was found between a flexible organizational structure as the predictor variable and individual motivation of employees for entrepreneurship as the criterion variable. Moghimi (2001) reported the same result.

The second hypothesis: There is a significant relationship between an effective organizational atmosphere and individual motivation of employees for entrepreneurship.

According to the results, there is a significant relationship and correlation between an effective organizational atmosphere as the predictor variable and individual motivation of employees for entrepreneurship as the criterion variable. This is consistent with findings of Imanipour and Zivdar (2008), Moghimi (2001) and Abdulali (2009)

The third hypothesis: There is a significant relationship between a culture supporting and stimulating creativity and innovation and individual motivation of employees for entrepreneurship.

As the results show, there a significant relationship and correlation between a culture supporting and stimulating creativity and innovation as the predictor variable and individual motivation of employees for entrepreneurship as the criterion variable. This result is consistent with the findings of Safarzadeh (2005)

The secondary question: Is there any significant relationship between demographic characteristics of employees and their individual motivation for entrepreneurship? The first hypothesis: There is a significant relationship between gender and individual motivation of employees for entrepreneurship. No significant difference was observed between men and women in terms of individual motivation for entrepreneurship. Rastgar (2009) obtained the same result. The second hypothesis: There is a significant relationship between age and individual motivation of employees for entrepreneurship. According to the results, there is no significant difference between the age of employees and their individual motivation for entrepreneurship. The third hypothesis: There is a significant relationship between years of service and individual motivation of employees for entrepreneurship. The results of the present study revealed that there is no significant relationship between years of service and individual motivation of employees for entrepreneurship. This is consistent with the findings of Rstgar (2009)

CONCLUSION

The present paper aimed to provide an image of entrepreneurship as the creation of value coupled with change and development and entrepreneur as the creator of value. This idea would make us to assume entrepreneurship as a liaison between the various sciences and disciplines towards a profitable move and apply it as a new style of living in the modern era along with the rapid and increasing changes. This claim can be proved in all fields. For example, when an entrepreneur improves the processes in an organization, suggests a new solution to solve a problem, or makes the outputs more productive, he/she is really contributing to the organizational interests and it leads to a benefit for organizations and even individuals. Entrepreneurship is the dynamic process of change and vision, so entrepreneurs are the angles of today's machine era. This can be also observed throughout the history. A review of the history from 7000 years age up to now reveals that only four nations including Persians, Egyptians, the Chinese, and Indians have managed to remain stable and keep themselves over a long term. The reason for the durability of these four nations lies at an important issue which is believing in and commitment to the fundamental principles and philosophy of their existence. Whenever these principles were supported by more belief and commitment, their territorial integrity was expanded and whenever they were undermined, they were closer to degeneration and destruction. Commitment to these principles can be considered the way in which a culture is enriched by beliefs that are now taken into account as the personality traits and behaviors of entrepreneurs, such as tolerance for ambiguity, internal control, risk-taking, etc. For their own survival, they have changed these principles at different times according to the requirements of time and place. This needs innovation and creativity, which the best evidence of the matter mentioned and obvious example of which can be clearly seen in the Great Cyrus Charter of Human Rights. New thinking and open-mindedness are the main goal of entrepreneurship. The institutionalization of these beliefs in culture has become a fundamental principle for transcendental communities. Identification of solutions for dealing with the barriers to the institutionalization of such beliefs should be a top priority, so that the best possible way to promote entrepreneurial spirit in the society can be found through detecting the problems and issues. As a result, people can make the most use of the benefits of an entrepreneurial society and move towards social justice.

If an entrepreneur finds the motivation, he/she will be active in any circumstances and won't stop. At this stage, if the entrepreneur faces barriers, he/she would confine to the simple levels of entrepreneurship. An entrepreneur is someone who is always trying to make things better and fix the existing bugs. If such individuals find the environment inappropriate, try to reform it and if it is uncorrectable, they would migrate.

Undoubtedly, governments in the current era are facing with widespread international developments and threats. Thus, ensuring the survival of communities requires new solutions and techniques to deal with problems, which is based on innovation, creativity, and providing new services, processes, and methods. To achieve this goal, considering the entrepreneurial role of managers, most developed countries are shifting from a bureaucratic and administrative situation to an entrepreneurial approach. Hence, not only the barriers to the development of entrepreneurship must be overcome but also the best practices and strategies should be proposed for moving towards entrepreneurship development. Our country is in a situation and no model except an entrepreneurial one cannot alter the trend of growth and development.

Recommendations for future studies:

- Tendency to entrepreneurship can be studied from different aspects by other researchers.
- Strategies for promotion of tendency to corporate entrepreneurship can be a complement to the findings of the present study.
- Obviously, the research within the humanities are not comprehensive and are faced with restrictions which will be reviewed and criticized by experts over time and the results become more complete and more reliable. So, it is recommended that the same subject be studied in other organizations and offices and their results be compared.
- It is suggested that a research be conducted in order to study the relationship between individual barriers and capabilities and motivation of employees for entrepreneurship.

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