

The Complex Relationship, Between The Culture Of An Organization And Its Significant Impact On Promoting Novel Principeles Entrepreneurship Within Knowledge Based Companies, In Iran

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ABSTRACT

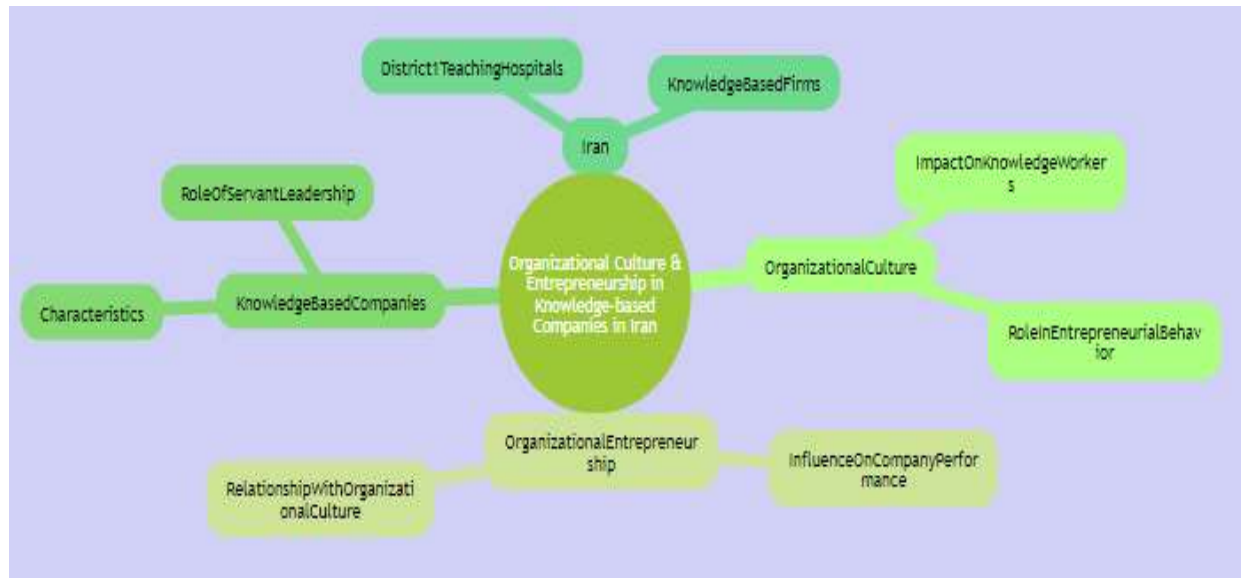
The present study has been undertaken with the aim of analyzing organizational culture and its correlation with organizational entrepreneurship novel principles. It focuses on investigating these aspects from the perspective of employees working in knowledge-based companies throughout Iran. The research population comprises 239 university-educated individuals, out of which a sample size of 148 was selected using Morgan's table. Data collection was carried out through a questionnaire, while inferential statistical analysis methods were employed to analyze the data collected. The key findings of this study indicate a significant association between organizational culture and organizational entrepreneurship within Iranian knowledge-based companies.

Keywords: entrepreneurship, organizational entrepreneurship, organizational culture

Introduction

This paper endeavors to examine the correlation between organizational culture and organizational entrepreneurship in knowledge-based companies situated in Iran. The primary focus is on uncovering how the prevailing organizational culture within these companies affects their entrepreneurial endeavors. Establishing an entrepreneurial environment has become a fundamental requirement for numerous organizations. Given that organizational culture influences all aspects of an organization, entities are creating their own cultures to facilitate and nurture entrepreneurial behaviors (Krouse, 2012). The objective of this study is to determine the impact of different elements of organizational culture on the entrepreneurial behavior displayed by workers in Iranian knowledge-based companies (Frost et al., 1985). In spite of its remarkable achievements, industries in Iran encounter several challenges such as diminished employee commitment and entrepreneurship levels, inadequate social compliance, and reduced worker dedication (Leonard, 2018) when compared to competitors like China, India, and Turkey. The main objective of this study was to explore the correlation between organizational culture and organizational commitment. As companies are faced with increasing environmental regulations, one approach they can take is to embrace organizational entrepreneurship (Meyer & Allen, 2001). Given the current economic state of our country and the composition of its population, it becomes imperative for us to identify emerging sectors in the economy. Consequently, there is a growing necessity for appropriate models and solutions that can effectively train and utilize active individuals with entrepreneurial capabilities (Hisrich et al., 2017). Recognizing the significance of creativity and innovation, experts draw parallels between these qualities and vital arteries within an organization; if severed, decay and destruction are inevitable. Entrepreneurs rely on creativity and innovation as tools through which they can recognize existing opportunities and profit from them (Anokhin & Schulze, 2009).

The primary emphasis within this category lies in the careful nurturing of these abilities within organizations. This is because every individual possesses a certain degree of creativity and innovation potential, but harnessing and manifesting these capabilities necessitates deliberate planning by managers. The significance attributed to organizational entrepreneurship has grown immensely, as some experts now recognize it on par with other factors of production such as capital and labor (Havinal, 2009). Moreover, Companies like Johnson have garnered acclaim for fostering cultures that prioritize creativity and innovation. However, it is worth noting that while an entrepreneurial culture tends to be deeply ingrained within national cultures, Regrettably, the matter pertaining to entrepreneurship and its significant role in political policies remains sadly neglected by our government's officials. Consequently, it is imperative that a thorough exploration of the subject of entrepreneurship be undertaken; one which involves a comprehensive comprehension of its inherent value and an acknowledgment of the influential factors essential for its success. Moreover, an earnest realization regarding its interplay with organizational culture becomes indubitably vital, not merely as an act marked in importance but as a dire urgency that must be addressed without delay.



Literature

The current body of literature offers significant revelations concerning the correlation between organizational culture and organizational entrepreneurship. Numerous studies have illuminated the advantageous effects of a nurturing and inventive organizational culture on entrepreneurial conduct. Furthermore, research has underscored the significance of cultural aspects such as risk-taking, autonomy, and openness to change in cultivating entrepreneurial endeavors (Engelen et al., 2014).

Within the realm of knowledge-based enterprises, organizational culture has been discovered to wield remarkable influence in fostering entrepreneurial behavior. These companies depend greatly on the ingenuity and drive exhibited by their employees to propel innovation and secure a competitive edge. Consequently, comprehending the specific dimensions of organizational culture that facilitate entrepreneurial activities within this sector assumes utmost importance. Organizational culture can be understood as a complex network of shared meanings upheld by the members of an organization, thereby distinguishing it from other organizations (Delobbe et al., 2002). This notion has been aptly described and refined by Robbins with the introduction of certain delineating characteristics (Tanaka et al., 2014). One such characteristic is risk tolerance, which refers to an individual's willingness to accept a certain level of risk or potential loss in pursuit of their desired objectives (Hanna et al., 2001).

Another integral aspect is identity, which encompasses how individuals within the organization perceive themselves. It revolves around the concept of expressive identity - that is, one's sense of self-expression within the organizational context (Hatch & Schultz, 2002).

Lastly, unification between individuals and the organization occurs when there is harmonious alignment between personal goals and those set forth by the organization as a whole. In this way, concerted efforts are made towards achieving both individual aspirations and organizational objectives (Reich & Herscovis, 2011). In this particular scenario, engaging in labor serves as a pathway towards fulfilling the personal aspirations of individuals regarding their tolerance for conflict within organizations. These establishments offer their personnel the chance to voice their viewpoints pertaining to work-related matters and do not hinder employees from withdrawing from realistic assessments or offering critical perspectives. Moreover, such

organizations readily embrace rational thinking and cultivate an atmosphere where decisions are grounded in realism, with practical steps for execution. In addition, the likelihood of successful implementation increases due to adherence to logical reasoning, while evasiveness is discouraged as it exhibits a narrow-minded approach. Managers within these organizations actively support reasoning that justifies their decision-making processes (Staw et al., 1983). In this investigation, conflict tolerance refers to the level of encouragement given to employees in knowledge-based companies to embrace criticism and harness positive conflicts. Integration and cohesion denote the presence of trust, understanding, and unity among groups within organizations as they strive towards common organizational goals. A high level of cohesion is characterized by shared interests and attitudes among members, as well as a friendly environment for interactions. This fosters flexibility between units while minimizing conflicts between them. Integrity and cohesion encompass the willingness of employees in companies to act in unison with their colleagues and the extent to which this behavior is accepted by corporate leaders (Saifullah et al., 2015). Lastly, innovation pertains to the degree of responsibility, freedom, and independence individuals possess within a culture; The concept of individual innovation pertains to the level of autonomy given to employees in knowledge-based companies, allowing them to act upon their own ideas and utilize novel methods in their work (Alaref et al., 2016). Moreover, it involves the consideration of new proposals put forth by these individuals by the board of directors. Orientation encompasses how clearly and explicitly educated officials communicate the objectives and goals for the personnel. This ensures that both educated staff members and other company employees understand their assigned missions, tasks, and expectations that originate from those in positions of management. Management support refers to the degree to which knowledge-based company employees receive assistance from officials when carrying out their duties and activities (Teece, 1992). It emphasizes close cooperation between these two entities. Furthermore, it highlights whether or not an organization primarily relies on direct rules, regulations, and supervision to monitor and control employee behavior (Stanton, 2000).

In the present study, control is assessed in terms of the extent to which corporate executives engage in direct oversight of their subordinates' performance and emphasize adherence to established protocols and regulations. This includes determining how much the compensation system rewards employees based on their job performance, such as through salaries and promotions (Akter & Husain, 2016). The reward structure implemented within this study proves highly effective in motivating educated staff members to excel in their work, thus highlighting the significance of such a system for promoting favorable outcomes.

Furthermore, career progression is analyzed by examining communication patterns within the organization and observing to what extent they are connected to hierarchical structures, formal command chains at higher levels of authority, and overall organizational framework (Van de Ven, 1976). The periphery of organizational culture aligns with informal aspects that complement formal frameworks. Both definitions contribute valuable insights into comprehending various facets of an organization's functioning. Fringe perceives an organization to mirror an iceberg, its profound magnitude shrouded from plain sight. In this perspective, the submerged depths encompass the very essence of a company's culture (Gorthi & Rastogi, 2010). Shine has likewise constructed a model that delineates culture into three tiers: firstly, human behavior and tangible expressions; secondly, values and beliefs; and ultimately, the fundamental suppositions that materialize (Shine, 1989). These levels are meticulously arranged by scrutinizing individual conduct alongside discernible traces of human craftsmanship. Due to the ease of observing these aspects, however, the underlying premises of their existence necessitate deduction based on these displays. In order to ascertain the types of conduct and convictions that truly endow an organization's employees with a genuine sense of identity, it becomes imperative to establish fundamental assumptions. Although a majority of individuals within said organization may typically remain oblivious to said assumptions, it must be noted that entrepreneurship is also one among many subjects that have piqued interest in educational circles across the globe since the latter half of the 20th century (Hisrich et al., 2017). Recognized as the driving force behind growth and development, entrepreneurship serves as a catalyst for innovation in both products and processes by fostering an entrepreneurial culture within an organizational setting.

Organizational entrepreneurship can be measured based on the following characteristics and indicators: measuring the support structure of goal management and strategies, organizational culture systems, systems evaluation and encouragement, system of proposals and training system. Economists have addressed most of the functional roles of entrepreneurs, and sociologists and psychologists have examined the cultural and social dimensions of environmental influences on the individual and personal characteristics of entrepreneurs (Edelman & Yli-Renko, 2010). However, in almost all definitions of entrepreneurship, there is an agreement that we are faced with a type of behavior that includes 1. Adoption of Pioneer 2 Re-enactment of social / economic mechanisms to exploit resources and 3. Accepting danger or failure.

In addition to the mentioned cases, there are many obstacles and problems for entrepreneurs in the organization, which are: 1. Bureaucracy, the employees of the organization have to follow this system in order to be considered as a good employee and avoid any danger 2. Overwork disease, where many efforts are considered as a disease. 3. Government controls, these controls, which cover a large part of the economy, cause the employees of government centers to have less tendency towards entrepreneurship; Racial, gender discrimination or physical limitations for people with minor disabilities. Studies on the relationship between

individual characteristics and economic growth and development (Xepapadeas, 2005). It shows that progress is not assigned to a particular group and religion, but with growth and development. Some characteristics in people can provide economic growth in different societies. The characteristics of entrepreneurial people include motivation to progress, risk taking, internal control, creativity and Seeking independence is the reason for developing the mentioned characteristics in people based on research. Their entrepreneurship abilities can be strengthened. According to certain studies, it has been revealed that certain innate abilities in individuals serve as catalysts for entrepreneurial endeavors. Esteemed scholar Akker asserts the indispensability of creativity and innovation for the success of entrepreneurship, going so far as to claim that an absence of these qualities renders entrepreneurship futile (Kavak, 2022). Supportive evidence can be found in a conducted investigation where an author explored the impact of honing entrepreneurial skills such as independence, risk-taking predisposition, motivation, self-control enhancement, self-assurance, and audacious creativity on 450 students' propensity towards entrepreneurship. This exploration ultimately established a notable correlation between the cultivation of said skills and one's entrepreneurial aptitude (Hamzah et al., 2016). In the realm of entrepreneurial endeavors, individuals have identified creativity and innovation as paramount in achieving success. A research study has revealed that those with an entrepreneurial spirit possess qualities such as internal control, a willingness to take risks, and motivation for progression (Renko et al., 2012). Another study has concluded that successful entrepreneurs attribute their accomplishments to internal sources of control such as personal effort and individual capabilities (Skačkauskienė, 2022). Despite these insights, limited investigation has been conducted concerning the correlation between organizational culture and organizational entrepreneurship within knowledge-based companies in Iran. Therefore, this particular research proposal intends to bridge this gap by delving into the distinctive cultural elements that exert influence on entrepreneurial behavior within Iranian knowledge-based companies.

Methodology

Hypotheses

The interconnectedness between the various aspects of organizational culture and organizational entrepreneurship has been found to be substantial. Additionally, when considering the viewpoints of employees in knowledge-based companies, significant distinctions can be observed in relation to both organizational culture and organizational entrepreneurship based on gender. Furthermore, variations according to work experience also contribute to noteworthy disparities in opinions among employees within these companies regarding organizational culture and entrepreneurial endeavors.

There exists a notable disparity, in terms of the variable of educational degrees, amongst the perspectives held by employees from knowledge-driven establishments pertaining to the correlation between organizational culture and Examinations reveal an evident divergence in organizational entrepreneurship depending on one's biologically assigned sex. The present research is both pragmatic and methodologically sound, employing a descriptive-survey approach. In order to test the hypotheses at hand, data was collected through the utilization of a questionnaire. Prior to its implementation, careful consideration was given to delineating the characteristics of organizational entrepreneurship and organizational culture. This included identifying relevant indicators that would allow for a comprehensive analysis of each concept. Using these indicators as a foundation, targeted questions were formulated for inclusion in the questionnaire. The finalized version consisted of 49 closed-ended questions presented on a Likert scale. In order to establish the validity of our questionnaire, we sought expert input utilizing the content validity method. Through this rigorous process, it was determined that our instrument adequately captured key aspects related to organizational entrepreneurship and culture. Our inquiry also ensured reliability by estimating Cronbach's alpha coefficient with regards to both questionnaires: 87 percent for assessing organizational culture and 86 percent for examining entrepreneurial endeavors. Such meticulous attention paid towards refining our research instruments demonstrates our commitment towards obtaining accurate and meaningful findings from this study. In order to validate or invalidate the various hypotheses, statistical techniques such as Pearson's correlation coefficient, one-way variance analysis, and stepwise regression analysis were employed. The scope of this research involves individuals who are employed by knowledge-based companies and possess academic qualifications including an associate bachelor's degree, master's degree, or doctorate. The total number of participants in this study was determined to be 239 individuals. To gather data for the study, a stratified random sampling approach was utilized whereby a sample size of 148 individuals was derived using Morgan's table. It is important to note that during the implementation of this sampling methodology, employees within the knowledge-based companies were categorized based on their departments, research institutes, and assistant departments. Subsequently, questionnaires were distributed proportionally across these categories according to their representation within the sample population.

profile of the sample members

According to surveys, there is a gender distribution among the employees in this sample. 5.65 employees are women and 5.34 are men. The majority of individuals in this sample have a work experience ranging from 1 to 10 years, with 48.7% falling within this range. Additionally, 37.8% have a work experience of exactly ten

years or more while only a small portion, approximately 4.13%, possess a work experience between twenty and thirty years.

Amongst the respondents, those with bachelor's degrees make up the largest percentage compared to other educational backgrounds observed in this sample study. Consequently, their opinions can be considered significant and influential when seeking expert advice or insight on various matters pertaining to the subject at hand.

Furthermore, it should be noted that a significant proportion of participants (8.27%) hold post-graduate degrees indicating an elevated level of education beyond undergraduate studies.

In order to ensure that the results obtained from this particular sample could serve as generalizations for further investigation within the wider population being studied herein; necessary research hypotheses were subjected to rigorous testing procedures which led to some fundamental findings accompanied by statistical calculations presented concisely in tabular form.

Attributes organizational enterperenuership

Direct control and supervision	Pearson correlation coefficient	o/167
	sig	o/690
orientation	Pearson correlation coefficient	o/601
	sig	o/001
Sense of organizational identity	Pearson correlation coefficient	o/273
	sig	o/003
Proportional rewards system	Pearson correlation coefficient	o/388
	sig	o/001
Individual creativity	Pearson correlation coefficient	o/323
	sig	o/001
Risk-taking	Pearson correlation coefficient	o/450
	sig	o/001
Tolerance of conflict	Pearson correlation coefficient	o/473
	sig	o/001
Organizational integrity and cohesion	Pearson correlation coefficient	o/424
	sig	o/001
Open and diverse communication patterns	Pearson correlation coefficient	o/436
	sig	o/001
Management support	Pearson correlation coefficient	o/496
	sig	o/000
Organizational culture	Pearson correlation coefficient	o/628
	sig	o.001

Table 1 . Results of the Pearson correlation coefficient in the relationship between the components of organizational culture and organizational entrepreneurship

There exists a meaningful connection between the constituents of organizational culture and organizational entrepreneurship.

Based on data obtained from the correlation coefficient table at an error level of 5%, it is apparent that there is a null hypothesis regarding this relationship, as it equates to $r = 0.167$. Thus, with 95% confidence, we can reject the research hypothesis. In simpler terms, there lacks evidence supporting a significant link between direct control and supervision within knowledge-based companies and their capacity for entrepreneurial endeavors. The findings demonstrate that merely emphasizing strict regulations and burdensome instructions does not foster an environment conducive to entrepreneurial initiatives. These results align with expectations considering the university setting; therefore, the aforementioned hypothesis must be dismissed altogether since direct control and rigid rules are incongruous with the scientific spirit prevailing in such companies and research institutes. Let us now explore another component: orientation, taking into account data from the aforementioned table. Given the significance level of 0.05, it can be stated that the value of $r = 0.601$ holds great importance. Consequently, the research hypothesis is accepted with a confidence level of 0.095. To put it differently, a significant relationship between orientation and organizational entrepreneurship in knowledge-based companies exists.

Analyzing the data presented in the table reveals that the component related to organizational identity also exhibits significance given $r = 0.273$ at a level > 0.05 for significance. Hence, confirming the research hypothesis indicating a positive and direct correlation between organizational identity and entrepreneurship in knowledge-based companies.

Similarly, looking at the table data indicates that appropriate reward systems are significantly correlated with entrepreneurship due to $r = 0.388$ reaching statistical significance at $p < 0.05$.

Therefore, this confirms the research hypothesis illustrating an association between appropriate reward systems and entrepreneurship.

Within organizations that operate on the foundation of knowledge, one is compelled to acknowledge a profound and unequivocal correlation that exists. The examination of individual creativity alongside the data presented in the table reveals a noteworthy finding. The value equates to a significant level of $r = 0.323$, lends

credence to the research hypothesis with an impressive degree of certainty at 95%. Thusly, it can be concluded that there exists a direct and positive correlation between individual creativity and entrepreneurship within knowledge-based companies.

Delving further into the data provided in the table, one encounters another significant factor - that being risk. This is based on the observation that the value of $0.450 = 2$ achieves significance at a level of 0.05. Once again confirming our research hypothesis, this indicates a positive and direct relationship between organizational entrepreneurship and risk-taking within knowledge-based companies located in Iran. That being said, it can be deduced that a higher tolerance for risk within an organization leads to increased entrepreneurial activities. This conclusion is supported by the measured value of 0.273, which holds significance at a level of 0.05. Therefore, we can affirm the research hypothesis, demonstrating a substantial correlation between conflict tolerance and organizational entrepreneurship in these companies.

Similarly, the component relating to cohesion and integration within the organization aligns with data from the table. The significant value of $r=0.424$ at a level of 0.05 further confirms our research hypothesis: as cohesion and integration increase within an organization, so does entrepreneurship; conversely, diminished levels of cohesion and integration suppress entrepreneurial tendencies.

Lastly, examining patterns of communication reveals that open and diverse methods contribute positively towards organizational entrepreneurship according to the data in the table. The significance level of 0.05 lends meaning to the value of $r=0.4362$, confirming the assumption of the research with a 95% confidence. In essence, this suggests that the presence of relevant market patterns and diverse communication within an organization contributes to a greater propensity for entrepreneurship. The management support component, as indicated by a significant value of $r=0.496$ at a significance level of 0.05, confirms the hypothesis of the research. Hence, these findings indicate a notable and direct relationship between management support and organizational entrepreneurship in such companies.

As for the divergence in opinions between male and female perspectives on organizational culture and entrepreneurial activities within companies, analysis reveals that values of $t= -1.504$ and $t= -0.472$ are not statistically significant at a significance level of 0.05. Therefore, further exploration is required to ascertain any meaningful distinctions existent between gender-based viewpoints on this matter. Given that the null hypothesis remains unchallenged, it is with a robust 95% conviction that we dismiss the research hypothesis. Ergo, no noteworthy divergence can be established between the perspectives held by male and female employees concerning both organizational culture and organizational entrepreneurship.

Variable	Indicator	Number	Mean	Standard deviant	T	Freedom degree	significance
Organizational Culture	Women	78	68/12	14/50	-1/504	117	0/135
	Men	41	72/17	12/76			
Organizational enterperenuership	Women	78	47/47	11/44	-0/472	117	0/638
	Men	41	48/53	12/07			

Table 2 results of T dependence groups due to distinction between organizational culture and organizational enterperenuership

The difference in the opinions of knowledge-based companies employees regarding organizational culture and organizational entrepreneurship according to their work history, the data in the above table shows that with the value of $F = 0.430$ and $F = 0.296$ at the significance level of $\alpha = 0.05$, there is a significant difference between the opinions. There are no employees regarding organizational culture and organizational entrepreneurship according to the work history of individuals.

	Changes resources	Sum of square	Freedom degree	Mean square	F	significance
Organizational culture	Between groups	170/316	2	85/158	0/430	0/652
	Inter groups	22999/381	116	198/271		
	Total	23169/697	118			
Organizational enterperenuership	Between groups	80/955	2	40/477	0/296	0/744
	Inter groups	15871/012	116	136/819		
	total	15951/966	118			

Table 3 One-way variance analysis regarding the difference in employees' views on organizational culture and organizational entrepreneurship according to work history

The data in the below table shows that with the value of $F = 0.899$ and $F = 0.713$ at a significance level of $\alpha=0.05$ between employees' opinions about organizational culture and organizational entrepreneurship according to their educational degrees. There is no significant difference in their aspects.

	Changes resources	Sum of square	Freedom degree	Mean square	F	significance
Organizational culture	Between groups	353/635	2	178/817	0/899	0/410
	Inter groups	228160/063	116	196/680		
	Total	23169/697	118			
Organizational enterperenuership	Between groups	193/593	2	96/79	0/713	0/493
	Inter groups	15758/374	116	135/848		
	total	15951/966	118			

Table 4 One-way variance analysis regarding the difference in employees' views on organizational culture and organizational entrepreneurship according to educational degree

The difference in the opinions of male and female employees regarding the relationship between organizational culture and organizational entrepreneurship, the data in the below table illustrates that with the value of $r = 0.605$ and $r = 0.643$ at the significance level of $\alpha = 0.05$, there is a significant relationship between organizational culture and organizational entrepreneurship in perspective of male and female employees.

Gender	Criteria	Number	Mean	Standard deviant	Correlation coefficient	
Men	Organizational	41	48/53	12/07	0/605	0/001
	Culture	41	72/17	12/76		
Women	Organizational	78	47/47	11/44	0/643	0/001
	enterperenuership	78	68/12	14/5		

Table5 results of pearson correlation coefficient about organizational culture and organizational enterperenuership

Conclusion

The conclusions derived from this research suggest that there exists a constructive and impactful correlation between the culture within an organization and its entrepreneurial endeavors. In essence, as the organizational culture is enhanced, its proclivity for entrepreneurship will inevitably soar. Furthermore, it is noteworthy that the interrelation among various aspects of organizational culture such as orientation, collective identification with the organization, appropriate incentivization structures, individual creativity and expression thereof, tolerance for risk-taking and conflict resolution skills are all positively significant in relation to fostering organizational cohesion and innovation in knowledge-based companies. Consequently, enhancing these dimensions mentioned above shall ultimately cultivate a climate conducive to unlocking the full potential of organizational entrepreneurship.

Thus, it is advised to establish and institutionalize the organizational culture within such firms. In doing so, several measures can be taken: Firstly, officials should refrain from implementing strict control measures and instead prioritize the implementation of regulations that are not burdensome or too stringent. This will allow for a more flexible and conducive environment. Secondly, officials must strive to align individual goals with the overall objectives of the company in order to foster an atmosphere of organizational entrepreneurship. This can be achieved by empowering employees and providing them with autonomy in decision-making. Moreover, it is imperative for company officials to offer extensive support to innovative individuals while also ensuring their retention within the organization. Collective decision-making should prevail as a means of fostering collaboration among team members. Lastly, improving communication within the company is crucial. To achieve this, firm officials can embed a communication system on the company website through which employees can easily reach out to them. Additionally, employees should be informed about any automation systems available for communicating with administration personnel. By incorporating these strategies into their operations, knowledge-based firms can cultivate a thriving organizational culture that promotes creativity, innovation, effective communication channels and unity among all stakeholders involved. Ultimately, it is crucial to acknowledge that the constrictions of this study prevent the utilization of alternative data-gathering methodologies. Therefore, it is proposed that forthcoming investigations explore how the obstructions to organizational entrepreneurship in knowledge-driven enterprises could be overcome by formulating an undergraduate course on entrepreneurship within domestic businesses.

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