

# Explaining the Relationship between Organizational Strategic Capabilities and Organizational Culture and Organizational Entrepreneurship and Providing a Developed Model in Kerman Executive Organizations

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**Abstract:** The statistical population consisted of two groups. The first group consisted of management professors and experts that thirty of them were purposefully selected as the sample of the study. The second group consisted of all employees of Kerman executive organizations (n=38000). According to Morgan table, the sample size was determined to be 380, which increased to 392 for more confidence and they were selected using stratified random sampling method. A researcher-made questionnaire consisting of 39 items on organizational strategy, 20 items on organizational culture, and 42 items on organizational entrepreneurship was designed to collect the data. The content validity of the questions was examined, modified and verified by the experts. Cronbach's alpha coefficients were obtained at 0.966, 0.973, and 0.978, respectively, for the variables of organizational strategic capabilities, organizational culture, and organizational entrepreneurship. All of them were higher than 0.7, indicating internal consistency of the items and confirmation of reliability. Finally, in order to confirm the final model of the research, a validated questionnaire along with the model that represents the quantitative results of the research was designed and presented for elites. To analyze the data, structural equation modeling through Amos software was used. Based on the results, the relationship between organizational strategic capabilities and organizational culture was 0.90, the relationship between organizational strategic capabilities and organizational entrepreneurship was 0.89, and the relationship between organizational culture and organizational entrepreneurship in Kerman executive organizations was 92%. The relationships were strong and positive at the significance of less than 0.05. **Keywords:** Organizational Strategic Capabilities, Organizational Culture, Organizational Entrepreneurship, Kerman Executive Organizations

## Introduction

For public and executive organizations in every industry and place, the key of success is not just relying on one resource to gain advantage, but the best and most successful organizations know that they must always have the capabilities and promote their competitive capabilities so that

they can achieve greater success. Executive organizations need a variety of resources to survive, and they must be equipped to make optimal use of them. According to managers, capability is the ability of the organization to build capacities and tolerate restrictions and failures to achieve certain goals (Ebrahimpour et al, 2010). Various researchers have differentiated organizational capabilities. However, a review of the literature on organizational capabilities suggests that although focusing on one capability among managers is important to the organization, it is difficult to achieve an appropriate applied tool in this regard, since the overlap of concepts has made it difficult to show a right path to achieve organizational capabilities based on different organizational dimensions and attitudes. The question raised in this regard is how an organization can make sure that it optimally utilizes all its capabilities (Valian et al, 2017).

Also, some theorists view that the key of success of executive organizations is the effective management of human resources. Thus, satisfying employees and making them more interested in their jobs and finally achieving the organizational goals have an importance. In this regard, culture and overall values, organizational conditions, and management behavior have a major impact on achieving optimal organizational excellence and successful performance. Such a culture needs to be managed (Ebrahimpour et al, 2011). Such a culture is one of the most important elements in analyzing organizational issues and phenomena. Culture plays a crucial role in the overall structure of every society and its various dimensions and personality and behavior of individuals. It is also true for organizations, and as one of the most important components of today's societies, they are influenced by culture in many aspects (Ismaili, 2014). Paying attention to the role of culture in organizational issues will provide great achievements for management and organization knowledge and provide excellence for them. Development of the culture of any organization is dependent on the cultural processes created by various cultural actors to some extent. Proper implementation and management of organizational culture can have a significant impact on the strategic management of human resources (Memoir & Rashidi, 2015). Organizational culture is a system consisting of values and beliefs interacting with human resources, organizational structure, and control system; therefore, it establishes behavioral norms within the organization. Organizational culture includes common beliefs, attitudes, hypotheses, and expectations that guide behaviors in the absence of explicit rule or instruction. It governs most of management settings in executive organizations. Culture can be a powerful source of identity, common purpose, and flexible guidance (Arabi, 2006). The impact of organizational culture on the members of the organization is so high that through which one can realize the behavior, feelings, views and attitudes of the members of the organization by examining its various aspects, and accordingly, predict and guide their possible reaction to the desired developments. Organizational culture leverage change can facilitate the changes and sustain new orientations in an organization (Seifi Nahavandi & Farhanghi, 2009).

The necessity of paying attention to organizational culture is so high that experts believe that creating an effective and lasting change in an organization requires changes in the culture of that organization, while it is very difficult and time consuming. In other words, the success and failure of organizations should be sought in their culture. Thus, managers can provide new solutions for an organization and its development through culture. Nowadays, culture is considered as a key element in management (Amirnejad & Ajdari, 2016). Also, entrepreneurial attitudes and behaviors are essential for the success and survival of organizations at any size. Many variables affect organizational entrepreneurship, including managers' individual and motivational characteristics. However, many researchers believe that organizational and strategic variables have a greater impact on organizational entrepreneurship.

Organizational entrepreneurship is a process through which individuals achieve opportunities within organizations regardless of the resources they have. Organizational

entrepreneurship is a concept that takes innovations as the key component, expands or formulates new products, reengineers or reduces process costs, searches for pristine markets, new applications of new products and services, and capital (Heidari et al, 2012).

The need for organizational entrepreneurship stems from the incompatibility and slow reaction of moderate and large organizations to increase rapid, complex and uncertain environmental changes. The speed of action and innovation is introduced as a key factor for survival of an organization in today's highly competitive arenas. Thus, identifying the characteristics of an appropriate context for the attraction and growth of entrepreneurs is the first step in identifying the problem of today's organizations (Yadollahi et al, 2009). In fact, the importance of entrepreneurship is due to the values created in various forms. Organizational entrepreneurship is vital to survival, growth, profitability, and restructuring of any organization. The base of organizational entrepreneurship is identifying the opportunity and exploiting it. For this reason, various organizations are promoting entrepreneurial activities among their employees. If the planners, decision makers, and employees of the organization are entrepreneurial, they will better understand the economic opportunities and be able to make more use of the resources available to innovate; leading to faster growth and more survival in the competitive arena. Thus, in order to achieve it, entrepreneurial activities should be promoted in organizations and increase the entrepreneurial spirit among the decision makers and employees, and finally, establish an entrepreneurial environment in the organization (Asghari, 2015). Finally, as environmental change is one of the most important challenges facing organizations and executive organizations at the current era, making optimal use of the talents and abilities of individuals plays a key role in formulating the framework and new thinking patterns. Accordingly, the executive organizations of Kerman should provide conditions in which all employees who are working in all executive organizations of this city have an entrepreneurial spirit and can perform the entrepreneurship activities individually or in group. Thus, given the organizational strategic capabilities based on strategic issues in Kerman executive organizations and also the importance of organizational culture and entrepreneurship issues in these units, the present study was conducted to explore the relationship between organizational strategic capabilities and between organizational culture and organizational entrepreneurship in Kerman executive organizations.

### **Theoretical framework**

In the present study, organizational strategic capabilities as a predictor variable is investigated and its relationship with organizational culture and entrepreneurship variables as a criterion variable is investigated, and finally, the research model is presented. The variable of organizational strategic capabilities in this study include organizational structure, strategic intention, relational capital, human capital, information technology capability, human resources capability, competitive capability, and performance. Strategic capabilities are essential for creating, integrating, and coordinating of knowledge and competencies of companies efficiently and effectively and their restructuring in line with the changes and environmental dynamics and innovation opportunities (Taleghani & Puran Manjili, 2014).

**Organizational structure:** It is defined as appointing people at various points in the organizational chart, in social jobs as well as the jobs that affect their organizational relationships. It is considered as a very complex tool that constantly identifies, controls, and coordinates mutual relationships among the members (Danaei et al, 2014).

**Strategic intention:** It examines the strategic path of the organization in terms of resource-based theory (Denison et al, 2000). Organizations need to make explicit statements about their path. In most strategic plans, this is explicitly stated. The quality of the workforce and informing future trends enabling the possible future path has focused on sharing information across borders

and it results in expansion of experience and expertise in future. Such a future path should be incorporated into strategic planning and especially strategic goals (Vesalainen & Hakala, 2015).

**Relational capital:** It involves understanding marketing channels and customer relationship knowledge, both of which play a major role in an organization (Augusto et al, 2013). It is total assets that organize and manage the company's relationships with the environment. It includes company's relationship with customers, shareholders, suppliers, competitors, the government, public organizations, and the community. The most important relational capital is customer relationship, but not limited to it. It reflects the organization. Relational capital includes brands and customer loyalty, suppliers and customer feedback systems, etc. (Belousova et al, 2010). Relational capital means all the knowledge placed in an organization's relationships with its environment, including customers, suppliers, scientific communities, and so on. According to Chen, the most important component of the relational capital is customer capital, since the success of an organization depends on its customer capital (Chen, 2004).

**Human capital:** believe that human capital represents the implicit knowledge in the minds of employees. Human capital is an important source of innovation and re-creation of a company. Human capital is defined as a combination of employees' competencies, ways of thinking, and creativity that includes factors such as knowledge, skills, abilities and perceptions of employees. It is a source of performance improvement, attracting customers, and increasing the profitability. This knowledge and skill are in the minds of employees, meaning that their minds carry knowledge and skills. Human capital means the level of individual knowledge of employees of an organization which is usually implicit. Some researchers consider human capital as competence and define the competence of employees as the capacity to perform tasks under various conditions to create tangible and intangible assets (Robbins, 2008).

**IT capability:** IT capability is divided into three categories by adopting a resource-based approach: IT infrastructure, human resources IT, and tangible benefits of IT. IT infrastructure includes hardware and software, communication technology and database. IT human resources include technical skills of IT including programming, management and information technology skills and leadership skills (Rahimnia & Alizadeh, 2008). IT capability is viewed as an organizational capability that leads to competitive advantage through corporate leadership.

**Human resource capability:** It is a set of related knowledge, skills, and attitudes that affect a large part of one's job (role or responsibility). It is associated with job performance and can be measured against expected high standards and improved by training and development (Arabshahi, 2016).

**Competitive capability:** Competitive capability is the focus of the studies conducted on identifying the relationship between the industry environment and capacity building activities for the organization. One of the approaches in this area is competence resulting from competitiveness (Daniel, 2016).

**Performance:** It refers to state and quality of function and process of explaining the quality of effectiveness and efficiency of the actions made in past and the way of performing organizational operations. Organizational culture is a set of shared meanings and values that link members of an organization together, forming the system of values governing the organization and differentiating one organization from another. In fact, it is the factor that determines the way of performing the tasks. It is so strong that unconsciously penetrates minds of individuals and forms the organizational thinking and behavior (Aliahmadi, 2004). **Involvement in work:** These characteristics are measured by three indicators: empowerment, team building, and skill development. Effective organizations empower their members, build organizational based on team works, and develop human resource capabilities at all levels. Commitment increases among the members of an organization and they view themselves as a part of the organization. People at all

levels feel that they are involved in decision making, these decisions affect their works and their works are directly related to the goals of the organization (Farhadi & Badri Azafrin, 2015).

**Empowerment:** People have an authority, initiative and ability to manage their work. It creates a sense of ownership and responsibility in the organization.

**Team building:** The organization gives value for teamwork to achieve the shared goals, so that employees, like managers, are accountable in their workplace. These organizations rely on teams in performing the works.

**Capability development:** The organization continually develops its employees' skills to meet the needs and stay on the competition arena.

**Adjustment:** This characteristic is measured by three indicators of fundamental values, agreement, and cohesion. Studies have indicated that effective organizations are often stable and integrated, and their employees' behavior stems from fundamental values. Leaders and followers have gained a skill to achieve an agreement (even when they have opposite views) and the organization's activities are well-coordinated. Organizations with such characteristics have a strong and distinct culture and have high influence on their employees' behavior.

**Fundamental values:** Organization members share a set of values that form their identities and expectations.

**Agreement:** Organization members can reach an agreement on major differences. This agreement is seen at both lower levels and at higher levels.

**Coordination and cohesion:** Organizational units with different functions can work very well together to achieve shared goals. Organizational boundaries are not disturbed by such work.

**Adaptability:** This characteristic is measured by three factors: creation of change, customer orientation, and organizational learning. Organizations that are well-integrated will hardly change. Thus, internal integration and external adaptability can be considered as an advantage and superiority of the organization. Adaptable organizations are driven by customers, take risks, learn from their mistakes, and have the capacity and experience to make a difference. They are continually improving the organization ability to give value for their customers. These organizations usually experience sales growth and market share growth (Pilipp et al, 2013).

**Creation of change:** The organization can make changes to meet the needs and it can identify the environment of the company and respond to current stimuli and predict the future changes.

**Customer orientation:** The organization understands the customers and responds to them and tries to meet their future needs. In fact, it reflects the customer orientation on the direction that organizations are guided towards customer satisfaction.

**Organizational learning:** The organization receives, translates, and interprets the environmental signals and measures the opportunities they provide to encourage creativity, knowledge, and develop capabilities.

**Mission:** This characteristic is measured by three indicators of strategic orientation, goals and objectives, and vision. Mission can be considered as the most important characteristic of the organizational culture. Organizations that do not know where they are going and what is their status, will usually go astray. Successful organizations have a clear understanding of their goals and direction, so that they define the organizational goals and strategic goals and clearly outline the organization vision.

Organizations that must continually change their core mission face with great challenges. An organization must change its mission when a change in strategy, structure, culture and behavior is required. In such a situation, a strong leader identifies the organization vision and creates a culture that supports that vision.

**Strategic orientation:** Clear strategic orientation indicates the direction of organizational goals and anyone can contribute to that sector.

**Goals and objectives:** The goals are linked to the organization strategy, mission and vision, and identify the direction of the people work.

**Vision:** An organization that has a shared vision of the future announces that fundamental value and considers the thought and heart of human power defines the direction at the same time.

The variable of organizational entrepreneurship in this research includes innovation, risk-taking, leadership, support and management, entrepreneurial leadership, individual attitude, autonomy, flexibility, and organizational strategic restructuring. Organizational entrepreneurship includes entrepreneurial efforts that require organizational support and resources to execute innovative activities in the form of organizational and process innovation. In general, entrepreneurship involves an incremental innovation process that finally results in an entrepreneurial event.

**Innovation:** It involves creating new products, services and technologies.

**Risk-taking:** It means following and entering new business and establishing relationships with new markets.

**Being a pioneer:** It refers to desire of top management to increase competitiveness, which involves innovating, risk-taking, competitive assertiveness and courage (Gholipour Soleimani & Pourtalebi, 2007).

**Management support:** It includes management appreciation of risk-taking people, management appreciation of idea creators, and tolerance of deviation from rules. Providing such supports by management can play an effective role in increasing entrepreneurship in an organization. It refers to support of top management of an organization for learning through experiment, communication, dialogue, personal expertise and the process of creating organizational knowledge to become an intelligent organization (Karimi Afshar, 2015).

**Entrepreneurial leadership:** Entrepreneurship is considered as the main driver of the economy and a factor of competitiveness and improvement of the quality of organizations. In this regard, management of entrepreneurial teams and the implementation and commercialization of entrepreneurial ideas have a importance. The process of implementing entrepreneurial ideas involves collecting the execution team members, financing, making decisions, and ultimately providing new products or services to customers. An entrepreneur in many cases also plays the role of manager and should establish coordination between the teams and groups involved and align their goals to some extent (Hashemi Nekoo, 2010).

**Individual attitude:** It refers to a state of mental readiness in an organization and describes the way one feels about one thing. It is a set of beliefs, emotions, and behavioral intentions toward an object, person, or event, manifested in behavior or feeling and people make a judgment based on their values on rightness or desirability of objects, states and behaviors.

**Independence:** It gives authority and control over job-related decisions for employees. It seems that this freedom and authority has a fundamental effect on the employees' sense of responsibility. The need for independence is one of the main motivations for pursuing the future of entrepreneurship. An entrepreneur prefers to make his own decision and use all his efforts, knowledge, skills and capital during this decision.

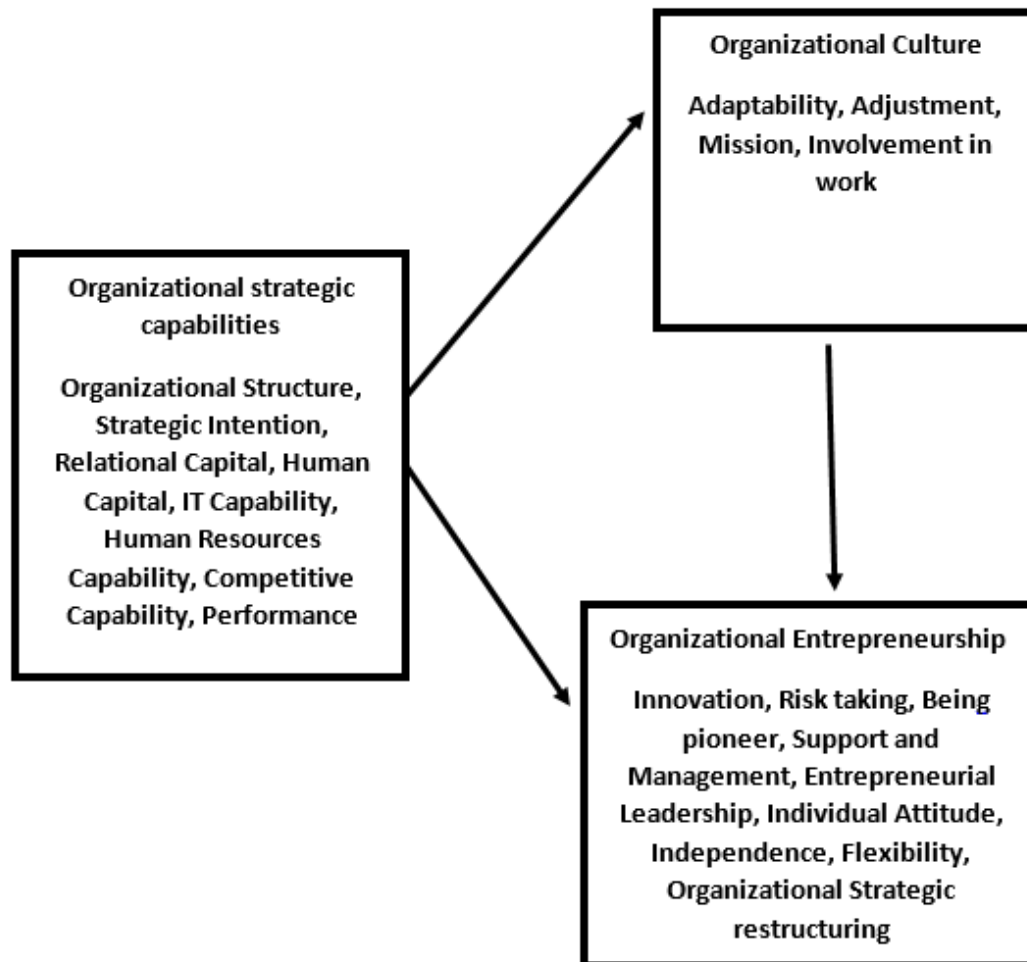
**Flexibility:** It is defined as the ability of organizations to adapt to unpredictable environmental changes. It requires the ability and capability to respond quickly to the environment. It has a great impact on the performance of organizations. Flexibility can be defined at different levels such as organization, management and task levels. The existence of dynamic environments and standard organizational objectives require flexibility. Flexibility plays a major role in the

success of organizations and improves performance in today's dynamic and organizational environment.

**Organizational strategic restructuring:** It refers to changing and aligning the strategic resources and capabilities of the organization with environmental requirements to achieve superiority. It means that organization must reinterpret the environment and build new products, processes, strategies, and structures over time.

### Conceptual model of research

Based on the literature review, the conceptual model is illustrated as below (**Figure 1**):



**Figure 1.** The conceptual model of the research

### Methodology

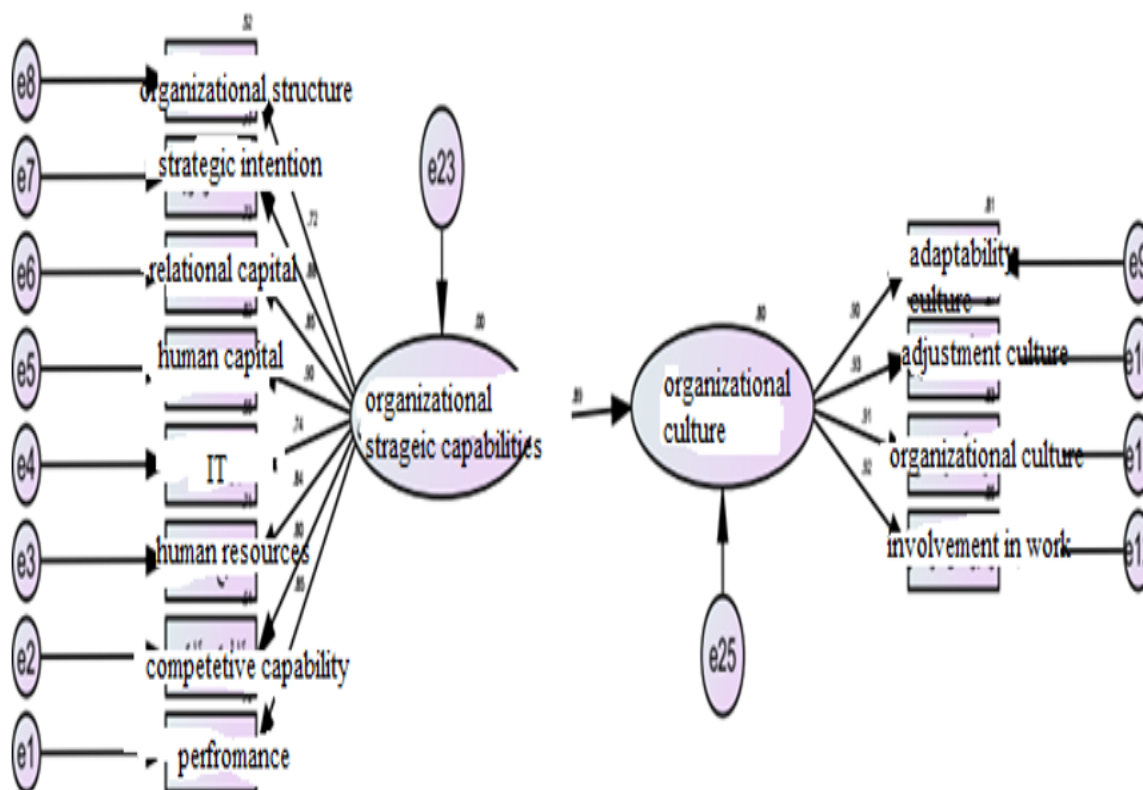
The present study is applied in terms of objective, descriptive in terms of nature and survey in terms of method. The statistical population consisted of two groups. The first group consisted of management professors and experts. Thirty of them were purposefully selected as the sample of the study. The second group consisted of all employees of Kerman executive organizations. Executive organizations refer to all institutes and companies using public budget and are subject to Article 1 of the Plan and Budget Act and Article 160 of Fourth Plan Act. For this purpose, the statistics of the employees of Kerman executive organizations were received from Kerman province budget and plan organization according to the yearbook of 2019. Their total number was

38000 people. According to Morgan table, the sample size was estimated to be 380 people, which increased to 392 for more confidence. Using random stratified sampling, they were selected from five classes of organizations, including service, cultural-educational, headquarter-ministerial, public companies, and banks and insurance. The researcher-made questionnaires, including 39-item organizational strategic capabilities, 20-item organizational culture questionnaire, and 42-item organizational entrepreneurship status questionnaire were used to collect the data. They were scored a 5-point Likert scale ranging from very low to very high. The content validity of the questions was examined, modified, and verified by the experts. Cronbach's alpha coefficients of variables of organizational strategic capabilities, organizational culture, and organizational entrepreneurship status were obtained at 0.966, 0.973, and 0.978, respectively. They were higher than 0.7, indicating internal consistency of items and confirmation of reliability. Finally, in order to confirm the final model of the research, a validated questionnaire along with the model that represents the quantitative results of the research was designed and presented to the elite. Structural equation modeling was used to analyze the data through Amos software.

### Results

Question 1: Is there a relationship between organizational strategic capabilities and organizational culture in Kerman executive organizations?

According to (Diagram 1), the direct relationship between organizational strategic capabilities and organizational culture is 0.89, indicating a strong and positive relationship.



**Diagram 1.** The structural equation diagram for exploring the relationship between organizational strategic capabilities and organizational culture



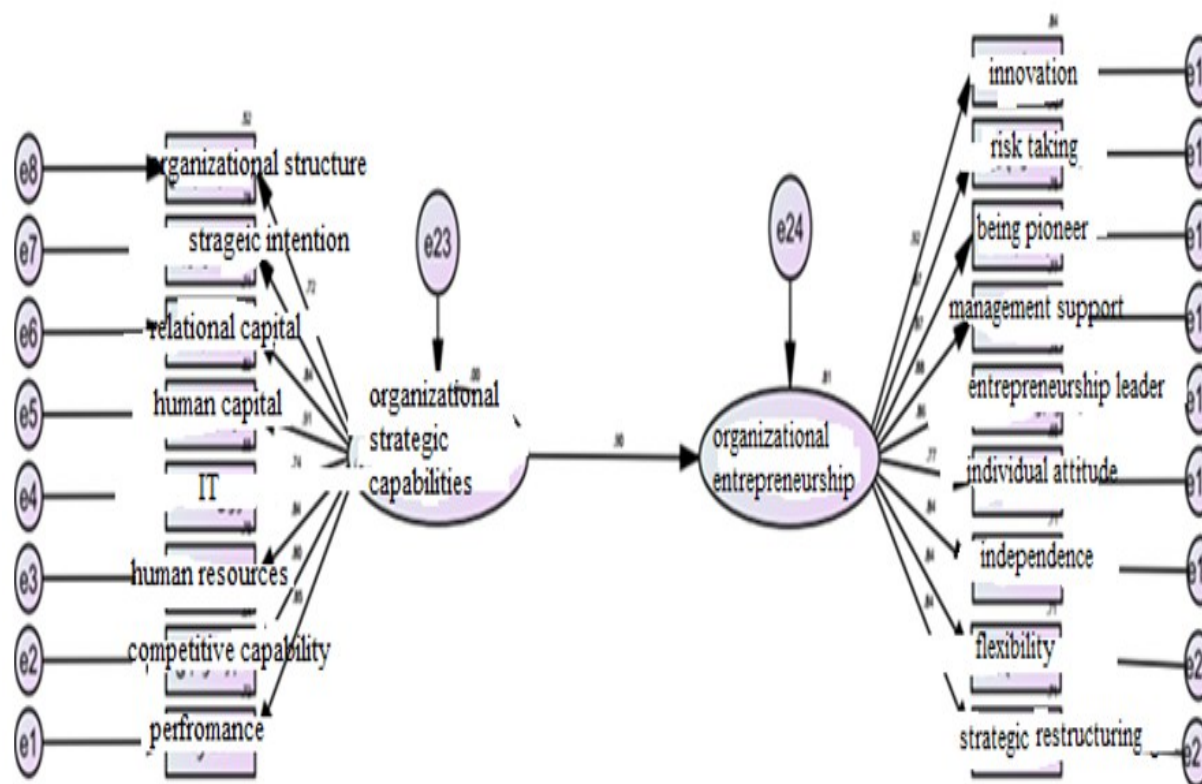
The results of (Table 1) also show that this is an appropriate model based on two variables of organizational strategic capabilities and organizational culture.

**Table 1.** The structural equation indices for exploring the relationship between organizational strategic capabilities and organizational culture

Index	Reported value	Acceptable value	Index result
RMSEA	055.0	Less than 0.08	Model is confirmed
CMIN/DF	196.2	Less than or equal to 3	Model is confirmed
GFI	952.0	Larger than or equal to 0.9	Model is confirmed
AGFI	929.0	Larger than or equal to 0.9	Model is confirmed
CFI	987.0	Larger than or equal to 0.9	Model is confirmed
NFI	976.0	Larger than or equal to 0.9	Model is confirmed
TLI	983.0	Larger than or equal to 0.9	Model is confirmed
IFI	987.0	Larger than or equal to 0.9	Model is confirmed

Testing Question 2: Is there a relationship between organizational strategic capabilities and organizational entrepreneurship in Kerman executive organizations?

According to (Diagram 2), the direct relationship of organizational strategic capabilities and organizational entrepreneurship is 0.9, indicating a strong and positive relationship.



**Diagram 2.** The structural equation diagram for exploring the relationship between organizational strategic capabilities and organizational entrepreneurship

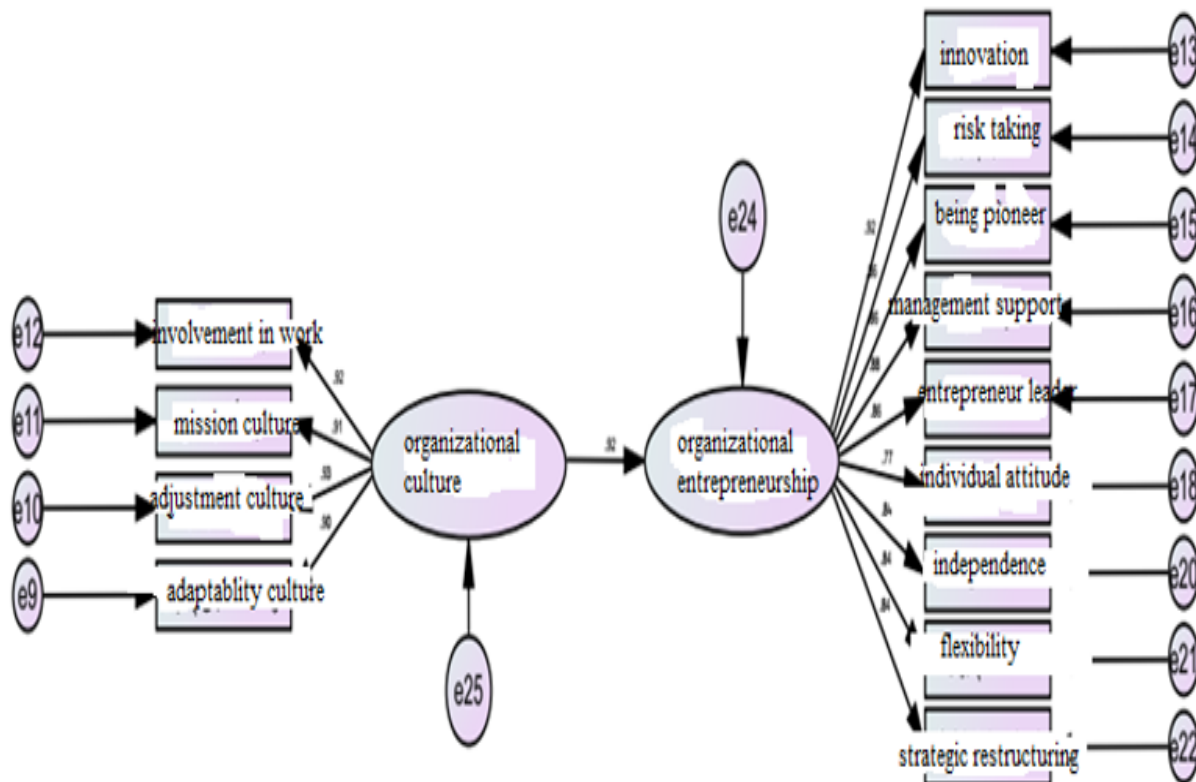
**Table 2.** The structural equation indices for exploring the relationship between organizational strategic capabilities and organizational entrepreneurship

Index	Reported value	Acceptable value	Index result
RMSEA	0.063	Less than 0.08	Model is confirmed
CMIN/DF	576.2	Less than or equal to 3	Model is confirmed
GFI	916.0	Larger than or equal to 0.9	Model is confirmed
AGFI	892.0	Larger than or equal to 0.9	Model is confirmed
CFI	972.0	Larger than or equal to 0.9	Model is confirmed
NFI	955.0	Larger than or equal to 0.9	Model is confirmed
TLI	968.0	Larger than or equal to 0.9	Model is confirmed
IFI	972.0	Larger than or equal to 0.9	Model is confirmed

According to the results of (Table 2), this model is an appropriate model based on two variables of organizational strategic capabilities and organizational entrepreneurship.

Question 3: Is there a relationship between organizational culture and organizational entrepreneurship in Kerman executive organizations?

According to Diagram, the direct relationship between organizational culture and organizational entrepreneurship is 0.92, indicating a strong and positive relationship.



**Diagram 3.** The structural equation diagram for exploring the relationship between organizational culture and organizational entrepreneurship

The results of (Table 3) also indicate that this model is an appropriate model based on two variables of organizational culture and organizational entrepreneurship.

**Table 3.** The structural equation indices for exploring the relationship between organizational culture and organizational entrepreneurship

Index	Reported value	Acceptable value	Index result
RMSEA	0.066	Less than 0.08	Model is confirmed
CMIN/DF	2.708	Less than or equal to 3	Model is confirmed
GFI	0.936	Larger than or equal to 0.9	Model is confirmed
AGFI	0.909	Larger than or equal to 0.9	Model is confirmed
CFI	0.981	Larger than or equal to 0.9	Model is confirmed
NFI	0.970	Larger than or equal to 0.9	Model is confirmed
TLI	0.977	Larger than or equal to 0.9	Model is confirmed
IFI	0.981	Larger than or equal to 0.9	Model is confirmed

Testing Question 4: What are the characteristics of the model developed for explaining the relationship between organizational strategic capabilities and organizational culture and organizational entrepreneurship in Kerman executive organizations?

Lack of collinearity: According to the results of (Table 4), it can be stated that the variance inflation factor is less than 10; so, there is no collinearity between the predicted variables.

**Table 4.** The values of Mahalanobis statistics to examine the collinearity

Component/variable	Type	variance inflation factor
Organizational Structure	Component	978.3
Strategic intention	Component	893.4
Communication capital	Component	557.5
Human capital	Component	023.6
IT capability	Component	199.5
Human Resources Capability	Component	2/676
Competitive capability	Component	576.4
Performance	Component	536.3
Organizational strategic capabilities	Variable	495.4
Adaptability culture	Component	167.2
Adjustment culture	Component	224.4
Missionary culture	Component	4/008
Involvement in work	Component	080.2
Organizational culture	Variable	628.1
Innovation	Component	215.1
Risk taking	Component	348.3
Being a pioneer	Component	866.3
Management support	Component	746.2
Entrepreneurial leadership	Component	978.4
Individual attitude	Component	557.5

Independence	Component	023.6
Flexibility	Component	199.5
Organizational strategic restructuring	Component	676.2
Organizational entrepreneurship	Variable	576.4

Independence of errors: According to the results of (Table 5), the values of Durbin-Watson statistic for the three variables are between 1.5 and 2.5.

**Table 5. Durbin-Watson statistics to investigate the independence of errors**

Variable	Durbin-Watson statistics
Organizational strategic capabilities	1.856
Organizational culture	1.728
Organizational entrepreneurship	1.864

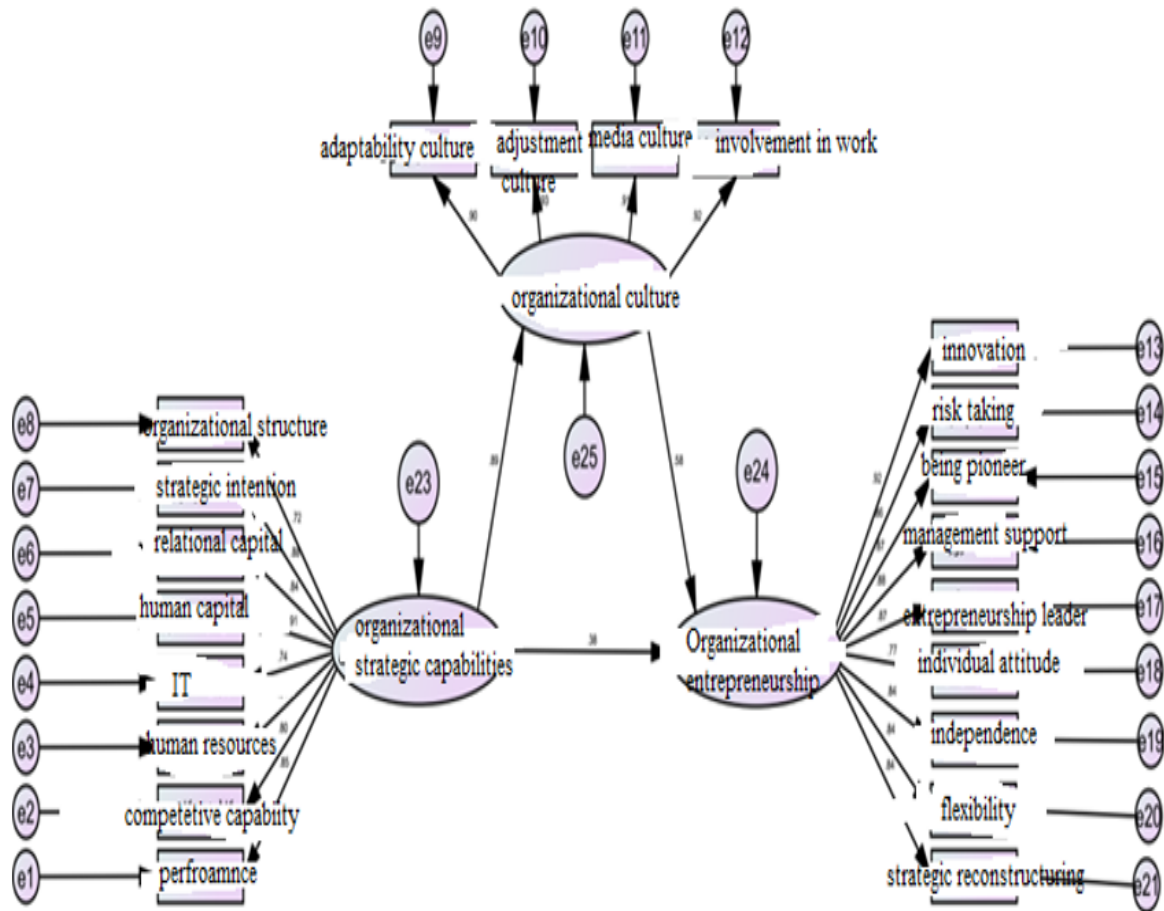
#### **Fitness of psychometric criteria of questionnaires:**

Based on (Table 6), the model accuracy indicators confirm the fitness of the research model, so that the root mean square error of estimation error (RMSEA) is 0.052, CMIN / DF is 2.065, and the goodness of fit index (GFI) is 0.91.

**Table 6. The proposed model fitness indices**

Index	Reported value	Acceptable value	Index result
RMSEA	0.052	Less than 0.08	Model is confirmed
CMIN/DF	2.065	Less than or equal to 3	Model is confirmed
GFI	0.91	Larger than or equal to 0.9	Model is confirmed
AGFI	0.89	Larger than or equal to 0.9	Model is almost confirmed
CFI	0.91	Larger than or equal to 0.9	Model is confirmed
NFI	0.956	Larger than or equal to 0.9	Model is confirmed
TLI	0.974	Larger than or equal to 0.9	Model is confirmed
IFI	0.977	Larger than or equal to 0.9	Model is confirmed

(Diagram 4) presents the research proposed model that was confirmed by factor analysis along with the model coefficients.



**Diagram 4.** The structural equations for examining the final model of research

Based on the opinions of 30 experts on the final model of research, in all cases, the final model was confirmed. Accordingly, the ratio of those who confirmed the final model of the study is equal to 1 and p-value is less than 0.001. Therefore, the null hypothesis is rejected at the level of 0.05 and the final model of the research is accepted by experts and it has a high validity (Table 7).

**Table 7.** Investigating the validity of the research model

Experts' opinions on the validity of the final model of the research	Frequency	Ratio
Undesirable	0	0
Desirable	30	1
Sum	30	1
p-value	*less than 0.001	

### Discussion

Based on the results, a significant and positive relationship was found between organizational strategic capabilities (organizational structure, strategic intention, relational capital, human capital, information technology capability, human resource capability, competitive capability, and performance) and organizational culture (adaptability, adjustment, mission, involvement in work) in Kerman executive organizations at the significant level of less than 0.05.

This result is in line with the results of studies conducted by Ghahramani et al. According to the results, there is a significant and positive correlation between organizational strategic capabilities (organizational structure, strategic intention, relational capital, human capital, information technology capability, human resource capability, competitive capability, and performance) and organizational entrepreneurship (innovation, risk-taking, being pioneer, management support, individual attitude, entrepreneurial leadership, flexibility, independence, organizational strategic restructuring) in Kerman executive organizations at the significant level of less than 0.05. This relationship was equal to 0.89 that is a strong and positive relationship. It means that as organizational strategic capabilities increase, organizational entrepreneurship will also increase (Ghahramani et al, 2010).

The results of a study conducted by Moghimi showed that there is a positive and significant relationship between strategic management and the components of environmental exploration, flexibility in planning, planning time horizon, participation in planning and strategic controls and organizational entrepreneurship. This result is in line with those of the present study. Based on the strategic management approach, Corn and Perlman describe the organizational entrepreneurship framework. They argue that information obtained from the external and internal environments of the organization is the beginning of the organizational entrepreneurship process (Moghimi, 2008). This information is the evaluation data of the strategic options and should be implemented when a strategic plan is defined. Individual, group, and organizational factors required for an entrepreneurial organization should be the subject of a strategic plan evaluation and implementation. Also, the results of the strategic plan should be used for controlling and evaluating. The changes in this plan can be made at any stage of the process to enhance the efficiency and performance (Malekian et al, 2012). According to the results by Hadizadeh Moghaddam & Hosseini, there is a strong and positive relationship between organizational culture (adaptability, adjustment, mission, and involvement) and organizational entrepreneurship (innovation, risk taking, leadership, management support, individual attitude, entrepreneurial leadership, flexibility, independence, and organizational strategic restructuring) in Kerman executive organizations at the significance level of less than 0.05. This relationship was equal to 0.92 that is a strong and positive relationship. It means that as organizational culture increases, the organizational entrepreneurship will also increase. This result is in line with the results of the studies conducted (Hadizadeh Moghaddam & Hosseini, 2004).

## Conclusion

Kerman executive organizations' employees should adopt a well-organized and systematic approach to increase organizational entrepreneurship. It means that they should not consider organizational strategic capabilities as a one-dimensional static concept, since it was revealed that organizational strategic capabilities have multidimensional concepts that are influenced by different factors with different priorities. Second, they should design and implement a comprehensive plan to enhance organizational strategic capabilities considering increased organizational culture.

Kerman executive organizations can gain a better understanding of strategic organizational capabilities by holding specific training courses or supporting scientific and academic research and minimize the undesirable outcomes of lack of paying attention to these important organizational variables such as organizational culture and organizational entrepreneurship. Kerman executive organizations need to improve their dynamic, continuous and long-term interaction with their employees so that they can gain better understanding of their needs, wants and expectations and use the communication skills to enhance organizational culture and entrepreneurship by enhancing the dimensions of organizational strategic capabilities. To solve entrepreneurial problems, an

entrepreneurial system should abandon traditional and hierarchical methods and provide the necessary conditions for organizational entrepreneurship development and design entrepreneurial unit in organizational structure of responsible organizations in the entrepreneurship area and consider the effective role of experts' scientific information, increasing the employees' information, and their access to updated scientific information and presenting new ideas and new services, creating a creative atmosphere in the innovators and appropriate communication system with the employees and employing creative and entrepreneurial forces in continuous improvement of processes and services.

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