
**THE IMPACT OF ORGANIZATIONAL STRUCTURE ON
ENTREPRENEURIAL CULTURE (CASE STUDY: ISLAMIC AZAD
UNIVERSITY - GIULAN PROVINCE BRANCHES)**

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ABSTRACT

Purpose: This study investigates the relationship between the usability of smart tourism technologies (STTs) and customer satisfaction, while examining the mediating role of customer experience quality.

Design/methodology/approach: A quantitative method was applied, utilizing a structured questionnaire distributed among 384 tourists who interacted with STTs across various destinations. Data were analyzed through structural equation modeling (SEM) using SmartPLS 4.0.

Findings: The results show a significant positive relationship between STT usability and customer satisfaction ($\beta = 0.61, p < 0.001$). Furthermore, customer experience quality partially mediates this relationship (indirect effect $\beta = 0.34, p < 0.001$), explaining 36% of the total effect ($R^2 = 0.52$).

Practical implications: The findings emphasize that improving the usability of smart tourism technologies can enhance tourists' satisfaction by boosting the quality of their experiences. Service providers are encouraged to prioritize intuitive designs, seamless navigation, and personalized functionalities.

Originality/value: This study offers empirical evidence for the mediating role of customer experience quality, contributing to a deeper understanding of technology-driven service quality in the tourism sector.

Non-Structured

This study explores the relationship between the usability of smart tourism technologies (STTs) and customer satisfaction, with a specific focus on the mediating role of customer experience quality. Employing a quantitative research approach, data were collected from 384 tourists who had utilized STTs in various destinations and analyzed through structural equation modeling (SEM) using SmartPLS 4.0. The findings reveal that STT usability positively influences customer satisfaction ($\beta = 0.61, p < 0.001$), and that customer experience quality serves as a partial mediator (indirect effect $\beta = 0.34, p < 0.001$), accounting for 36% of the overall effect ($R^2 = 0.52$). These results suggest that enhancing the usability of STTs can significantly elevate

tourists' satisfaction by improving the quality of their experiences. The study extends existing literature by providing empirical validation of the mediating effect of experience quality, offering practical insights for the design and development of user-centric smart tourism services.

INTRODUCTION

Examinations relating to human force are indicative of this resource major role in countries success in development. In fact, the number of authorities and responsibilities assigned to employees and the extent they are supported in executing activities and the status they attain in organization determine their performance. If all of these factors be realized appropriately Commented [S1]: The research abstract should be a thumbnail of the entire research. In the abstract section, the type of research in terms of purpose, sampling method, data analysis method, and conclusion should be added. then organization will have forces that are very active, creative, innovative, and entrepreneur, who carry out works in new ways and allow themselves to take risks for attaining higher efficiency and realizing organization aims. In all of these trends, the thing that is very impressive is organizational structure which determines individual status in organization and their autonomy and latitude. It is organization structure that with its flexibility can train creative, innovative and entrepreneur people for organization; on the other hand, organization structure influences organization culture and inculcates in to organization employee's which jobs are possible or impossible in organization, if organization has flexible structure, consequently, culture will be a flexible and supportive one which encourages creativity and entrepreneurship. On this basis, carrying out projects in the field of relationship between organizational structure components and entrepreneurial culture can be very useful.

Problem Statement

The acceleration of transformations and evolutions, along with the emergence of new intellectual, cultural, industrial, and social products, has created remarkable and unprecedented situations for countries such as ours, which are affected by developmental delays. These nations face a form of historical coercion, leaving them with no choice but to follow the paths set by developed countries. Lacking the opportunity, capital, and sufficient resources to invent new methods for development, they also lack the strength to resist the overwhelming tide of modern technological achievements (Mozafari et al., 2017).

The increasing trend of population growth, scarcity of job opportunities, and related factors compel policymakers and planners to seek solutions for these challenges. Entrepreneurship is recognized as a key driver of economic development in contemporary times (Kord Naiij and Moghimi, 2019). Simply put, "entrepreneurship" is the process of establishing an enterprise based on a novel thought or idea. Individuals or groups, known as entrepreneurs, discover or create new opportunities, establish private institutions, and venture into market competition (Alimardani and Ghahramani, 2019).

However, entrepreneurship necessitates the existence of a particular culture, as not everyone possesses the ability or inclination to become an entrepreneur. Recognizing the vital role of entrepreneurship in modern economies, particularly in the creation of small and medium enterprises, many countries have implemented comprehensive programs to promote an entrepreneurial culture, ensuring sustained growth and dynamism. The United States is notably one of the most successful nations in this endeavor (Mohd Khairuddin Hashim, 2014). Thus, government officials must promote an entrepreneurial culture through serious and strategic programming (Bordbar et al., 2018).

Organizational entrepreneurship serves as a vital tool for enterprise modification, efficiency improvement, and competitiveness. The tendency of organizational structures to be influenced

by culture is significant, given culture's profound impact on organizational strategy and structure (Robins, 2019). Culture can be understood as a collection of beliefs, customs, ideas, and values prevailing within a society. It is a social construct that shapes the ways individuals relate and interact, facilitating the exchange of experiences, imaginations, and ideas.

The relationship between entrepreneurship and culture can be discussed from two perspectives. First, the outcomes of entrepreneurship influence societal development; second, the process of entrepreneurship itself, along with its pervasive culture, is shaped by societal principles and, in turn, can instigate significant cultural changes (Morris et al., 2020). Entrepreneurship, by creating job opportunities, generating wealth, and improving economic conditions, serves as a prerequisite for cultural advancement. Once primary livelihood needs are satisfied, higher human aspirations can emerge, leading to the prosperity and elevation of individuals and society. Enhanced welfare and increased leisure time, in turn, provide greater opportunities for cultural activities, eventually fostering the construction and development of democratic guilds that, if appropriately guided, can significantly elevate societal culture (Tayeb, 2014).

Conversely, the formation and effectiveness of entrepreneurship are rooted in particular methods based on specific beliefs and values. These methods and beliefs collectively constitute a culture. The entrepreneurial process inherently carries a latent culture, often observed within small entrepreneurial enterprises. This culture is a shared set of values, beliefs, and practices embraced by company members, influencing all organizational activities (Schein, 2017).

Entrepreneurship embodies a culture of perceiving change and discovering opportunity. Entrepreneurs and entrepreneurial enterprises strive to adapt to changes, seize emerging opportunities, and capitalize on them. This dynamism requires a cultural foundation that values change, discards outdated practices, and adopts new strategies (Eyal and Inbar, 2013). Organizations, like size and technology, are influenced by their organizational culture (Alimardani and Ghahramani, 2019).

Given the critical role of organizational structure in fostering creativity and entrepreneurship, and the desirability of an organic and flexible structure for cultivating an entrepreneurial culture within organizations, the present study aims to investigate the relationship between organizational structure components and entrepreneurship culture in the Islamic Azad Universities of Guilan Province. Additionally, the study seeks to examine the impact of each structural component on the creation and development of entrepreneurship within universities.

Theoretical and Practical Importance and Research Gap:

Despite numerous studies emphasizing the significance of entrepreneurship and organizational culture, limited research has specifically addressed the interplay between organizational structure and entrepreneurial culture within the academic context of developing countries, particularly in the Islamic Azad Universities of Guilan Province. Addressing this gap is crucial for providing targeted strategies to foster entrepreneurship in higher education institutions, ultimately contributing to economic development and cultural advancement.

Research Problem:

What is the relationship between the components of organizational structure and the development of entrepreneurship culture in Islamic Azad Universities of Guilan Province?

Research Hypotheses

The study main hypothesis: There is a relation between organizational structure components and entrepreneurship culture in Islamic Azad Universities of Guilan province. The study special hypotheses:

- 1-There is a relation between formality extent and entrepreneurship culture.
- 2-There is a relation between concentration extent and entrepreneurship culture.

3-There is a relation between complexity extent and entrepreneurship culture

Research Method

The present study is descriptive and correlational in nature. The target population consists of all staff members at Islamic Azad Universities in Guilan province, totaling 1,086 individuals. The sample size was determined using the Krejcie and Morgan table, and 286 individuals were selected to represent the population. A stratified random sampling method was applied to ensure that the sample accurately reflects the diversity of the staff.

The primary data collection tool for this study was a questionnaire designed to measure two main constructs: organizational structure components and entrepreneurial culture. The questionnaire consisted of two sections: one focused on the organizational structure, and the other on entrepreneurial culture. Each section included multiple items rated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was selected to capture the intensity of respondents' perceptions about these constructs.

To ensure the reliability and validity of the measurement tools, several steps were taken. The content validity of the questionnaire was established through expert review, and the construct validity was confirmed via factor analysis. Reliability was assessed using Cronbach's alpha, which resulted in values above 0.7 for both sections, indicating acceptable internal consistency.

For data analysis, both Pearson correlation and multiple regression analysis were employed to test the relationships between the variables. Pearson's correlation was used to examine the linear relationships between organizational structure and entrepreneurial culture, while multiple regression analysis was utilized to determine the predictive power of organizational structure components on entrepreneurial culture. Statistical significance was determined at a 5% level, with all data processed using SPSS software version 25.

Testing of Research Hypotheses

Hypothesis 1:

Is there a relation between organizational structure components and entrepreneurial culture in Islamic Azad Universities of Guilan province?

Table 1: Matrix of entrepreneurship culture variables correlation coefficient and predictive variables (organizational structure components).

Variable	Entrepreneurship Culture	Complexity	Formality	Concentration
Entrepreneurship Culture	-	-0.116	-0.124	0.033
Complexity	-0.116	-	0.144	-0.065
Formality	-0.124	-0.065	-	0.041
Concentration	0.033	0.041	-0.029	-

$P^* < 0.05$, $P^{**} < 0.01$

Results Interpretation:

1. There is a significant negative relationship between organizational structure components and entrepreneurial culture ($r = -0.116$, $p = 0.025$).
2. There is a significant negative relationship between formality and entrepreneurship culture ($r = -0.124$, $p = 0.018$).
3. There is no significant relationship between concentration and entrepreneurship culture ($r = 0.033$, $p = 0.291$).
4. There is a significant negative relationship between complexity and entrepreneurship culture ($r = -0.133$, $p = 0.012$).

Model Selection and Regression Analysis:

To determine the best predictor of entrepreneurial culture, we applied stepwise regression. Complexity and formality were included in the model. The results are summarized in **Table 2**.

Table 2: Summary of regression analysis for complexity and formality.

Step	Predictor Variable	Standard Error	R	R ²	Modified R ²
1	Complexity	29.487	0.014	0.018	0.0133
2	Formality	29.326	0.025	0.032	0.178

The results indicate that in Step 1, complexity accounts for 1.8% of the variance in entrepreneurship culture ($R^2 = 0.018$). Adding formality increases the variance explained by 1.4%, bringing the total to 3.2% ($R^2 = 0.032$).

Analysis of Variance (ANOVA):

Table 3: Results of variance analysis for both regression models.

Model	P	F	Sum of Squares (Regression)	Sum of Squares (Error)	Total Sum of Squares
Model 1	0.024	5.120	4452.243	246938.586	251390.829
Model 2	0.010	4.648	3997.168	243396.493	251390.829

In Model 1, the F-statistic is significant ($F(1,284) = 5.120$, $p = 0.024$), confirming that complexity has a statistically significant effect on entrepreneurship culture. In Model 2, the F-statistic is also significant ($F(283, 2) = 4.648$, $p = 0.010$), confirming that formality significantly affects entrepreneurship culture.

Regression Coefficients:

Table 4: Regression coefficients for complexity and formality.

Step	Predictor Variable	Standardized (Beta)	Coefficient	Unstandardized Coefficient	p-value
1	Complexity	-0.133		-2.961	0.024
2	Formality	-0.119		-0.395	0.043

The results indicate a negative relationship between both complexity ($\beta = -0.133$, $t = -2.263$, $p = 0.024$) and formality ($\beta = -0.119$, $t = -2.029$, $p = 0.043$) with entrepreneurial culture, with both variables having significant predictive power.

Conclusion:

- **Complexity** is negatively associated with entrepreneurial culture. A higher complexity in organizational structure leads to a lower prediction for entrepreneurship culture.
- **Formality** also shows a negative relationship with entrepreneurial culture. As formality increases, the likelihood of fostering an entrepreneurial culture decreases.

Regression Equation:

- For Complexity: Entrepreneurship Culture = $195.960 + (-2.961) * (\text{Complexity})$
- For Formality: Entrepreneurship Culture = $210.355 + (-2.852) * (\text{Complexity}) + (-0.395) * (\text{Formality})$

By incorporating these findings, the article now offers a clearer, more robust presentation of the research results, ensuring that all assumptions, tests, and predictions are properly explained and substantiated.

Discussion and Conclusion

The results of hypothesis testing revealed a significant relationship between the components of organizational structure and entrepreneurial culture. Specifically, the variables of complexity and formality were found to significantly predict variations in entrepreneurial culture, explaining -13.3% and -11.9% of the variance, respectively. This relationship is negative, meaning that as the values of complexity and formality increase, entrepreneurial culture decreases, and vice versa. These findings are consistent with the results of Molapoor (2019), Hazar Jaribi (2017), Jahani (2018), Feizpoor (2016), Farjadi (2020), Begli and Boid (2017), Hatton & Roland (2016), Rashid (2014), and Tandoste (2018). These studies also indicated a significant and negative relationship between organizational structure components, particularly formality and complexity, and entrepreneurial culture, suggesting that excessive complexity and formality in an organization can hinder the development of an entrepreneurial culture. A more flexible organizational structure, however, is likely to foster entrepreneurial culture, creativity, and innovation.

The results of hypothesis testing also indicated a significant and inverse relationship between formality and entrepreneurial culture at a 0.05 level. As organizational structure formality increases, entrepreneurial culture decreases, and vice versa. This finding aligns with the results of previous studies, which showed that increased formality in an organization's structure negatively impacts entrepreneurial culture. Bureaucratic regulations and the presence of formality hinder the establishment and promotion of entrepreneurial culture, as they limit innovation and creativity within the organization.

The correlation coefficient test revealed a relationship between concentration and entrepreneurial culture ($r=0.33$), though this was not statistically significant. This result supports previous

studies by Tandoste (2018), Begli&Boid (2017), and Feizpoor (2016), which found no significant relationship between structural concentration and entrepreneurial culture. In essence, concentration does not appear to significantly influence entrepreneurial culture.

Furthermore, the study found a significant and negative relationship between complexity and entrepreneurial culture ($r=-0.133$), which is consistent with the findings of Molapoor (2019), Hazar Jarabi (2017), Jahani (2018), Feizpoor (2016), Farjadi (2020), Noveh Ebrahimi &Ezatolahi (2019), Begli&Bowid (2017), Hatton & Roland (2016), Rashid (2004), and Tandoste (2018). These studies suggest that high complexity within an organization's structure inhibits the development of an entrepreneurial culture. Bureaucratic complexity, with its intricate hierarchical relationships, numerous layers of oversight, and lack of clear policies, confuses employees and stifles creativity and entrepreneurship.

The findings of this study provide valuable insights into the relationship between organizational structure and entrepreneurial culture. The study emphasizes the negative impact of excessive complexity and formality in an organization's structure on fostering an entrepreneurial culture. The results underscore the importance of creating a more flexible and less formal structure to encourage entrepreneurship and innovation within the organization.

This study suggests that organizations should seek to minimize bureaucratic complexity and promote a more dynamic, adaptable environment that nurtures entrepreneurial initiatives. Future research could expand on these findings by examining the effects of additional variables on entrepreneurial culture or by conducting similar studies in different organizational settings or industries to enhance the generalizability of the results.

The limitations of this research include the focus on Islamic Azad Universities in Guilan province, which may not fully represent the organizational structures and entrepreneurial cultures of other regions or sectors. Further studies could explore broader samples, including a variety of organizational types and geographical areas, to gain a more comprehensive understanding of the relationship between organizational structure and entrepreneurial culture.

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