

Impact of Organization and Environment Components on Corporate Entrepreneurship and Firm Performance: Mediating Role of Corporate Entrepreneurship Exploring on Literature Review

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ABSTRACT

The corporate entrepreneurship is one of the important concepts that its benefits were remarkable in recent years for a lot of organizations and business institutions such as industry, agriculture and service sectors. It can have a significant impact on organizational performance. In this regard, corporate entrepreneurship facilitates the efforts and activities of organizations related to utilizing competitive advantages and recognizing opportunities and capabilities which are needed for exploitation of those opportunities. The corporate entrepreneurship can be influenced by different environmental and organizational factors that these factors can impact the corporate entrepreneurship development and also organizational performance. Findings revealed that systematic internal, environmental and organizational factors influence the organizational entrepreneurship. In addition, there is a positive and significant relationship between organizational entrepreneurship and entrepreneurship performance.

KEY WORDS: Organizational and Environmental factors, Corporate Entrepreneurship, Organizational Performance.

INTRODUCTION

Relationship between organizational factors and corporate entrepreneurship:

One of the important influential aspects on entrepreneurship is organizational factors. (Alimardani et al, 2010), related to studying the relationship between organizational structure and organizational entrepreneurship realized that there is not a significant relationship between organizational structure and organizational entrepreneurship and also there is a reverse relationship between components of organizational structure (Formality, Complexity and Centralization) and organizational entrepreneurship.

(Ahmadpour Daryani et al, 2012) defined educational, supportive, communication, managerial, business ability and policy making aspects as the most important influential factors on developing entrepreneurship within service, consulting, engineering, agricultural organizations of Zanjan province in Iran. (Arabioon et al, 2012) stated that organizational structure has a positive and significant impact on attitude of entrepreneurs. One of the influential organizational variables that can impact organizational entrepreneurship and organizational performance is organizational culture. Organizational culture is a source that can have the fundamental role in attitude and forming entrepreneurial activities of small and medium businesses in Iran and it is the center of attention for many researchers.

(Zareh Ahmad Abadi and Shakeri, 2012) in their study about this subject, investigated about impacts of organizational culture including collaboration in entrepreneurial activities, compatibility, adjusting with modifications and organizational goal orientation, on organizational entrepreneurship in small and medium businesses of Yazd province in Iran. They found out that these variables have the positive and significant impact on components such as self-renewal, pioneer and new risky proceedings. The study developed by (Kordnaeech et al, 2008) and it was about investigating the deterrent organizational factors of entrepreneurship in industrial company named North's Wood. The results revealed that conservative organizational culture (including variables of sufficient options for accomplishing job duties, welcoming the staff's opinion, clarifying organizational objectives, coordination among organizational departments, managerial support, organizational identity and compromising with conflict) has been the most important organizational entrepreneurship.

Besides, inappropriate reward system (including level of attention to training, R&D, product quality), considering short term benefits (including components of salary based on competence and specialization, payment based on work attempts, motivational stimulus, symmetry of payment with employees requirements) and severe control (including utilization of working standards, necessity of providing daily reports and inflexible monitoring system) respectively are the top four factors and there is a negative and significant relationship between these factors and entrepreneurship.

Statement of problem

Nowadays, entrepreneurship in small and medium enterprises (SMEs), is a strategy to overcome the transition period, and is recommended for both developing and developed nations. Of the 350 million industrial-commercial units with over two billion staff currently working in the world, more than 90% of them are small and medium enterprises (Fakour& Ansari 2010). These small and medium businesses are able to become global via their own services and products by taking advantage of the presented strategies and patterns (Lee et al 2012).

Here, entrepreneurs in each society play a key role in creating businesses and entrepreneurship development is a powerful tool for recognizing opportunities and utilizing them to remove issues such as unemployment, shortage of creative and dynamic work force, efficiency, low quality products and services, economy recession and increasing competition (Landstrom, 2005).

Developing entrepreneurship in Iran and many developing countries is the most practical approach in removing obstacles and overcoming challenges to the economy and social reform. It needs understanding and removing the obstacles experienced in developed countries on one side and improving the local condition of the country on the other side (Pardakhtchi 2010). Although the role of small businesses and their importance is undeniable, they are facing many challenges and difficulties in different areas such as organizational structure, legal barriers, organizational culture, environmental factors, lack of integrated policy, organizational conflict, need for short term dividends, managerial structure, lack of information, lack of an effective educational system, too many working rules to implement an idea, improper reward systems, weakness in management support and motivational obstacles (Aghajanie 2011). Then it is necessary to recognize environment and organization factors which are most important antecedence of corporate entrepreneurship

Relationship between environmental factors and corporate entrepreneurship:

Second category of influential factors on corporate entrepreneurship is the environmental factors. (Rezaie et al, 2010) in their research studied environmental factors such as proper governmental policies for supporting the entrepreneurship development, supporting banks and other financial organizations, access to credits and supportive services, legal factors, required security for investment, required economical security for developing organizational activities, proper contact of organizations with universities and other educational institutions and they stated that lack of these components is the most important barrier for developing organizational entrepreneurship within service, consulting, engineering, agricultural organizations of Zanjan province in Iran.

(JafarNezhad et al, 2010) also related to studying influential factors on dependent entrepreneurship process in Bandar Anzali town, Iran, realized that personal, occupational, behavioral and environmental variables respectively had the most direct impact on dependent entrepreneurship. (Ansari and Soleimanzadeh, 2010) related to studying influential environmental factors on entrepreneurship development from entrepreneurs perspective in Iran realized that components such as personal empirical context, government role, private sectors role, internal and foreign policy, socio-cultural factors, technology factors and population factors all impact development of entrepreneurship.

(Agha Jaani and Namdaar, 2013) stated that managerial and factors and environmental supports are the most important influential factors on dependent entrepreneurship in private sport clubs of Mazandaran province. (Donyaee et al, 2011) stated that financial and tax supports, modification of banking regulations and adjusting it with conditions of entrepreneurs are the most important environmental factors for reinforcing entrepreneurship in agriculture cooperatives of Zanjan province. (Agha Jaani, 2010), identified that the most direct impact on dependent entrepreneurship is related to behavioral variables and environmental, occupational and personal variables have been placed in next levels.

Impact of corporate entrepreneurship, organizational and environmental factors on organizational performance:

Nowadays, tendency for entrepreneurship and entrepreneurial activities is one of the main strategies of organizations for improving operation and growth because of the competitive context of the market and fast environmental changes. Corporate entrepreneurship is crucial for survival, profitability and reconstruction of organization. The outcomes of corporate entrepreneurship are different from perspective of various researchers such as creating value for shareholders (Erasmus & Scheepers, 2008) and economical growth, wealth creation as well as

growth and profitability of organization (Hisrich&Antoncic, 2001). But related to impact of entrepreneurship on organizational performance there were some studies and their findings demonstrated that there is a relationship between these two but amount and type of this relationship is different.

(Imani Pour and Zivardar, 2009), in a research, studied the relationship between corporate entrepreneurship orientation and performance in sales agencies of insurance company and the outcomes of their research have shown that there is a positive and significant relationship between corporate entrepreneurship and performance. It should be noted that they mentioned flexible structure, influential organizational atmosphere, supportive culture and stimuli for innovation, personal capabilities and motivation of employees as the aspects of corporate entrepreneurship orientation, employee's satisfaction, customer satisfaction and financial performance as the dimensions of agencies' performance.

(Lajimi, 2008), developed a study related to investigating impacts of entrepreneurship activities on organizational performance as well as competitive advantage and the findings revealed that entrepreneurship in all of the dimensions excluding utilization of opportunities has a significant relationship with organizational performance.

(Ghasemiyeh and Abdollahi, 2013), in a research studied the impact of corporate entrepreneurship (including innovation dimensions, pioneer, risk taking, reconstructing organization and establishing new businesses) on organizational performance (including employee satisfaction, customer satisfaction and financial performance) in Iranian companies and they realized that there is a positive and significant relationship between corporate entrepreneurship behavior and organizational performance.

Moreover, it was demonstrated that there is not a significant and positive relationship between risk taking and employee satisfaction. (Ebrahimpour et al, 2012), studied the relationship between corporate entrepreneurship and business performance of the organization and they defined that there is a positive and significant relationship between corporate entrepreneurship (including innovation, risk taking, pioneer and offensive competition) and business performance.

(Mirfakhreddini et al, 2013) in an investigation about the relationship between corporate entrepreneurship and organizational performance training in Pishgaman-E-Kavire-E-Yaazd Company, Iran, realized that variables such as innovation, self renewal, new risk taking actions, organizational culture, organizational environment and inter organization components have the direct impact on performance of this company.

(Hoseini, 2008) in a research about the relationship between entrepreneurship orientation and performance of small businesses in Yazd, found out that there is a significant and positive relationship between dimensions of entrepreneurship orientation (including innovation, dependency, risk taking, pioneer and offensive competition) and performance of small businesses. (Farahani et al, 2013) in their research understood that entrepreneurship orientation has the positive impact on performance of small and medium businesses in Markazi province.

(Zaali and Mahdivand, 2011), recognized that entrepreneurship orientation and its dimensions such as innovation, risk taking, pioneer and offensive competition has a positive and significant impact on organizational performance of Nano businesses. (Taheri, 2011), found out that innovation has a positive impact on performance of small and medium manufacturing firms in Markazi province. (Shaemi et al, 2013) mentioned that innovation has a positive and significant impact on performance of small and medium businesses (financial, customer and internal processes). (Hoseini et al, 2013) and (Hosein and Salar, 2013) also explained that innovation orientation has a positive and significant impact on performance of food companies.

(Ghonovati and Samadi, 2013) realized that organizational culture has a significant impact on performance of small and medium businesses in Tehran. (Vafae and Shafeie, 2011), studied about impacts of organizational factors on developing entrepreneurship in small industrial companies and they revealed that entrepreneurial organizations remarkably have a more complex structure compared to non-entrepreneurial organizations. Additionally, the cultural dimensions of entrepreneurial organizations were significantly different from cultural dimensions of non-entrepreneurial organizations.

1.1 Environmental dynamism relationship with organizational entrepreneurship and organizational performance

Environmental dynamism is related to the unpredicted changes of the environmental factors. The governmental organizations are always facing with instability and alterations in environment. This insatiability is usually demonstrated in decision making, budgeting and developing strategies. The dynamic environments result in more entrepreneurial activities within the organizations and increasing the entrepreneurship (Antoncic, 2007).

(Ziarat Yazdani, 2011), defined environmental dynamism in below aspects:

- 1- Existence of permanent and unpredictable changes in rules and policies which are developed for the organization by external officials and responsible organization.

- 2- Existence of permanent and unpredictable changes in financial resources and the budget of the organization.
- 3- Existence of permanent and unpredictable changes in demands and expectations of people from organization.
- 4- Existence of permanent and unpredictable changes in information technology and required information of the organization.

Nowadays organizations are dealing with a lot of challenges within the altering and highly complex conditions both internally and globally, such as pressure for more clarification and response, limited financial resources, increase of the responsibilities and tasks, rapid pace of technology changes and different managerial levels for improving the organizational context. In this condition evaluating the performance and managerial systems would be very hard. Therefore organizational performance is a whole structure which demonstrates the way activities inside the organization should be accomplished (Rahnavard, 2008).

According to the direct impact of environmental factors on organizational processes, the organizational performance is also influenced by environmental factors as well as environmental dynamism

1.2 Environmental complexity relationship with organizational entrepreneurship and organizational performance

The environmental complexity refers to lack of homogeneity and diversity of existed factors in different parts of the organizations. The managers of governmental organizations due to them always find themselves between political decision makings and practical facts so they are always coping with environmental complexity. The political decisions are sometimes developed for political objectives so they cannot be compatible exactly with practical facts. The managements in governmental organizations, in these situations will face with an unsolved puzzle.

Another environmental complexity factors for the governmental organizations is the economic facts such as limited budgets because they have to offer more services with these limited budgets (Antonic, 2007).

(ZiaratYazdani, 2011), defined environmental complexity within below aspects:

- 1- Impact of temporary and diversified factors such as (social, political, economic) on organizational objectives.
- 2- Impact of temporary and diversified factors such as (social, political, economic) on decision makings and organizational planning.
- 3- Impact of temporary and diversified factors such as (social, political, economic) on financial resources and required budget of organizations.
- 4- Impact of temporary and diversified factors such as (social, political, economic) on required human resources for organizations.

The way entrepreneurs react to environmental complexity impacts their decision making significantly (Curseu& Run, 2005). The successful entrepreneurs stated that being in doubtful and complex environments increase their ability to analyze the data. Facing with a doubtful business context will provide them more information, knowledge and experience. It means that environmental complexity for them is training for enhancing recognition and better data analysis.

Based on the mentioned points if an entrepreneur confronts with environmental complexity full of doubt and not having access to information results in the fact that they will sync their own information system processing complexity with the complexity of decision making context. Therefore the indexes of entrepreneurial environment totally will have positive impact on the complexity level of entrepreneurships (Mobarali et al. 2013). The environmental complexity also can influence the organizational activities. One of the important organizational factors which have been the focus of many investigations is the organizational performance. Environment and environmental complexities have significant and positive impact on organizational performance (Mitchel, 2012).

1.3 Accessibility to resources relationship with organizational entrepreneurship and organizational performance

Accessibility to resources refers to limitation or sufficient required recourses which influence the organizations which are operating within that context to have growth and survive and also the ability of new organizations to enter to those environments (Tang, 2008). The environment that currently governmental organizations are confronting with is more complex and dynamic than the resulted dangers from political interferences as a main characteristic of these organizations. So it made the scholars to study the impact of these factors on organizational entrepreneurship.

For example, (Simsek&Batkin, 2007) in their studies titled: "Impacts of environmental perceptions on organizational entrepreneurship: Role of saved and accessible resources in organization" concluded that saved and accessible resources in organization have a positive relationship with organizational entrepreneurship or the research by (Sevikim, 2007) titled: "Multidimensional model of entrepreneurship in governmental sector" demonstrated that

environmental factors such as political interferences and the focus of social media on organizational performance have negative impact on organizational entrepreneurship within governmental organization.

(Tang, 2008), in his research titled: "Accessible resources on entrepreneurs: Entrepreneurial awareness and commitment" concluded that accessibility to resources has positive impact on entrepreneurial behavior. Therefore limited or accessible resources in organizational environment, complexities, dynamism and environmental changes which can be called as environmental perceptions and recognition factors which have a key role for discovering entrepreneurial perspectives, make the study of these factors on organizational entrepreneurship in government organizations highly important. (Ziarat, Yazdani, 2011) defined this aspect in below dimensions:

- 1- Quick and easy accessibility of the organization to its required financial resources and budgets.
- 2- Quick access
- 3- Availability of sufficient political and regular supports for the organization as well as technology, knowledge and information which is required.
- 4- Quick and easy accessibility of the organization to its required human resources.

Accessibility to resources impacts the organizational components such as organizational performance (Rahman, 2010) because the organizational performance is related to environment and accessible resources.

1.4 Innovative opportunities with organizational entrepreneurship and organizational performance

Innovation is the core of entrepreneurship and innovation inside the organizations necessarily is a bottom-top process. The organizational entrepreneurship occurs only when the lower levels of the organization have innovation. The organizational entrepreneurship can survive only when the staffs have enough authority and also to be encouraged for what they do. Therefore commitment to organizational entrepreneurship is a top-down process. Motivation for entrepreneurship can come from internal and external environments into organizations but giving authority to lower levels only will be done from top management of the organization (Antoncic & Prodan, 2008).

According to Gardner, innovation is the most important value of entrepreneurship behavior. Innovation means creative reaction into changing context so an influential government manager should be both the reason for stability and control as well as change and creativity. Remarkable technology changes both in sectors and electronic tools, electronic and software resulted in complex changes in technology field which its main benefits are more security, less costs, less volume and more trust.

Based on the mentioned points, the main characteristic of organizations in this sector is confronting with a highly changing market that for survival and also competition within it, organizations have to advance their technological abilities continuously in order to respond ever changing demands of the market (Blackl, 2006). The technological capabilities are the rare, valued and hardly to be imitated properties which are impacted by management perception from environmental dynamism (Taghizadeh et al, 1392). In general technological capabilities are included from activities which are repeated inside the organization and results in more development in technology at last. In fact these capabilities are the representatives of solutions and routines inside the organizations which are related to technological development as well (Katkalo et al, 2010).

In other words, technological capabilities are as same as the processes and routines inside the organizations which result in integration and homogeneity of the technological properties of the firm in order to reach the goals and also develop the technology inside the organization. Therefore they are highly important for organizational performance.

1.5 New product demand with organizational entrepreneurship and organizational performance

The process of developing new products until now was not facing with such continues changing environment. The process of developing new products which is considered as a competitive advantage for manufacturing companies related to organizational performance, is a multidimensional process which has many dimensions including interaction with technological networks, the collaboration between R&D and marketing department, having work chains and utilizing the knowledge and skills of multidimensional teams. This process until now was not facing with such continues changing environment. Rapid technological growth, increase of risk taking in global business and increasing changes in customer demands puts new the product development teams in a context with high pressure for decreasing costs, decreasing production cycle timing along with keeping the high quality and trust in such a way that new product development is one of the important aspects for entrepreneurs (Yang & Liu, 2006).

1.6 Organizational strategy with organizational entrepreneurship and organizational performance

One of the characteristics of entrepreneurship organization is having clarified, flexible, customer oriented and cohesive mission in such a way that motivates the organizational growth by means of risk taking and new activities. In fact one of the important elements related to forming the organizational entrepreneurship is all of the staffs understand the organizational mission and try to make it happen in the best way possible. In this regard, the

organizational strategies also should be entrepreneurial strategies. For example, (Schulhumer, 1982), defined entrepreneurial strategy as a set of goal oriented activities which are related to utilizing resources properly.

The strategies which have been mentioned by this scholar are as follows: official entrepreneurship, opportunistic entrepreneurship, imitative entrepreneurship, acquisitive entrepreneurship and educational entrepreneurship. Miles and Snow categorized organizational strategies in four groups as providential strategies, defensive strategies, analytic strategies and passive strategies. The organizations which are employing providential strategy always are seeking for market opportunities and through presenting new products and services and also research and development, try to make changes.

Based on the categorization of Miles and Snow, the providential strategies compared to other strategies are more compatible and in line with organizational entrepreneurship (Haghshenas *et al.*, 2008). Strategy in fact is the response of top managements to the limitations and opportunities which they are facing with in different occasions. The organizational strategy influences the organizational performance remarkably. Evaluating the business performance is one of the most important agendas of management because the key to have improvement in abilities and skills is continues and repeated evaluation and assessment of organizational performance. A lot of organizations understood the remarkable importance of evaluating the performance and employed various assessment and evaluation systems inside the firms (Wong *et al.*, 2007).



1.7 Managerial support with organizational entrepreneurship and organizational performance

The top management inside the organization should be sensitive and aware about entrepreneurship concept in general and organizational entrepreneurship in specific and consider it as one of the important factors for growth and survival of the organization in highly competitive market in these days. The current issues of the organizations cannot be solved with yesterday's solutions and predicting the future will not solve the future problems as well rather we should take the action for future prefabrication.

The organizations should be flexible enough in order to react to all of the possible conditions. Creating the entrepreneurship atmosphere inside the organizations helps them to achieve this flexibility and also helps the organization to have an idea for each certain situation therefore the creativity will be institutionalized inside the organizations (Msweli and Mbanga, 2006). Tom management support means that the top management believes the benefits of organizational entrepreneurship. But most of the CEOs do not have this perspective and in most of cases will become the enemy of organizational entrepreneurship. This belief that managers of economic and manufacture businesses and institutions are the first factor of success or failure of these businesses and institutions and also the fact that improvement and development of creative, risk taking and entrepreneurship managements, is one of the main factors of development and the strategic axis in all of the developed and developing countries, today is

accepted by all of the macroeconomic, industrial, cultural and social decision makers and programmers in all of the industrial and developing countries (Cheng et al, 2007).

An entrepreneur manager has a unique personality together with a serious and critical role in economic development or not development of the countries. The subject of recognition, foster and improvement of risk taking and entrepreneurship managements have been accepted as one of the one of the key factors of economic design and development of the countries. Choosing the proper improvement and growth of entrepreneurship managements in every society through creating new methods solve the economic, social and cultural issues and saves a country from economic crisis, unemployment, poverty, social abnormal and global humility and shifts them toward fast growth in economy, social, commonwealth and social esteem.

Therefore recognizing such managers and their capabilities as well as assigning new responsibilities to them together with broader working fields to a high level can guarantee the economic success of the organizations and their survival within severe and pressured competitions of these days. These managers should have the opportunity to grow and develop because they have the sufficient personal characteristics for being entrepreneurs and helping the organization to reach its goals and as a result have the ability to positively influence the organizational performance (Bouckenooghe D., Devos, 2007).

1.8 Organizational values with organizational entrepreneurship and organizational performance

Organizational values are the core values of olden believe inside an organization which results in the growth of individuals as groups. The core values of an organization as the forever guiding principles do not need any kind of justification and are intrinsically valued and important for the employees (Terziovski, 2009). The core values of the organization can be the basis for policy making in organizations related to organizational entrepreneurship. The organization by utilizing these values is able to define the daily behavior of its staffs and the basis of decision makings inside the organization. It is better that the organizations while making their long term planning, consider their own defined core values and when evaluating the organizational performance, make their decisions according to these core values.

The values should motivate the employees through hardship and if not so they are not values. The values are the daily slogans which give good feeling to the staffs. The organizational values are the ethical dimensions of the organizations (Tabarsa, 2010).

1.9 Organizational culture with organizational entrepreneurship and organizational performance

The organizational culture demonstrates a set of values, norms and beliefs in which the organization is mutual with employees. One of the characteristics of entrepreneurial organizations is having flexible culture or entrepreneurship. It means that through flexibility and from strategic viewpoint the external environment will be considered and it is tried to fulfill the customer demands. In this culture, the norms and beliefs are accepted that by them it would be possible to recognize the environmental factors and then interpret them and take the proper actions based on them or show an appropriate behavior. This type of organization should quickly respond to new designs and also should have the capability to restructure and for a new task develops a set of new actions (Kuratko et al, 2005).

The organizations which have not flexible structure and culture, for creating collaboration and alliance through crisis will face the chaos but the organizations which can predict connections, especially informal and flexible connections within their structures, will develop positive and influential factors for more innovation and creativity within organization for having better organizational performance. Creating and reinforcing the values and entrepreneurial behaviors and insights generally called as culture of business is one of the key components of governmental strategies for expanding entrepreneurship. This objective is usually followed in form of persuasive, promotional and educational policies and plans in all of the social levels.

Culture, because of its inherent complexities and delicacy, more than any other component in entrepreneurship development strategies needs the cooperation of all people and different social classes in order to through collaboration, possibility of institutionalizing diversified cultures and hidden positive values in subcultures can be accomplished (Yao et al, 2009). The cultural context as an infrastructure factor or even the basis of other required infrastructures for entrepreneurship, needs to have major evolutions in recognition, beliefs, rights, ethics and customs of a nation. The organizational culture significantly impacts the entrepreneurship. The traditional culture of the organization generally supports conservative decision making and also is based on hierarchal approach. In opposite the entrepreneurial culture of the organization is a flexible culture which supports entrepreneurship, change and innovation, risk taking, organizational learning, providence, teamwork, honesty and mutual trust, enlivening work with excitement and delight, competition and customer orientation.

In entrepreneurial organizations the win-win situation has high level. All of the employees are satisfied and feel as being valued, ethics and trust will be reinforced among the employees and teamwork as an organizational method and culture will be established. (Pinkat, 1985) explained some of the indicators of entrepreneurship culture

of the organizations as follows: free choice and action, risk and failure tolerance and developing multi-task teams and in addition as (McMilan, 1987) stated, for developing entrepreneurship culture, creating internal moral rewards, assigning responsibility and authority and avoiding formal and severe controls are considered as necessary (Haghshenas et al, 2008).

1.10 Work independency and empowerment with organizational entrepreneurship and organizational performance

Work independency and empowerment of the employees is one of the influential techniques for increasing the efficiency of employees and optimum use of individual and group skills and abilities in line with organizational objectives and organizational performance. It can be said that empowerment is a development and growth organizational strategy. The organizations are facing with a lot of pressure because of many factors such as increasing global competition, sudden changes, need for quality and after sales services and limited resources and etc.

After many years of experience, world reached to this conclusion that if an organization wants to be entrepreneur and leader in its work and economy and also to be survived in competition, should have professional, creative and motivated human resource. The human resource shapes the basis of the real wealth of an organization. There is a direct relationship between human resource and efficiency inside the organizations (Gresov&Drazin, 2007). Utilizing the potential abilities of human resource is considered as an important advantage for any organizational entrepreneurship. In individual efficiency, organization uses all of the skills and potential abilities of an individual for organizational advancement and through those potential powers and wonderful talents results in individual advancement in line with organization.

Hence for having organizational performance and organizational entrepreneurship, the effective management of these resources is important. In this regard, growth, advancement and developing the employee's abilities in recent years titled as work independency and empowerment, have been considered by HRM experts and scholars. As the organizations stand against organizational challenges and consider the continued improvement as their priority so there is a need for more commitment and support of the employees and their involving them in different tasks. Work independency and empowerment are the modern and influential techniques for enhancing organizational efficiency in line with entrepreneurship through utilizing employee's capabilities and skills (Katsikea et al., 2011).

1.11 Formal control with organizational entrepreneurship and organizational performance

While there is high formality inside an organization so employees do not have authority. The tasks do not have acceptable flexibility and are not tolerable. The employees cannot show different behaviors. Within this context because learning will not have a certain role in developing organizational performance and conducting plans as a result staffs are not motivated to learn. But in an entrepreneurship organization, learning, flexibility and risk taking from organization are known as the core principles.

In other words, an organization can be called entrepreneur only if it has risk taking ability and also assign decision making authority and proper judgments to its members and lets them to use their personal creativity for conducting the tasks. It can be done when amount of instructions, operational standards and circulars to be minimized as much as possible so the employees can demonstrate their capabilities. In this regard, there is a negative relationship between organizational entrepreneurship and formality (Lerner et al, 2007). In entrepreneurship organizations in which the authority for decision making should be given to units and individuals in order to design and develop a proper action in the right time, the centralization concept will be neglected and according to creativity, talent and operational or intellectual power of experts in these organizations the decentralization will become obvious.

Moreover, other dimensions of organization especially size and technology also have remarkable influence on centralization in such a way that bigger size of the organization and having more experienced experts as well as proper communicative network adequate for updated technology leads to more decentralization and less authority. If the employees have sufficient expertise so the chance of less authority will become less and there could be a better context for centralization (Lumpkin et al., 2010).

Clearly it can be said that doing any type of activity related to organizational performance will not be successful under the necessity controls have been employed. By means of control management can understand the approaches for obtaining goals and operations so they will be able to follow them up as well as assess and reform them while necessary. Control is the appropriate tool of the managers in different levels of organization and its necessity can be felt in various levels. May be the most important thing that makes the control highly crucial is the fact that predictions and operational plans within organization always have some error percentage so control is the only way for removing these errors.

1.12 Environmental monitoring with organizational entrepreneurship and organizational performance

Network demonstrates the organization as a complex structure of relationships in which a group of organizations will be placed. The biggest challenge for analyzing the network is defining a certain boarder between

organization and environment. Managers, by placing their own organizations at the center of network and then the organizations which they are interacting with directly and their main competitors will solve this issue. Therefore managers will be interested to ignore that information which is outside this defined boarder of network. Some of this information might be highly valued. Second, managers prefer to shift the information toward the central part of the model which is organization and top management (Haynie et al., 2010). Analyzing the network relationships of the organization can help the managers to understand the authority/dependency relationship between organization and other players of the network for organizational performance.

Organizational dependency is not a single way and certain dependency but instead it is a complex collection of dependencies between organization and specific environmental elements within inter organizational network (Vermeulen & Curseu, 2010). The practical solution for competitive actions is ranking the resources based on their availability and vitality. Vitality means is estimating the degree of importance of a certain resource. The vital resources are the ones that organizations cannot operate without them. The rare and vital resources provide the most powerful basis for the role of entrepreneurs within the network. Environmental monitoring concentrates on modification of organizational environment in such a way that removes insufficient and harmful factors from the organizational context and also reinforces the influential and useful factors on processes and organizational efficiency. According to the environmental monitoring approach and its efficient and suitable conduction there will be better establishment of entrepreneurship.

1.13 Organizational communication with organizational entrepreneurship and organizational performance

Organizational communication is a type of inter individual communication in which communication observes the relationships of the employees inside the firm. Here the communication between two or more people will be formed through physical proximity and because of having its unique features is considered as indicator of communication studies (Morse & Smith, 2007). All of the organizations might be considered as goal oriented communities in which people are communicating to each other because of different reasons. But the main motivator of cooperation is the fact that organizational and personal objectives cannot be achieved by solo performance of individuals but with teamwork and cooperation.

Therefore communication inside organizations can be one of the key factors of reaching organizational objectives and through this process information exchange can be done inside the firms and organizations will have the ability to use information and reach their goals (Danielle & Van Gestel, 2010). Effective communication inside organizations leads to more efficiency, employee satisfaction, and motivation and also decreases conflicts which are the results from lack of communication system that can be the good context for effective organizational performance and organizational entrepreneurship.



1.14 The mediating role of corporate entrepreneurship between environmental factors and organizational factors with organizational performance

Today's world with no doubt has specific characteristics and the most important of them are rapid changes, increasing complexity and competition. Organizations are living in a dynamic and uncertain environment. The speed of these changes is in such a way that we might not draw its curve in time dimension. Besides environmental discussions the organizational factors are also important for effective organizational performance. So the living of the organizations is in more danger and finding solutions is the concern for aware managers of the firms. They should try to produce their products and services better than competitors in order to fulfill the customer's demands in the best way.

Hence the key role of innovative and creative human resource and organizational entrepreneurs will become remarkable and only by these people, an organization can obtain innovation and stay safe in the competition and finally to become a leading and entrepreneurship organization. Firms cannot continue their living without consideration of the context in which they are operating in it because the requirement of environment currently is changing and evolution. Therefore entrepreneurship is one of the most important components which should be considered in all of the organizational levels (Oskooian, 2013).

Organizational environment and organizational entrepreneurship are two important subjects which are currently considered in many managerial theories. Governmental organizations are facing with external challenges such as decrease of tax bases, ever changing technologies and diversity in public demands. By accomplishing governmental duties which are influential in this context, some of the market oriented insights such as privatization, outsourcing, private governmental partners and organizational entrepreneurship have been introduced. In opposite to privatization, private governmental partners and outsourcing which reduce the responsibility of government, entrepreneurship through improving internal capabilities of organization can be one of the useful tools for managements in governmental organizations for confronting with environmental changes and also the best way for solving the perception that services from government organizations have been failed (Kim, 2007).

Organizational entrepreneurship is influenced by different factors and the external environment which is dependent to perception of organizational individuals from them, is one of the determinant factors of entrepreneurial activities (Antonic, 2007). Government organizations similar to private organizations can be impacted from the context which they are operating in it so entrepreneurship is a tool for reaching efficiency; flexibility and compatibility have been praised in governmental organizations (Kearney et al, 2007). Corporate entrepreneurship is a set of activities that make it possible to use competitive advantages in an organization and also developing innovation. In fact, corporate entrepreneurship is a way to employ all of the persistent competitive advantages, innovation and leadership for organizations (Kuratko et al, 2005).

Corporate entrepreneurship for developing innovation in organizations, remarkably considers human resource. Finally, corporate entrepreneurship is the ability of organization to convert the entrepreneurial opportunities into growth situations (Covin, Green & Slevin, 2006). According to the discussions above, corporate entrepreneurship can be a way for reaching organizational performance. In fact it is believed that entrepreneurial activities in an organization is broad and reaching to its advanced levels is very important which results in direct influence on organizational performance and improvement. (Hamedet, al, 2014) found out that corporate entrepreneurship play mediating role between environment and organizational factors and organization performance in small and medium enterprise in Iran.

Conclusion

In this regard, current study reviews the environmental factors, impact and relationship between environmental components, environmental complexity, accessibility of time and resources, technological opportunities, strategic orientation and new products demand. The findings revealed that between all of the mentioned components and organizational performance there is a significant relationship. On the other side it was shown that there is a significant relationship between environment components, technological opportunities, strategic orientation and new products demand and corporate entrepreneurship. Hence environmental factors can impact corporate entrepreneurship both negative and positive. If the context is not compatible with entrepreneurial activities then it will be the biggest barrier for entrepreneurship but a supportive environment will motivate entrepreneurs to find new business opportunities.

The more dynamic environment, technological opportunities, strategic orientation and new products demand then there will be more entrepreneurship reinforcement. A next research hypothesis is about the relationship between organizational factors and corporate entrepreneurship and these findings revealed that there is a significant relationship between them. Naturally, structure and inter organizational features have the key role for developing entrepreneurship.

On the other side, the next hypothesis is about the relationship between organizational factors and organizational performance that results verify this relationship in studied businesses. Other scholars such as (Ngah & Ibrahim, 2009, Alegre&Chiva, 2009, Engelen, 2010, Arabaci, 2010; Shamsuddin et al., 2012, Manzano et al., 2012, Khoramgah, 2012) also emphasized this point and current study will be the confirmation of this finding as well.

Related to these hypotheses and studying the relationship between entrepreneurship and organizational performance with organizational factors, the relationship of this variable and organizational component such as: environment dynamism, work independency, inter organizational interactions, organizational culture, official control, organizational support have been analyzed as well. Findings revealed that there is a significant relationship between organizational performance with environment dynamism, work independency, organizational culture, and organizational support but there was not a relationship between this variable and inter organizational interactions and official control. This is against some of the studies because most of the experts mention organizational interactions as an influential component.

It shows that there might be unfavorable conditions of organizational interactions and existence of official and bureaucratic structure prevents the fact that this case is considered as a weakness in businesses. In addition, there is a significant relationship between corporate entrepreneurship and all of the mentioned components. One of them is organizational culture. It is one of the influential subcultures on entrepreneurship. Entrepreneurship organizations have a culture that all of the members have the same perception about it although they have different ideologies, tastes, needs and characteristics. If the organizational culture is compatible with entrepreneurship then organizations can be the pioneers and if there is not such culture inside the firm cannot have favorable and optimum impact. These findings are similar to results obtained from studies such as (ShahabUddin, 2009 ‘Naeiji&Abbasalizadeh, 2010 ‘Gharakhani, 2012 ‘Shirpour et al., 2012).

The most important hypothesis of the study is analyzing the relationship between corporate entrepreneurship and organizational performance and the findings confirm this relationship which is also in line with studies such as (Fiş& Cetindamar, 2009 ‘Engelen, 2010 ‘Chen &Cangahuala, 2010 ‘Al-Swidi, 2011 ‘Kamalian et al., 2011 ‘Al-Swidi& Al-Hosam, 2012, Moharramzade et al., 2012 ‘Kim et al., 2012 ‘Moshtaghi et al., 2012 ‘Pourkiani et al., 2012 ‘Soleimani & Shahnazari, 2013). Efficiency businesses for survival, value creation, better performance and reaching the objectives need innovation, forerun, risk taking and generally the entrepreneurship. One of the strategies of them in order to increasing the proper performance is corporate entrepreneurship and entrepreneurs because it can have a positive impact on organizational performance. In fact improving the performance is one of the organizational challenges in private sector and efficiency businesses and one the strategies for having better performance and success is corporate entrepreneurship.

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