

## **Presenting a model for promoting organizational culture commensurate with entrepreneurial values (case study: bank Mellat)**

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### **ABSTRACT**

*This paper attempts to address the contextual, structural, and content (behavioral) effects of each of the four types of organizational culture, namely task-oriented (role-oriented), achievement-oriented, power-oriented and support-oriented, in the development of organizational entrepreneurial culture values in Mellat Bank in order to identify the appropriate leverage points in the above three areas and focus our efforts on developing the culture of organizational entrepreneurship in those areas according to the dominant culture in different parts. The statistical population of this study includes managers of Mellat Bank branches. The results of the present study show that culture has a high impact on entrepreneurial values, so that an increase of one unit in the amount of organizational culture will affect entrepreneurial values for about 0.685. The results also revealed that role-oriented culture in Mellat Bank has a greater impact on structural and contextual factors of entrepreneurial value and has less of an impact on behavioral factors; the achievement-oriented culture in Mellat Bank affects the behavioral factors of entrepreneurial value its impact on structural and contextual factors is not statistically confirmed; the power-oriented culture in Mellat Bank has a greater impact on contextual and structural factors of entrepreneurial value and its effect on behavioral factors is not statistically confirmed. Support-oriented culture in Mellat Bank affects behavioral factors of entrepreneurial value and its effect on structural and contextual factors is not statistically confirmed. Based on these findings, a set of suggestions for value development of entrepreneurial culture was presented.*

*Keywords: Organizational Entrepreneurship, Organizational Culture, Task-oriented (role-oriented), Achievement-oriented, Power-oriented and Support-oriented Culture.*

### **Introduction**

Today, entrepreneurship is considered as a factor in economic development in many countries (Harkima & Schut, 2008; Almeida Couto & Borges Tiago, 2009, p.308) so that entrepreneurship is an important and undeniable principle in modern and advanced economies (Sana and Alistair, 2010, p.5). Entrepreneurship

is gaining attraction due to its significant impact on the micro and macro economies, and is a vital factor in the emergence of new ideas, the creation of new companies and businesses, and economic growth in general (Helnonnen & Poikkijoki, 2006, p.8). Entrepreneurship should be considered as one of the necessities of the new millennium; an era known as the information society and the time of globalization, and includes important consequences such as the pervasiveness of emerging technologies and rapid changes in the field of human exchange and intense competition in the business world. In such an environment, entrepreneurship is mentioned as a factor of growth, development and also one of the influential indicators in monitoring the desired outlook of any society (Clark, 1998). Developed countries see entrepreneurship as a strategy for development and because of the special place of entrepreneurs in the process of sustainable development and economic growth and prosperity, they try to guide people to entrepreneurial activities and in this way they care about entrepreneurship education and its promotion. Most countries have come to the conclusion that in order to achieve economic success in the national and international arena and to provide services and products in organizations and companies, there is an urgent need for entrepreneurship development and entrepreneurship is considered as the main factor of change and economic stimulus that leads to creativity and innovation (Henry et al., 2005). European and American politicians also believe that entrepreneurship mainly leads to high economic growth and innovation. Therefore, empirical research supports the idea that entrepreneurial activities leads to the economic growth and innovation (Van Praag & Versloot, 2007).

On the other hand, just as nations have different cultures, organizations also have distinct ways of believing, thinking, and acting that are identified by symbols, heroes, rituals, ideologies, and values. The nature of learning and the ways in which learning occurs in the organization are strongly determined by organizational culture (Marquardt, 2006: 101).

The above points indicate that recognizing organizational culture as an important necessity is a priority in the activities of managers of the organizations because with proper and accurate knowledge of culture and familiarity with its features, the organizations' management can organize its short-term, medium-term and long-term plans and prepare itself to face a market full of change and competition and increase the probability of success and sustainability in the market (Monavarian and Bakhtiari, 2006, p. 393). Therefore, this study aims to cover the lack of coherent research on promoting organizational culture in order to develop organizational entrepreneurship in the banking industry and to provide a model of promoting organizational culture commensurate with values of entrepreneurship based on a three-branched model.

### **Research Background**

Biglari et al. (2017) conducted a study entitled "The Study of the Relationship between Organizational Culture and Knowledge Management with Organizational Entrepreneurship of Employees of Sports and Youth Departments of Khorasan Razavi Province". The results show that organizational culture has a direct and significant effect on organizational knowledge management and entrepreneurship. Knowledge management has also had a positive and direct effect on organizational entrepreneurship. Findings of this research show the important role of organizational culture and knowledge management on organizational entrepreneurship; therefore, it has been suggested that officials of sports and youth departments use knowledge-enhancement and culture-building programs to create and strengthen the entrepreneurial orientation of employees.

Montazer Al-Faraj et al. (2016) conducted a study entitled "The Status of Organizational Culture and its Relationship with Commitment and Potential of Organizational Entrepreneurship in Selected Hospitals of Shiraz University of Medical Sciences". The research findings have shown that organizational culture has a significant relationship with organizational commitment and organizational entrepreneurship. As organizational culture improves, entrepreneurship and organizational commitment also increase significantly. However, the effect of organizational culture factor on commitment has been greater than the effect of this factor on organizational entrepreneurship. The findings of this study show that by creating a proper organizational culture, organizational entrepreneurship and employee commitment can be increased.

Shohani, Ehsani and Salehipour (2015) have conducted a study entitled "The Relationship between Organizational Culture and Organizational Entrepreneurship of the Staff of the National Olympic

Committee of the Islamic Republic of Iran". This study aimed at explaining the relationship between organizational culture and organizational entrepreneurship among the staff of the National Olympic Committee of the Islamic Republic of Iran. The statistical population consisted of 116 employees of the National Olympic Committee of the Islamic Republic of Iran. The results showed that there is a positive and significant relationship between organizational culture and entrepreneurship in the staff of the National Olympic Committee of the Islamic Republic of Iran. The results of multiple-regression also showed that the components of job involvement and adaptability are able to predict significant organizational entrepreneurship. Based on the results, organizational culture seems to influence organizational entrepreneurship. Therefore, in order to achieve an entrepreneurial organization, special attention to the components of organizational culture seems necessary.

Mehdizadeh, Aghaei, Quds Alavi, and Mohammadpour (2014) conducted a study entitled "Presenting a Model for Organizational Entrepreneurship based on Organizational Culture and Knowledge Management." In their view, the organizations of the present age are facing complexities, developments and wide-ranging changes, which have created conditions that neglect, laxity and lack of attention to them will remove any organization from the cycle of competition and even life. To this end, to survive, sustain, and enhance their competitive advantage, the organizations have realized that nothing can be as competitive as entrepreneurship and knowledge. So if the organizations want to have an entrepreneurial approach to achieve their goals of survival, growth and development, they must provide the conditions for entrepreneurial behavior through knowledge management. Therefore, success on this path requires a proper cultural context in the organizational environment in order to establish knowledge management and innovation in the organization.

Naima, Cherchem (2017), by examining the relationship between organizational culture and entrepreneurship in SMEs concluded that with the intervention of generations and the existence of tribal culture in these organizations, the growth rate of organizational entrepreneurship is much higher than when there is no cultural path. In fact, it is the hierarchical culture that enhances organizational entrepreneurship in an organization because several generations are involved at the same time. In such organizations formalization and control systems will also be strengthened in the long run.

By examining "The Relationship between Industry Structure, Entrepreneurship and Culture", Michael Stuetzer et al. (2016) found that the large companies have a negative impact on the organization's entrepreneurship. Over time, these effects can lead to a steady decline in entrepreneurship and organizational culture.

Paunovic & Dima (2014) found that one of the major components of the organizational entrepreneurship model is related to the creation of organizational culture, which is the basic values of entrepreneurial culture, such as motivational factors that support building core values in the organization environment.

## **Theoretical Foundations**

### **Organizational Entrepreneurship**

Since the early 1980s, the simultaneous onslaught on entrepreneurship and the companies' emphasis on innovation to survive and compete with entrepreneurs who were increasingly emerging in the marketplace led to guidance of entrepreneurial activities into the organizations (Duncan et al., 1988, p. 16). Hanny et al. (2011) argue that entrepreneurship covers a wide range of activities and processes, including innovation and creating an organization, creating new perspectives, identifying opportunities, and risk-taking. Thus, entrepreneurship can be considered as the process of increasing wealth through innovation and opportunity identification (Hanny et al., 2011). Schurenberg (2012) also believed that entrepreneurship is a process in which an entrepreneur creates new businesses and companies and new, innovative and transformative organizations through new and creative ideas and identifying new opportunities and by mobilizing resources, (albeit with risk) and leads to introducing a new product or service to the community (Schurenberg, 2012).

Because the sudden rise of industry in global competition has highlighted the importance of entrepreneurial thinking and process in large corporations, researchers have focused on how to instill

entrepreneurship in the corporate structure of large corporations (Sinonson and Gampert, 1985). Organizational entrepreneurship manifests itself through the creation of new businesses in the active organization, the re-creation, change and development of the current organization, and the change in established rules inside and outside the organization.

Organizations that are active in entrepreneurship are more inclined to profitability (Bojica & Fuentes, 2011). Pearce, Fritz and Davis (2010) state that organizational entrepreneurship leads to being first. As a result, as much as a company develop an organizational entrepreneurship, its organizational performance will be better. Similarly, companies that are entrepreneurial can make significant financial gains from innovation, risk-taking, and creating new businesses. Zahra (1993) states that participation in entrepreneurship is the key factor in boosting a company's growth and profitability. Entrepreneurial behavior and insight is necessary for all organizations to progress and develop in competitive environments. Participation in organizational entrepreneurship in industries with technology opportunities and risk-taking play an important role in a company's success, such as investing in product development and technology.

Recent organizational entrepreneurship theories and models have discovered the importance of different variables and their impact on entrepreneurial outputs (Zahra, 1991; Russell and Russell, 1992; Hornsby et al., 1993). Kevin and Sloan (1991) introduced three variable levels: environmental, organizational, and individual. Russell (1991) argues that the external environment plays an important role in influencing organizational innovation. According to Quinn and Sloan (1990), Miles and Arnold (1991), and Zahra (1991), it is one of the main features of organizational entrepreneurship. As Russell (1999) puts it entrepreneurship does not happen if there is no response from the organization's actors. Kevin and Sloan (1991), Zahra (1991), and Russell and Russell (1992) suggest that the strategy, culture, structure and organizational resources play an organizational role. In general, all entrepreneurial events are the result of individuals' creative activities and individual-based organizational entrepreneurship (Burgelman, 1984). But developing creative ideas for organizational innovation requires more effort than on an individual level (Russell, 1999). Organizational culture plays an essential role in motivating and shaping entrepreneurial activities (Kanter, 1983; Russell and Russell, 1992). According to Russell (1999), since the entrepreneurial situation includes the beliefs and views of top managers, organizational culture variables shape the beliefs and perspectives of members of the organization who are involved in entrepreneurial culture. The connection between the importance of organizational culture to its performance and its complexity at three levels of variables allows us to consider organizational culture for the survival of organizational entrepreneurship in growing organizations.

In table (1) a summary of entrepreneurial organizational culture dimensions from the entrepreneur experts' point of view has been given.

**Table 1: Dimensions of entrepreneurial organizational culture from entrepreneurship experts' point of view (Qanati et al., 2010, p. 126)**

Author	Dimensions of entrepreneurial organizational culture
Cornwall & Perlman (1990)	Risk taking, respect, integrity-based ethical system, trust and acceptance, individuals, emotional commitment, work as entertainment, leadership at all levels, respect for winnings, attention to detail, people, structure, and process, effectiveness and efficiency.
Winslow (1990)	Emotions, excitement, attention and concern for products and customers, emphasizing personal, financial and legal policies and policies, focus on making sure that work is done, self-motivation, experience and confidence, leaders' trust in the worthiness and ability of individuals, people's bold behaviors, questionable, pro-controversial, tradition breaker, impudent and experiential way.
Ekvall (1994)	Challenges and struggles seeking, independence, dynamism, trust and frankness, time to think, humor and fun, conflict, idea support, debate, risk-taking.
Sathe (1988)	Superficial pattern of entrepreneurship: self-selection, deep pattern of entrepreneurship: broad and deep sharing, internal motivations, learning from failures, delegation of authority and control, open communication, disobedience, budget reduction.
Morris (1998)	Strong culture, commitment to innovation, risk-taking and failure tolerance, proactivity.
McGuire (2003)	Courage, enduring creative deviance, bold foresight, work ethic, risk-taking, open communication, collaborative and collaborative effort, pioneering innovation, tolerating listening to dissenting comments, entertainment and fun

## Organizational culture

From Robbins' point of view, organizational culture is a system of common understanding and inference of members of an organization about dimensions of that organization that is expressed in the form of the organizational Values (Robbins, 2004, p. 112). Schein considers organizational culture as a collection of values, beliefs, norms, expectations and hypothesis that link members of an organization to each other (Schein, 2005, p. 159).

In recent years, several models and patterns have been presented about the explanation of various components and characteristics of organizational culture, such as Hofstadt et al., Kurt Levine, Peters and Waterman, Davis, Robbins and Denison, a summary of which can be seen in Table (2).

**Table 2: Dimensions of organizational culture from experts' point of view**

Author	Dimensions of organizational culture from experts' point of view
Parsons	Adaptation, goal achievement, cohesion and integration, secrecy (commune)
Peters and Waterman	Commitment to action, valuing the client, productivity through workforce, mastery of management, action related to experience and skills, small office, appropriate use of mechanical and organic structure, self-orientation and entrepreneurship
Heskett & Kotter	Common values, group behavioral norms
Brown	Bureaucratic, entrepreneurship, tribal, market
Quinn	Rational, ideological, agreement and partnership, hierarchical
Dovries & Miller	Enlightened, obsessive, pious, politicized, bureaucratic
Hofstadt	The distance in power levels, the avoidance of uncertainty, individualism versus collectivism, democracy versus femininity.
Robins	Individual initiative, risk-taking, guidance and supervision, coherence, managerial support, oversight of the organization, identity, reward system, communication pattern, tolerance of differences of taste.
Hendi	Power (stick), role-playing (formality), conscientiousness, individual originality.
Dale and Kenedy	Rough man, hardworking, conditional on your company, process
Schein	Artifacts, values and norms, assumptions and fundamental beliefs
Kameron and Quinn	Tribal, the power to change (adhocracy), market-based, hierarchical (conservative)
Fizzi	In terms of risk avoidance, in terms of power-oriented, in terms of individual-oriented, in terms of woman-centered
Glaser, Zamanous & Hacker	Team-work, morale, information flow, employee participation, supervision, meetings
Oreilly	Organizational Culture Profile: innovation, attention to details, conclusion, aggression, support, reward emphasis, team orientation
Loyd Williams	Cultural Health Model: communication, infrastructure, participation and decision making, change management, leadership, relationships
Denilson	Involvement in work, compatibility, adaptability, mission
Davis	Task-oriented, achievement-oriented, power-oriented, support-oriented,

In this study, Davis' model (Davis, 1984), which is one of the most complete models of organizational culture, was used to study organizational culture. According to Davis' model, organizational culture has four main indicators, which will be described below.

**A) Task-oriented (role-oriented) culture:** In organizations that have such a culture, there are codified programs whose purpose and responsibility have been formulated by the general assembly of shareholders for administrators. Managers include several layers of managers and several employees and workers in the administrative and operational departments. The organization has a pyramidal shape. Hierarchical parts are not only identified, but also have administrative advantages. The term "role" which is used as a culture in some companies, is related to the job of each part that is expected in practice. Role-oriented culture is a culture that emphasizes the fulfillment of expectations.

**B) Achievement-oriented culture:** Organizations with such a culture emphasize what needs to be done instead of fully enforcing the rules. In an achievement-oriented culture, people are interested in their work and have a personal desire for what they do. Small partnerships and research institutes are often good

examples of achievement-oriented culture. An achievement seeking organization needs people who have a lot of energy and time to spend in the organization, while people really enjoy doing their tasks and are content with it.

**C) Power-oriented culture:** In power-oriented culture, some people are dominant and others are subordinate. Of course, this factor depends on a relatively limited and fixed social problem, namely the habit of submission and obedience to duty and responsibility. In organizations under the culture of power, at best, leadership is based on power, legitimacy, and patriarchal generosity. The leader is expected to be equipped with all kinds of knowledge, just as he contains all the organizational powers. Subordinates are expected to surrender and be inclined. At worst, organizations based on the culture of power tend to impose fear.

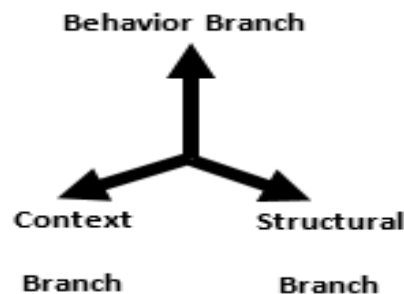
**D) Support-oriented culture:** Organizations that are formed on the basis of supportive culture force their members to show their worthiness through interpersonal relationships, belonging and connection. It is assumed that people with this feeling become obedient to a group or organization and feel that they have become members with the sincerity of intention and believe that they have a personal risk and interest.

### Three-branched model

In the three-branched analysis model, phenomena are examined and analyzed according to three categories of content (behavior), structural and contextual (environmental) factors (Mirzaei Ahranjani, 2002). The structural branch includes all the elements, factors and physical and inhumane conditions of the organization, which are connected with a certain order, rule and regularity and form the physical and material framework and format of the organization.

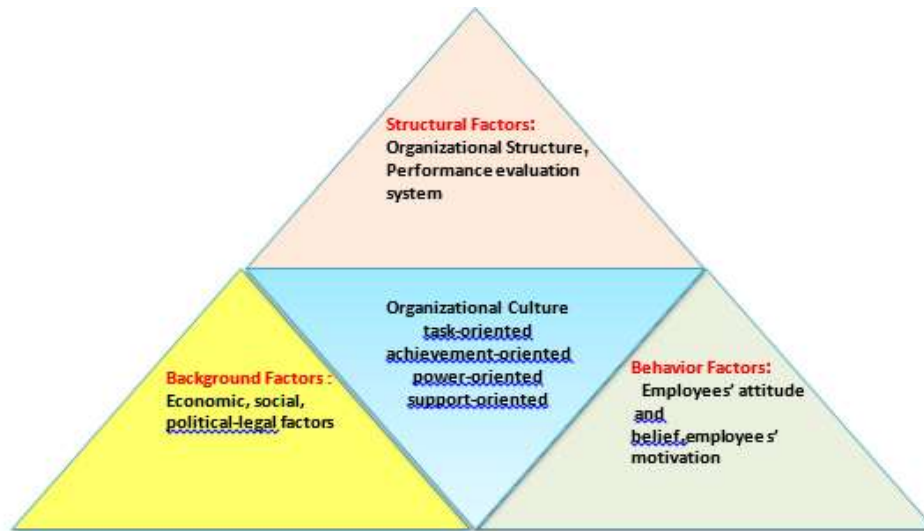
Structure, as the content of activities and content or materials that are about to be organized, is the work or behavior of human beings. Therefore, the main content of the organization is human behavior and human activities and behaviors are done to achieve pre-determined organizational goals. The result of human work and energy and the goals and structures of the organization will be expressed in the main functions or tasks of the organization.

The main task of context or environmental factors is to regulate the organization's relationships with higher systems. Since each system or organization in its own place is always in constant interaction with higher systems and is considered a sub-system compared to higher systems, Therefore, all the causes and factors that cause the organization to set up, adjust and react in a timely and appropriate manner to the main systems are called contexts or environments.



**Figure 2: Three-branched model (Mirzaei Ahranjani, 2002)**

In this study, organizational structure, employee performance appraisal system as structural factors, culture (attitude and belief) and employee motivation as behavioral and economic factors, social and political-legal factors as context factors have been considered. Figure 2 shows the conceptual model of the research.



**Figure 3: Conceptual model**

### Methodology

This research is applied in terms of purpose. It is descriptive and cross-sectional in terms of method and time, respectively. Secondary data collection tools include library methods and interview-based primary data (academic and industry experts) and a questionnaire. The statistical population in this study includes all managers of Tehran branches. The sampling method in this study was random sampling based on Cochran's formula and the required number of samples was 307.

### Research Findings

The demographic results of the research are shown in Table (3).

**Table 3: Respondents' demographic characteristics**

Description		Frequency	Percentage
Gender	Female		9.8
	Man		88.6
	No answer		1.6
	Diploma		27.9
	Associate		6.6
	Bachelor's		50.8
	Master's degree and above		1.6
	No answer		1.6
Age	Less than 25 years		0
	25 to 35 years		3.3
	35 to 45 years		44.3
	Over 45 years old		50.8
	No answer		1.6
Total			100

The first stage of the research includes analyzing the reliability, convergent, and divergent validity of the model and the questionnaire. The second step requires confirmation of all study assumptions through tests using software. In this study, SMART PLS and SPSS have been used to analyze the data. Table (4) shows the structures and variables examined in the questionnaire. Considering the fact that the appropriate

values for Cronbach's alpha, for composite reliability and for the Average Extracted Variance (AVE) are 0.7, 0.7 and 0.5, respectively (Davari and Rezazadeh, 2016, p. 139), according to the findings in Table (4), all these criteria have taken appropriate amounts and it is possible to confirm the appropriateness of the reliability and convergent validity of the present study.

**Table 4: Structures and variables examined in the questionnaire**

Description	Culture				Entrepreneurship		
	Task-oriented culture	Power-oriented culture	Achievement-oriented culture	Support-oriented culture	Structural factors	Content factors (behavioral)	Context factors (environmental)
Number of items	4	4	4	6	9	29	17
Cronbach's Alpha	0.70	0.80	0.72	0.75	0.80		
CR	0.79	0.79	0.84	0.79	0.83		
AVE	0.61	0.56	0.72	0.65	0.71		

After describing the validity and reliability of the measurement model, here the test of the conceptual research model has been performed using path coefficients (or standard regression weights) and coefficient of determination ( $R^2$ ) related to endogenous (dependent) variables. If a variable does not reach the minimum threshold for Falk and Miller (1992) of 0.1 for the described variance, it indicates that the variable is bound to other factors that have not included in this study (Davari and Rezazadeh, 2016, p. 139). Table 5 shows that the coefficient of determination of entrepreneurial (dependent) values has obtained the desired minimum value.

**Table 5: Coefficient of determination ( $R^2$ ) for dependent variables**

Endogenous constructs	$R^2$
Entrepreneur values	0.5

The most basic criterion for measuring the relationship between structures in a model (structural section) is T values. If the value of these numbers is greater than 1.96, 2.57, and 3.27, it indicates that the relationship between the structures is correct as a result of confirmation of research hypotheses at the levels of 95, 99, 99.9% confidence. In order to test the model of promoting organizational culture commensurate with entrepreneurial values in Mellat Bank, significance coefficients test have been examined. The test results are shown in Tables (6) and Figures (3 and 4).

**Table 6: Summary of test results**

Relationships	Path coefficient ( $\beta$ )	T-value	Results
Organizational culture-entrepreneurship values	0.69	28.64****	Confirmed
Task-oriented culture- entrepreneurship values	0.48	5.74****	Confirmed
Power-oriented culture- entrepreneurship values	0.24	6.18***	Confirmed
Achievement-oriented culture- entrepreneurship values	0.23	3.67****	Confirmed
Support-oriented culture- entrepreneurship values	0.25	2.68***	Confirmed
Task-oriented culture-structural factors	0.588	21.85****	Confirmed
Power-oriented culture- structural factors	0.19	1.97**	Confirmed
Achievement-oriented culture- structural factors	0.012	0.34	Not-confirmed
Support-oriented culture- structural factors	0.039	0.83	Not-confirmed
Task-oriented culture-behavioral factors	0.42	6.007****	Confirmed
Power-oriented culture- behavioral factors	0.088	0.74	Not-confirmed
Achievement-oriented culture- behavioral factors	0.31	6.25****	Confirmed



Relationships	Path coefficient (β)	T-value	Results
Support-oriented culture-behavioral factors	0.31	5.25****	Confirmed
Task-oriented culture-context factors	0.53	10.83****	Confirmed
Power-oriented culture- context factors	0.21	1.88*	Confirmed
Achievement-oriented culture-context factors	0.1	1.59	Not-confirmed
Support-oriented culture-context factors	0.026	0.26	Not-confirmed
* on 90%, ** on 95%, *** on 99% and **** on 999% confidence			



Figure 4: The main conceptual model of the study

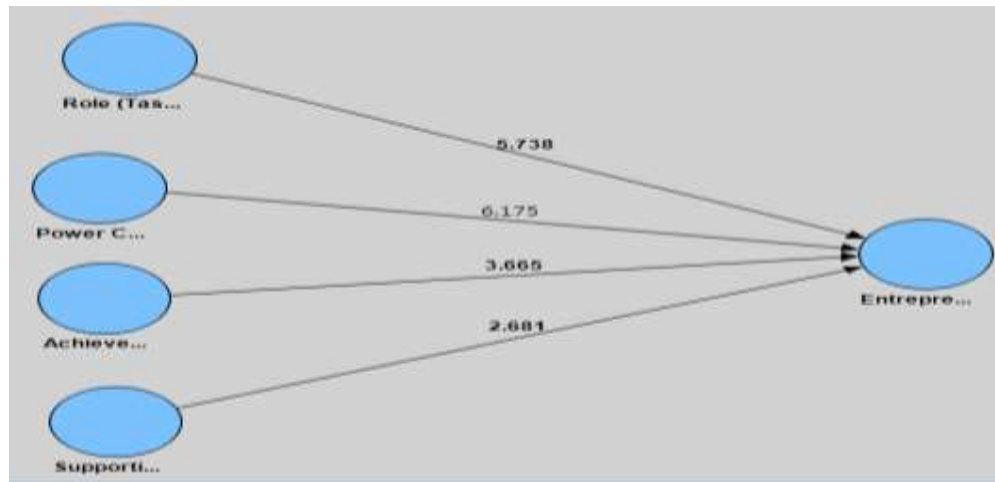


Figure 5: The sub- conceptual model of the study

In order to evaluate the overall fit of the model, Goodness of Fit (GOF) index has been used; Voltz et al. (2009) have introduced three values of 0.01, 0.25 and 0.36 as weak, medium and strong values for GOF (Davari and Rezazadeh, 2016, p. 141). The calculation equation of GOF is (equation 2)  $GOF = \sqrt{\text{Communality} \times R^2}$ . Therefore, according to Equation (2), the value of GOF is equal to  $GOF = \sqrt{0.21 \times 0.46} = 0.31$ , which indicates the good fitness of the model.

### Conclusions and Recommendations

As can be seen, the path coefficient for testing the effect of organizational culture on entrepreneurial value is equal to 0.69 and the significance value is 28.6, according to which it can be concluded that this effect can be generalized to the whole statistical population of the research with the error of one/thousandth; and shows the high impact of the existing organizational culture on entrepreneurial values in Mellat Bank. Compared to other studies, the results of this study are consistent with the research findings of Abdullah et al. (2017), Chercham (2017), Acosta and Wolfolk (2016), Rouhani and Amani (2016). In Iranian research, there are similarities with research such as Shohani et al. (2015), Mehdizadeh et al. (2014), Monavarian and Ahmadi Tonekaboni (2013). Also, considering the impact of organizational culture on the dimensions of entrepreneurial value, it was found that the organizational culture has a greater impact on the behavioral and structural dimensions of entrepreneurial value creation than on the contextual dimension. The path

coefficient for testing the effect of task-oriented organizational culture on entrepreneurial value is equal to 0.48 and the significance amount of 5.7 indicates the impact of the culture of task-oriented on entrepreneurial values in Mellat Bank. It should be noted that among the components, the task-oriented organizational culture has had the greatest impact on the entrepreneurial value. Also, the role-oriented culture in Mellat Bank has a greater impact on structural and context factors of entrepreneurial values and has less impact on behavioral factors. The path coefficient for testing the effect of success-oriented organizational culture on entrepreneurial value is equal to 0.23 and the significance value is 3.67, which shows the average impact of the achievement-oriented organizational culture on entrepreneurial values in Mellat Bank. It was also found that the achievement-oriented culture in Mellat Bank affects the behavioral factors of entrepreneurial value and its effect on structural and background factors is not statistically confirmed. The path coefficient for testing the effect between power-oriented organizational culture and entrepreneurial value is 0.24 and the significance value is 6.18, which indicates the impact of power-oriented organizational culture on entrepreneurial values in Mellat Bank. In addition, a more detailed examination revealed that the power-oriented organizational culture in Mellat Bank has a greater impact on the context and structural factors of entrepreneurial value and its effect on behavioral factors is not statistically confirmed. The path coefficient for testing the effect of support-oriented organizational culture on entrepreneurial value is equal to 0.25 and significance value of 2.68 indicates the average effect of the existing support-oriented organizational culture on entrepreneurial values in Mellat Bank. Also, support-oriented organizational culture in Mellat Bank has an effect on the behavioral factors of entrepreneurial value and its effect on structural and context factors is not statistically confirmed. In this section, suggestions are provided based on the results of the research. Considering the high impact of organizational culture on the value of entrepreneurship in Mellat Bank, it is suggested that strategic plans be developed for this overall impact with the aim of promoting entrepreneurial culture in the system. Also, given the overall average for organizational culture, it is to be expected that targeted programs will be able to increase this figure, which indicates the current state of the bank, and that this increase will affect the value of entrepreneurial value. Regarding the impact of the task-oriented culture index on the value of entrepreneurship in Mellat Bank, which has had the greatest impact between the dimensions of organizational culture, it is suggested for Mellat Bank to invest on hierarchy, meritocracy, work discipline and employment based on program capability. In this regard, the following suggestions are presented: (1) Improving employment methods using new methods of measurability, importance and prioritization of creativity and innovation indicators in line with organizational entrepreneurship. (2) Developing appropriate succession and monitoring programs for people with a process and entrepreneurship approach in short, medium, and long-term programs. (3) Paying attention to the indicators of work and hierarchical discipline in evaluating the performance and systems of promoting individuals by increasing the weight of these indicators in the final evaluation of employees to increase attention to the culture of duty in Mellat Bank. Regarding the achievement-oriented dimension, which has had a significant impact on the entrepreneurship value of Mellat Bank, there are also indicators such as finalism, personal interest in work and participatory management, based on which the following suggestions can be provided for this component. (1) Creating a suitable and personalized space for people in the administrative system and physical structure of the bank to create a sense of achievement and the emergence of personal interests. (2) Designing performance appraisal systems based on individual goals, such as implementing cost-based accounting methods based on activities that leads to a better display of each person's activities and costs, and creates a way for organizational entrepreneurship. (3) Developing participatory systems based on achievement-seeking by using process and task teams so that they can be accurate and person-centered with new tools. Regarding the power-oriented management dimension, which has had a significant impact on the value of entrepreneurship of Mellat Bank, there are also indicators such as attention to mastery and citizenship, management and employment, as well as the existence of knowledge at the top of the pyramid. For this dimension, the following suggestions can be presented for Mellat Bank. (1) Creating a knowledge management system in the relationship between the manager and employees in the atmosphere of Mellat Bank. (2) Paying attention to equipping managers with up-to-date knowledge using modern teaching and learning tools. (3) Creating up-to-date tools for management dashboards and business intelligence at the

bank's management levels to overcome the collective and combined knowledge of managers. (4) Teaching effective communication methods so that managers can manage the boundaries of determination and intimacy in their relationships with employees. Regarding the support dimension, which has had a significant impact on the value of entrepreneurship of Mellat Bank, there are also indicators such as paying attention to innovative and bold space, motivational human relations and also the growth of subordinates, based on which the following suggestions can be made. (1) Creating motivating and innovative physical structures in different parts of the organization. (2) Paying attention to changes and small and large innovative projects at the organizational level and doubling the value of presenting these projects in organizational processes and reports. (3) Establishing innovation-oriented teams and groups with process and task-oriented approaches and providing the necessary authority to review organizational processes and activities with an innovative approach. (4) Designing periodic trainings to enhance the innovative capabilities of bank employees.

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