

## **PRESENTING A FUTURE STUDY MODEL OF ORGANIZATIONAL CULTURE IN ACCORDANCE WITH ENTREPRENEURIAL VALUES IN MONETARY AND BANKING INSTITUTIONS**

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### **ABSTRACT**

Today, futurism-based entrepreneurship is considered as one of the tools of development in the future, because the existence of futuristic entrepreneurial people creates a platform for success. Also, due to the rapid growth of new competitors and creating a sense of distrust in traditional management methods in companies, the need for entrepreneurship with a futuristic approach in organizations is felt more than ever. It is in this context that dynamic organizations have the discovery and cultivation of creative, entrepreneurial and futuristic people on their agenda. An organization that fails to bring its hidden talents to the forefront will soon be defeated by other organizations that are better at using talent. You need tools to achieve entrepreneurship. Given the importance of entrepreneurship and its role in development, this issue has received less attention in most of our country. Depending on the level of culture, social relations, education system, type of government support, social infrastructure, access to venture capital, business skills and technology, the level of entrepreneurship varies greatly between countries.

**Keywords:** *Futures Studies, Entrepreneurial Values, Monetary And Banking Institutions*

### **INTRODUCTION**

Entrepreneurship has played an important role in the development of modern societies and economies. Entrepreneurs have become transformational forces around the world. Teachers support entrepreneurship education. Large companies encourage and support innovation and entrepreneurship. Universities participate in technology transfer and commercialization. Policymakers apply entrepreneurial policies and programs. Those who work in non-profit centers are looking for entrepreneurial solutions to achieve their jobs. The public, private and non-profit sectors have all made strides in this area. There are many convincing anecdotes and empirical evidence of the importance of entrepreneurship as a field of study. Despite the importance of entrepreneurship for the development of societies, there is currently no theoretical consensus on what entrepreneurship is. Entrepreneur as a human agent Entrepreneurial phenomenon is a set of actions, activities and behaviors (actions) for a specific purpose and result (effects and consequences of activity) and based on factors such as individual competencies and entrepreneurial spirit, organizational and environmental factors (empowerment) Entrepreneurship) within a specific framework or to form a new framework and pursue economic or social values (field of activity). Entrepreneurial empowerment is a set of capabilities including individual, organizational and environmental factors that enable the entrepreneur to pursue the phenomenon of entrepreneurship (Bagheri, 2012).

Entrepreneurship should be considered as one of the necessities of the new millennium, an age known as the information society and the age of globalization, and has important consequences such as the pervasiveness of emerging technologies and rapid changes in the field of human exchanges and competition. Intense in the business world. In such an environment, entrepreneurship is mentioned as a factor of growth, development and also one of the effective indicators in monitoring the favorable perspective of any society (Clark, 2004). Developed countries see entrepreneurship as a strategy for development and because of the special place of entrepreneurs in the process of sustainable development and economic growth and prosperity, they try to lead people to entrepreneurial activities and in this way to entrepreneurship education and promotion. And they care about advertising it. Most countries have

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come to the conclusion that in order to achieve economic success in the national and international arena and to provide services and products in organizations and companies, there is an urgent need to develop entrepreneurship and change entrepreneurship as the main factor and They are known to be the main driver of economic development that leads to creativity and innovation (Henry et al., 2005). European and American politicians also believe that entrepreneurship mainly leads to high economic growth and innovation. Empirical research, therefore, supports the idea that entrepreneurial activity has implications for economic growth and innovation.

Entrepreneurship has long been used as one of the important mechanisms for creating and distributing wealth in different societies. Today, entrepreneurship is mentioned as the main factor and driver of development and development experts believe that one of the effective strategies in the development of countries is the entrepreneurship process (Bagheri, 2013).

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

The above indicates that recognizing organizational culture as an important necessity is a priority in the activities of managers of organizations because with accurate and accurate knowledge of culture and familiarity with its features, management can short-term plans, between Organize yourself in the long run and prepare yourself to face a market full of change and competition and increase the probability of success and coefficient of survival in the market.

One of the most important necessities of this research is the lack of coherent research on the promotion of organizational culture in order to create organizational entrepreneurship in monetary and banking institutions.

## **Literature Study**

### **2.1 Organizational culture**

Among the concepts about organization, "organizational culture" is perhaps the most complex. Of course, this complexity does not apply to organizational culture, but also applies to culture at the consensus level; Because "culture" is basically a complex concept and can be interpreted in various ways. Organizational culture refers to a system of shared inferences that members have about an organization, and this feature separates the two organizations. *Chris* calls organizational culture a living system and defines it in terms of the behavior that people manifest in practice, the way in which they actually think and feel, and the way they actually treat each other. Panovich (2013) defines organizational culture as a soft part of organizational development that includes a system of standards and values as well as the motivating factors for adhering to those values and standards.

Edgar Schein also defines organizational culture as: A culture is a model of the basic assumptions that team members learn to solve problems related to the external environment and its internal development and works so well that it is recognized as valid, then as a correct method for New members are taught to understand, think and feel about solving organizational problems. James Percy believes that the people of an organization have common values, beliefs, appropriate criteria for behavior, specific language, codes and other patterns of thought and behavior, and in short, defines the culture of the organization as a model of common goals of the organization.

According to another researcher, organizational culture is the common thought of the members of one organization that distinguishes them from another organization. Although there is no single definition of organizational culture, it can be said that all those who have studied in this field all agree that culture:

- It is a general that is more than the sum of its components.
- Reflects the history of the organization.
- Related to the study of anthropology such as customs and institutions.
- Formed by a group of people who have formed an organization.
- It moves slowly and hard.

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- It is difficult to change.

Organizational culture can be defined as the common and basic assumptions that an organization has learned while coping with the environment and solving problems arising from adaptation to external environment and internal environment cohesion, also for new members as a method. Learn to solve problems correctly (Tichel, 2004).

### **2 Organizational entrepreneurship**

Entrepreneurship is a broad field of research that has grown exponentially in recent years and needs further research. The study of entrepreneurship began with the study of entrepreneurship theories, but nevertheless, entrepreneurship in the 1980s only made sense at the business or organizational level.

The sudden development of industry in the field of global competition has confirmed the importance of entrepreneurial thinking and process in large companies, and researchers have focused on how to induce entrepreneurship in the administrative structure of large companies (Asinsonson and Gampert). , 1985)

An established organization is alive and well based on its business idea and uses organizational resources to carry out its activities. Starting an organization is common with an entrepreneurial organization. Such small businesses are flexible and adaptable and therefore need competitive advantages over large bureaucratic organizations.

But as a business grows, so does the organization - and as it grows, management processes and structures become more complex as the number of processes increases. Organizational management must be clearly defined and be standardized and regulated, but this reduces organizational flexibility, adaptability, and therefore entrepreneurship. Because organizational entrepreneurship is closely linked to organizational success, the question of survival remains important.

### **3. Research background**

A study of the research background confirms that so far no research has been designed or compiled as a model for promoting the culture of the organization in accordance with the values of entrepreneurship, or if it has been done, it has not been available. However, in some areas, albeit limited, research has been done, and the following is a small number of studies that are somehow related to the subject of the present study:

Kenneth Blanchard (2007), believing that improving organizational performance in the first place requires change and creating an appropriate organizational culture, has tried to provide a roadmap for changing organizational culture based on the process of change. This plan has been developed according to the approved value principles and based on four main stages including examining the strengths and weaknesses, focusing on the main influencing factors, replicating organizational behaviors and refining and modifying.

Silver Thorne (2004) in his study entitled *The Impact of Organizational Culture and Unity of Individual and Organization on Organizational Commitment and Job Satisfaction in Taiwan* showed that organizations have different cultures. This culture includes administrative, innovative or supportive culture. The main results showed that support and initiative cultures create a higher level of job satisfaction than the administrative culture. Better unity of the individual and the organization leads to more organizational commitment and less relocation (Silver Thorne, 2004).

A study by Thomas Edgar Schein (2003) entitled "Empirical study of the relationship between organizational culture and organizational performance in a large public sector in the organization." This study examines the relationship between organizational culture and organizational performance in a large military organization. Organizational culture patterns are increasingly considered as a critical factor with a critique of organizational success or failure. In this study, four functions were identified that are very effective for short-term organizational survival: 1- Compatibility 2- Achieving goals 3- Integration of activities 4- Maintaining model or sample activities. The organizational culture questionnaire, which includes various topics, was used to assess organizational culture. Past studies have also identified a variety of relationships between aspects of organizational culture and organizational performance. The

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present study provides a comprehensive assessment of a general part of organizational culture based on the literature of previous research in which it was hypothesized that organizational culture should have a statistically significant relationship with non-statistical measurements of organizational performance. This hypothesis has been correctly confirmed by the results of this study. (Shine, 2003).

Alf Cooper (1994) conducted his research on business process reengineering and organizational change with an emphasis on organizational culture. This research has been conducted by Cooper to obtain a master's degree in business management. The main purpose of this study is to understand the category of organizational culture and to investigate its role and impact on the re-engineering process and organizational change. In this study, using the Mackenzie 7S model, an attempt has been made to investigate the role of shared values in an organization or organizational culture on organizational change and the re-engineering process. The results of this study show that organizations seek to maximize the behavior of their employees based on the business reengineering model and to achieve this they must make cultural changes with the help of soft Ss and action Ss in the Mackenzie model.

### **Conceptual model of research**

Davis subcategorized the four cultures that govern organizations according to the type of culture and the appropriate definition for them.

#### **Task-oriented culture (role-oriented)**

In organizations that have such a culture, there is a written program whose purpose and responsibilities have been formulated by the General Assembly of Shareholders for managers. Managers include several layers of managers and several employees and workers of the administrative and operational department. The organization has a pyramidal shape. Hierarchical sections are not only identified, but also have administrative privileges.

The word role, which is used as a culture in some companies, is related to the job of each department that is expected in practice. Culture is a cultural role-oriented one that emphasizes meeting expectations. Such institutions can be limited rational tools to achieve specific goals.

#### **Successful culture**

Organizations with such a culture emphasize the work that needs to be done, rather than fully enforcing the rules. In a successful culture, people are interested in their work and have a personal desire to do what they do. Small corporations and research institutes are often good examples of a culture of success. A successful organization needs people who have a lot of energy and time to spend in the organization, while people really enjoy doing their jobs and are inwardly satisfied.

#### **Powerful culture**

In a culture of power, some people are dominant and others are subordinate. Of course, this factor depends on a relatively limited and constant social issue, namely the habit of submission and obedience to duty and responsibility.

In organizations under the culture of power, leadership is at its best based on patriarchal power, legitimacy, and generosity. The leader is expected to be equipped with all kinds of knowledge as he contains all the organizational strengths. Subordinates are expected to be submissive and inclined. At worst, organizations based on a culture of power tend to exercise fear.

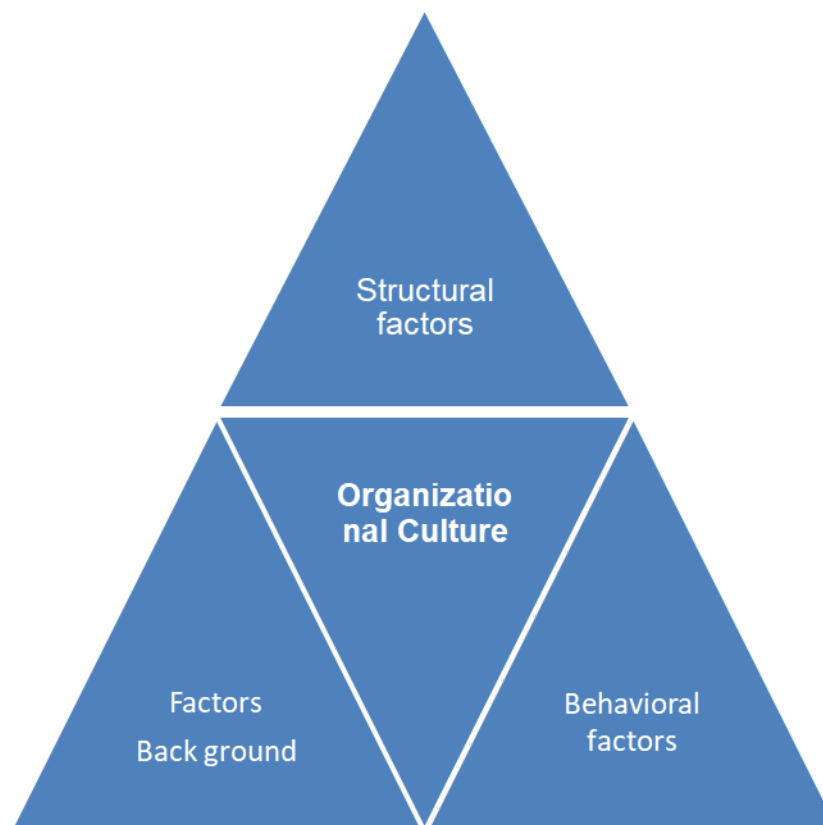
#### **Supportive culture**

Organizations formed on the basis of a supportive culture force their members to demonstrate their worth through reciprocity, belonging, and connection. People with this feeling are assumed to be committed to a group or organization and feel that they have sincerely joined and believe that they have a personal risk and interest.

The variables studied in this study are:

Independent variables: organizational culture (task-oriented culture (role-oriented), success-oriented culture, power-oriented culture and supportive culture)

Dependent variable: Entrepreneurship (Behavioral, structural and contextual factors)



**Figure 1: Conceptual model of research**

### **SUMMARY AND CONCLUSION**

The discussion of "organizational culture" can be examined from several angles. This concept is so basic and key for some theorists of organization and management that by using the metaphor of "culture" about the organization, they have argued that the organization is basically nothing but culture and to know an organization and study And explaining the issues related to it, the most important and fundamental task is to identify its culture (Morgan. 1981, p. 116). Therefore, some authors in the category of schools in the field Organization is considered one of these schools as the theory of "organizational culture and symbolic management. The famous and main schools of organization theory have distanced themselves from it.

The conceptual model of the research showed that in monetary and financial organizations, entrepreneurship is a variable dependent on organizational culture.

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