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THE ROLE OF ENTREPRENEURSHIP AND NETWORK INNOVATION IN THE SUCCESS OF ORGANIZATIONS (CASE STUDY: ISTA STEEL STRUCTURE GROUP)

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ABSTRACT

The aim of this study is to investigate the role of entrepreneurship and network innovation in the success of organizations. This research has been completed in 1393. This is an applied research which is correlated in terms of nature. The statistical population of this research consists of all directors and employees of Ista Steel Structure Group. For this purpose, the company of steel structure group throughout the country is chosen from Mashhad, Tehran and Aqqala. Sampling was done by cluster random sampling in multistage of these areas. To get the size of sample, formula of relativity with the limited error of 0.05 and the maximum variation with the value of 0.5 was used, which in tot the size of sample has approximately been 200 people. This study is done by descriptive survey method, so a questionnaire was used and the reliability of the questionnaire by Chorombach coefficient was 0.803 and confirmed. Also the validity of questionnaire was confirmed by comments of experts and professors. In this research, inference statistic was applied by SPSS software in order to design the research model. Finally, research findings show that entrepreneurial factors such as risk, organizational culture, innovation spirit had the most effect and the network innovation factors like intellectual possession management had the least effect on success and organizational performance.

Keywords: *Entrepreneurship, Innovation Network, the Performance of the Organization*

INTRODUCTION

Today's world includes increasing complexity, permanent and accelerating changes, growing process of technology and intensive competition in different organizations and industries. Coordination and adaptation of international organizations with complex and variable environments and ensure the survival of organizations require change and evolution in organization and technology, product supply and new services which achieve by innovation and entrepreneurship. Undoubtedly, innovation is the most important strategic lever available to the company. Innovation is largely linked to the abilities of the company to improve their knowledge through learning. Innovation is an idea, method or a subject which the individual, group or system consider it new. Newness of the idea is not dependant to the time and its first use, but mental use of idea determine the response of individual or group (Bigliyardy and Iyovormiyo, 2009). The evidence shows that entrepreneurial activities and trends in the Western and development countries result in performance improvement and growth of organizations. Supposing that their actions lead to the performance in higher levels or at least result in maintaining their performance level, organizations tracks their entrepreneurial activities and on the other hand the interests of entrepreneurship and network innovation are not limited to the company or special organization, but they affect the economics of that country, because entrepreneurship and network innovation can affect increasing productivity, improving the activities and the increasing competition in the national and international field of economy of that country. As well as, the entrepreneurial attitude and actions for the growth and prosperity of every company, regardless of its size in competitive environment in modern life is necessary and urgent. Regarding the fact that World Economic Forum thinks of managing technology, innovation and information as key requirements to be successful in the present century. It's necessary for companies and organizations to use entrepreneurship and network innovation in their actions to increase

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their competitive abilities both in organization and international level. On this basis, this research seeks to investigate the role of entrepreneurship and network innovation in the success of organizations.

Literature Review

Entrepreneurship

The word entrepreneurship is emanating from *Entreprendre* means committing. Great thinkers and artisans think that entrepreneurs are the reason of mobility and innovation for industrial development in the present era (Lons, 1998).

Competitive conditions of market and the rapid changes of the environment enforce organizations to develop entrepreneurship in order to identify and exploit opportunities that other organizations are indifferent or unaware of it. Today, many researches are about entrepreneurship. Entrepreneurship is the entrepreneurial process in an already established organization, regardless of its size which may result in new business, tendencies and innovative activities such as: development of new products or new services, new technologies, new strategies and new executive methods (Hristic, 2001). Despite the lack of agreements on the role, domain and participation of the business, researches in the field of entrepreneurship in recent decades had a tangible development. Lots of researchers have agreement on the role and valuable effects of entrepreneurship in the success of organizations economically and uneconomically (Sateh, 1989).

The Basic Component of Entrepreneurship

1) Reconstruction of the Organization

Reconstruction of the new organization includes creating new wealth through new compounds of resources (Goth, 1990). The organizational reconstruction is about the pattern of commerce resources for achieving stable and better economic performance.

2) Being Risky

Being risky refers to a degree of manager acceptance for doing great and perilous works. Tending to invest in projects which have unreliable output or little profits is kind of risk.

3) The Spirit of Innovation

Innovation includes production, development and implementation of new ideas and behaviors. In fact, innovation is the desire of organization to start new experiences, to support new ideas and to appropriate changes at the end.

4) Flexible Organizational Structure

Flexible organizational structure is the organization which has fewer interests in customs and bureaucratic methods (Barrett, 1998). An organization with a flexible structure minimizes traditional hierarchy of organization, reduce management layers, rely on the team structure and communication and apply information flow with more speed and decisions with acceleration and freedom (Thornberry, 2002).

5) Organizational Climate

The organizational climate is defined as a characteristic of workplace which directly or indirectly is percept by workforce and affects motivation and behavior. In fact, the organizational climate is a lever to orient actions and human resource activities of the organization, to percept human labor of the objective condition of the organization and include the relationship of individual with other members of the organization in the working process (Nasrudin, 2006).

6) Organizational Culture

Culture is the supporter and stimulant of innovation and includes those supportive mechanisms which lead creative employees to use their abilities and talents in order to do creative entrepreneurship activities, and is an irritant for motivation of staffs and use of maximum ability and utility for their innovative actions (Heinonen, 2003).

Network Innovation

Innovation is very important for companies and organizations, because it can provide sustainable competitive advantage for them. Many organizations in terms of competition face lots of problems in their environment and these problems are due to intensive changes especially technologic changes. In this regard, managers and staffs should use power of creativity and innovation in order to adapt and match up

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with the rapid changes, management practices, production lines and production processes (Weera *et al.*, 2006).

For an organization, innovation comes into existence of new ideas or behavior. So for a company, innovation can be a new product or service, a production technology, a new production or a new management strategy. The majority of successful innovation is the result of gradual changes in concepts and methodology that can continuously be applied (Liao *et al.*, 2008).

in the innovation space of network, roadmap will be emphasize in order to determine the best research goals by wisdom and collective experience (in a transparent relationship with the needs of the market), and the resulting map will be used as the quantifiable path of motion and agreeable by the members of the (Bagheri *et al.*, 2009). As was pointed out, transition to network innovation requires stepping in completely new and unknown areas and is very reliant to available human resources and their knowledge and skills. Therefore, human resource of this industry is requiring for less experienced and less known fields. Traditional reliance to trial and error follows severe and hazards issues. From this view, the role of education in this study is very important. For example, it should be noted that management of innovation networks is not simple and requires special management knowledge. To large extent first level executives, technology and research assistants and managements are responsible for management of innovative networks in the system of research and technology. One of the distinguishing characteristics of the innovation network is the activity of members with different knowledge roles. Accessing to different and complementary knowledge and expertise causes increase in networking, so that the totality is more than the tot of components (Tidd, 2009). The most important requirements of network innovation include the ability to determine the input of participants, creating motivation in them for more participation and exact framework to determine the exact output. Meeting these requirements without the correct management of intellectual assets is almost impossible. No matter how many number of members to be added or network technology be more complex, but the management of intellectual assets will be more important. Not only the problems resulting from ambiguity in the field of intellectual property right can prevent new members to join the network, but also it reduces the efficiency of existing members.

Performance and Organizational Success

In this study, the purpose of the success of the organization will be examined with regard to the dimension and indicators of organizational performance. Performance and organizational success is a dimensional concept which scrutinizes the position of the organization in comparison with rivals. A major point of view with regard to the performance of the organization, not only survey the financial performance of the organization, but also evaluate the other dimension of the organization which causes creating value to the organization and customer (Zack *et al.*, 2006). But the success and performance of the enterprise has several dimensions.

The Customer: Levels and tendencies in customer satisfaction, maintaining the customer, parameters of performance and services and positive production for customer.

Finance: Profitability, liquidity, market share and the growth of business.

Human Resources: Employee's satisfaction, job turnover, staff development, business layout and organizational learning

Organizational effectiveness: the operational indicators, providing design, production, delivery, supporting processes and business such as efficiency, time period, performance of supplier and other executive indicators of strategic organizations (Fala, 2007).

In this his study we examine the relationship between entrepreneurship and network innovation with success and organizational performance in all dimensions. Ista's steel structure group is not an exception from noted challenges especially by accelerating qualitative and quantitative development which has occurred in recent years in this field. These challenges are no exception, especially with the accelerating development of quantitative and qualitative, which in recent years has occurred in this field. Regarding the fact that in Iran only few numbers of researches has been done about entrepreneurship, so this study is going to examine the current condition of entrepreneurship, network innovation and a model be represented according to the result of this examination and enable the other companies to continue their

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way in this turbulent environment and make themselves ready for future changes. Following original and subsidiary hypothesizes is represented according to scopes and theoretical contents to examine the role of entrepreneurship and network innovation.

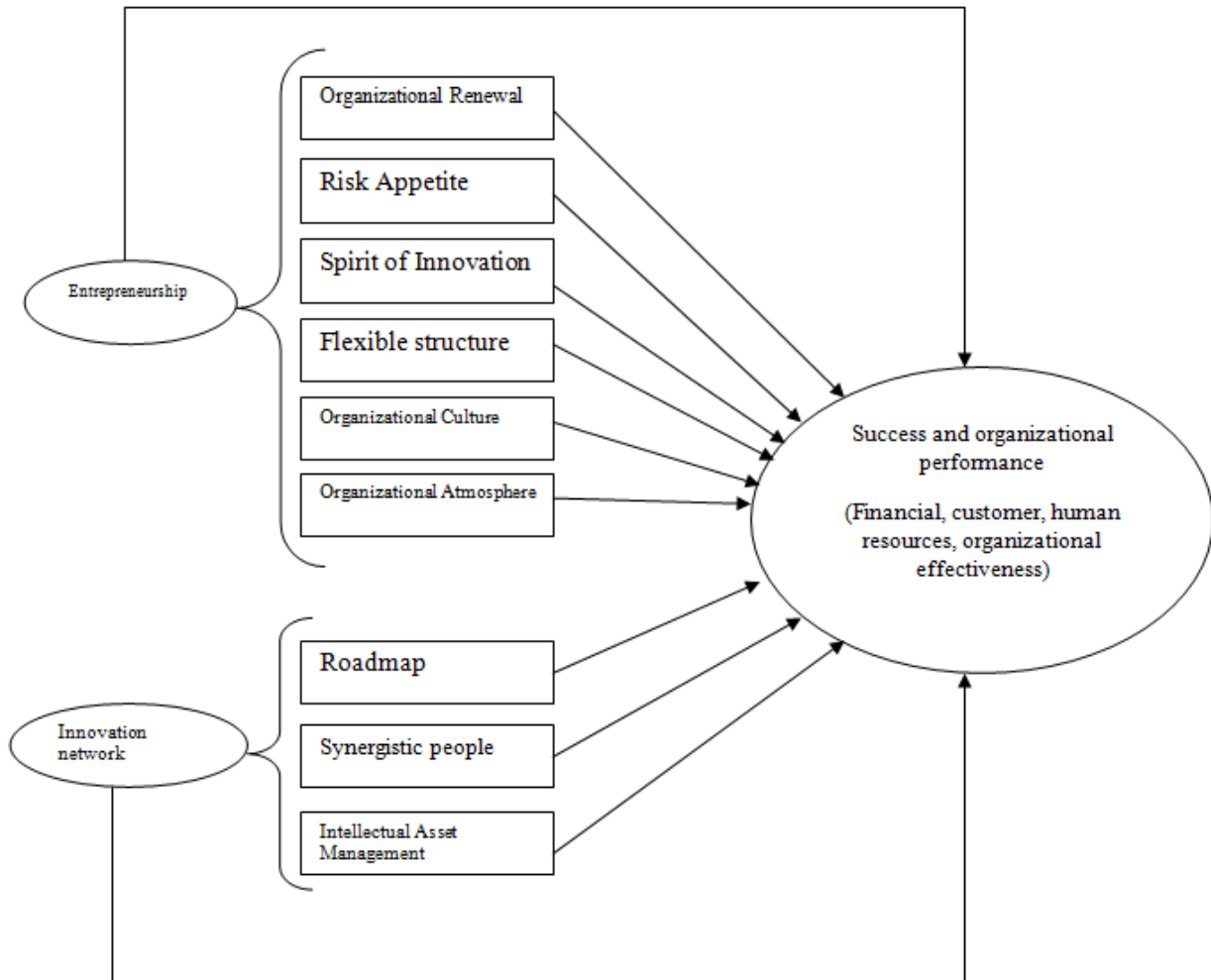


Figure 1: The researcher made model

The Research Hypothesis

The Main Hypothesis

The first main hypothesis: entrepreneurship influences the performance and success of the Ista's steel structure group.

The second main hypothesis: network innovations are effective on the performance and success of Ista's steel structure group.

The Subsidiary Hypothesis

The first subsidiary hypothesis: modernization of organization is effective on the performance and success of the Ista's steel structure group.

The second subsidiary hypothesis: being risky is effective on the performance and success of the Ista's steel structure group.

The third subsidiary hypothesis: the spirit of innovation is effective on the performance and success of the Ista's steel structure group.

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The fourth subsidiary hypothesis: a flexible structure is effective on the performance and success of the Ista's steel structure group.

The fifth subsidiary hypothesis: organizational culture is effective on the performance and success of the Ista's steel structure group.

Sixth subsidiary hypothesis: the organizational climate is effective on the performance and success of the Ista's steel structure group.

The seventh subsidiary hypothesis: creating a road map is effective on the performance and success of the Ista's steel structure group.

The eighth subsidiary hypothesis: synergy in individual is effective on the performance and success of the Ista's steel structure group.

The ninth hypothesis: intellectual asset management is effective on the performance and success of the Ista's steel structure group.

MATERIALS AND METHODS

Descriptive survey is the method used in this research which in regard to the goal is applicable. Also in regard to the type of collected data is quantitative and the questionnaire is distributed to get the answer of staffs and managers. The following steps used to for the implementation of this research.

1. Using library information to examine a conceptual framework and examining the documents and viewing related Web sites.
2. Using theories, literature review of the research, experiments of the researchers and experts to examine the goals.
3. Interviews with senior managers and experts with regard to the composition of the component and the overall design of the questionnaire (structured interview in the form of questions).
4. The design of the questionnaire with the guidance of a Professor and pundits and collecting information based on the theoretical framework and the hypothesis of the study.
5. The implementation of the field and obtaining the viewpoints of managers and employees according to final questionnaire-based thinkers.
6. Analysis of the results based on the database formed from field operation.
7. Summing the results by using the knowledge and guidance of the master and the other experts and finally representing the optimal model based on these findings.

In the present study the statistical population consists of all the pundits, executives and active experts in Ista's steel structure group in 1393. It should be noted that the number of statistical community is 350, which 200 simple is chosen as the size of sample by random sampling and the table of random numbers from statistic population. Firstly the different essays and books were examined to design the questionnaire, and assessment indicators for variables are extracted from different sources. Likert scale is used in this questionnaire to score from completely disagree to completely agree in 5 levels. To determine the validity, the questionnaires were given to the teachers and three from pundits and finally the validity of the questionnaire was confirmed. Also, in order to determine the validity of the questionnaire, two test methods such as test-retest and Cronbach coefficient were used. In the test-retest method the reliability of the questionnaire obtained 0.803. Also by Cronbach method the reliability of the questionnaire equals 0.79 which all obtained in two methods of determining the credibility was acceptable and appropriate, and therefore the validity of the questionnaire were confirmed.

RESULTS AND DISCUSSION

Results

Organizations were categorized based on significant difference in order to identify and explore the role of entrepreneurship and network innovation, so that the managers of Ista's steel structure group can emphasize on some factors to optimize the role of entrepreneurship and network innovation. In this section, an analysis of data and an understanding of the relative frequency distribution tables and descriptive indicators of scores all of these variables, will be reported.

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Table 1: Descriptive indicators of effective factors on success of organizations

| Variable | Numbers | Mean | Standard deviation | Minimum scores | Maximum scores |
|-------------------------------|---------|-------|--------------------|----------------|----------------|
| Organizational Renewal | 200 | 59.1 | 18.37 | 6.3 | 100 |
| Risky | 200 | 70.4 | 22.53 | 6.3 | 100 |
| Innovative spirit | 200 | 64.9 | 24.46 | 0 | 100 |
| Flexible structure | 200 | 63.8 | 18.87 | 6.3 | 100 |
| Organizational Culture | 200 | 69.21 | 19.97 | 6.3 | 100 |
| Organizational climate | 200 | 60.4 | 20.53 | 6.3 | 100 |
| Creating Roadmap | 200 | 54.9 | 22.46 | 0 | 100 |
| Synergies in people | 200 | 53.8 | 17.02 | 6.3 | 100 |
| Intellectual Asset Management | 200 | 49.1 | 16.97 | 6.3 | 100 |

According to the table, effective variables of organizational success such as being risky has the higher mean of 70.4 and the lowest average of 49.1 is related to intellectual asset management. The standard deviation of the minimum and maximum of scores mean in sequence were 16.97 and 24.46, which express the relative distribution of comments about the above table.

It should be considered that because the range of the scores was considered from zero, so the mean of scores for most of variables were higher than 50 and shows a high influence. Among the 200 scores, the lowest was 6.3 and the highest was 100. In recent section we deal with the examination of research results.

The First Sub-hypothesis: Organizational renewal affects the performance and success of Ista Steel Structure Group.

Table 2: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|------------------------|------|--------------------|---------------------------------|-----|---------|
| Organizational renewal | 59.1 | 18.37 | 10.51 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of organizational renewal on performance and success of Ista Steel Structure Group was confirmed.

The Second Sub-hypothesis: The risk appetite affects the performance and success of Ista Steel Structure Group.

Table 3: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|------------------|------|--------------------|---------------------------------|-----|---------|
| Risk appetite | 70.4 | 22.53 | 5.17 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of the risk appetite on performance and

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success of Ista Steel Structure Group was confirmed.

The Third Sub-hypothesis: The spirit of innovation affects the performance and success of Ista Steel Structure Group.

Table 4: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|--------------------------|------|--------------------|---------------------------------|-----|---------|
| The spirit of innovation | 64.9 | 24.46 | 9.42 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of the spirit of innovation on performance and success of Ista Steel Structure Group was confirmed.

The Fourth Sub-hypothesis: the flexible structure affects the performance and success of Ista Steel Structure Group.

Table 5: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|------------------------|------|--------------------|---------------------------------|-----|---------|
| The flexible structure | 63.8 | 18.87 | 6.32 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of the flexible structure on performance and success of Ista Steel Structure Group was confirmed.

The Fifth Sub-hypothesis: organizational culture affects the performance and success of Ista Steel Structure Group.

Table 6: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|------------------------|-------|--------------------|---------------------------------|-----|---------|
| Organizational culture | 69.21 | 19.97 | 7.21 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of the organizational culture on performance and success of Ista Steel Structure Group was confirmed.

The Sixth Sub-hypothesis: the organizational atmosphere influences the performance and success of Ista Steel Structure Group.

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Table 7: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|---------------------------|------|--------------------|---------------------------------|-----|---------|
| Organizational atmosphere | 60.4 | 20.53 | 5.18 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research sixth sub-hypothesis, the impact of organizational atmosphere on performance and success of Ista Steel Structure Group was confirmed.

The Seventh Sub-hypothesis: the establishment of the roadmap affects the performance and success of Ista Steel Structure Group.

Table 8: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|----------------------------------|------|--------------------|---------------------------------|-----|---------|
| The establishment of the roadmap | 54.9 | 22.46 | 9.42 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research seventh sub-hypothesis, the impact of the establishment of the roadmap on performance and success of Ista Steel Structure Group was confirmed.

The Eighth Sub-hypothesis: synergistic persons affect the performance and success of Ista Steel Structure Group.

Table 9: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|---------------------|------|--------------------|---------------------------------|-----|---------|
| Synergistic persons | 53.8 | 17.02 | 7.02 | 199 | 0.000 |

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research seventh sub-hypothesis, the impact of synergistic persons on performance and success of Ista Steel Structure Group was confirmed.

Table 10: The results of student t-test

| Name of variable | Mean | Standard deviation | The test statistic (t- student) | df | P-value |
|---|------|--------------------|---------------------------------|-----|---------|
| The management of intellectual property | 49.1 | 16.97 | 10.01 | 199 | 0.000 |

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The Ninth Sub-hypothesis: the management of intellectual property of Ista Steel Structure Group affects the performance and success of Ista Steel Structure Group.

As was pointed out, the above statistical assumption is measurable to compare the mean with a fixed amount using the student t-test. So, after doing the necessary computations in estimating the parameters, the test statistic and the probability of significance of the results presented in Table, it is observed that the amount of probability of significance $p\text{-value} = 0.000$ is less than the significant level of the test $\alpha = 0.05$. So, the statistical null hypothesis is strongly rejected. Thus, with 95% confidence, it can be concluded that, in the research seventh sub-hypothesis, the impact of the management of intellectual property on performance and success of Ista Steel Structure Group was confirmed.

After explaining the impact of each factor and its components, these questions are raised:

Do these different components have a same impact?

Is there any significant prioritization for these components?

Therefore, by making the required calculations for testing the above ANOVA hypothesis, the following table presents the summarized results.

Table 11: Results of statistical tests comparing the mean of five independent variables associated with the complementary hypothesis of research

| Factors | Descriptive Statistics | | Comparison between groups | | | Duncan test results (rank) |
|-------------------------------------|------------------------|--------------------|---------------------------|-------------------|---------|----------------------------|
| | Mean | Standard deviation | The test statistic (F) | Degree of Freedom | P-value | |
| Organizational Renewal | 59.1 | 18.37 | | | | Six |
| Risk Appetite | 70.4 | 22.53 | | | | One |
| Spirit of Innovation | 64.9 | 24.46 | | | | Three |
| Flexible structure | 63.8 | 18.87 | 7.84 | | | Four |
| Organizational Culture | 69.21 | 19.97 | 535,4 | | | Two |
| Organizational Atmosphere | 60.4 | 20.53 | 0.000 | | | Five |
| the establishment of roadmap | 54.9 | 22.46 | | | | Seven |
| Synergistic people | 53.8 | 17.02 | | | | Eight |
| management of intellectual property | 49.1 | 16.97 | | | | Nine |

Given the calculated values in the above table as well as comparing $p\text{-value} = 0.000$ with the significant level of the test ($\alpha = 0.05$), H_0 can be rejected, because $P\text{-value} = 0.000 < 0.05 = \alpha$ and the statistical null hypothesis is strongly rejected at significant level of 5%. It means, there is a significant difference between a pair of scores means of the components. Summarizing the main findings of the ANOVA test as a method of statistical inference associated with the complementary hypothesis of the research, with 95% confidence, it can be concluded that these factors do not have a same impact on the success of companies. After finding at least one significant difference between these variables, the Duncan's test for pairs of treatment means is needed to identify these differences. The Duncan's test ranks the scores mean of all components.

Conclusion

The First Hypothesis

According to Table (2), the value of student t is 10.51 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of organizational renewal on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the organizational renewal improves the processes and methods of work among employees and managers which leads to success and performance improvement.

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The Second Hypothesis

According to Table (3), the value of student t is 5.17 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of risk appetite on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the risk appetite increases the employees' ability. On the other hand, the efficiency and effectiveness can be improved by risk appetite which leads to success.

The Third Hypothesis

According to Table (4), the value of student t is 9.42 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the spirit of innovation on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the establishment of the spirit of innovation between the employees will lead to the discovery and invention of new solutions for problems and obstacles as well as a better performance.

The Fourth Hypothesis

According to Table (5), the value of student t is 6.32 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the flexible structure on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the flexible structure enables the company to survive in this turbulent and full of competing environment and to be ready for future global changes. It enables the company to adapt itself with these changes. This will undoubtedly affect the performance and success in the future.

The Fifth Hypothesis

According to Table (6), the value of student t is 7.21 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the organizational culture on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that a powerful and task-oriented culture in the company will lead to success and performance improvement. It should be noted that the establishment of a culture is a time consuming process and managers and decision-makers need to be patient to step toward establishing a powerful culture.

The Sixth Hypothesis

According to Table (7), the value of student t is 5.18 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the organizational atmosphere on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that if employees feel safe and comfortable in the company and discuss the problems simply with their managers to, in other words, if there is a good organizational atmosphere in the company and all employees strive to succeed in a systematic way, the company's performance is expected to be improved.

The Seventh Hypothesis

According to Table (8), the value of student t is 9.42 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the establishment of a roadmap on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the establishment of a roadmap or, in other words, a strategic plan in the organization makes any work to achieve the ideal goals of the company. In fact, this roadmap makes a direction for the company's activities, prevents the distortion and develops the company's success.

The Eighth Hypothesis

According to Table (9), the value of student t is 7.02 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the synergistic people on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that the more synergy between people will lead to the less waste of resources and more speed in the company. These are the most basic indicators of successful organizations and companies.

The Ninth Hypothesis

According to Table (9), the value of student t is 7.02 and the significant level was obtained less than 0.05 (sig = 0.000). So, the impact of the management of intellectual properties on performance and success of Ista Steel Structure Group is confirmed. To explain this result, it can be acknowledged that facilitating the

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transferring and sharing of knowledge among employees and the managing the intellectual properties makes the organizational knowledge grows more rapidly and improves the company performance more quickly to keep pace with the modern world.

Finally, in this article, while studying the structure and elements of entrepreneurship and network innovation, factors affecting the organizations success, the success problems in Iranian government organizations and its importance to the growth and prosperity of country, it can be acknowledged that the role of entrepreneurship and network innovation in the success of organizations is a complex and multidimensional phenomenon which is affected by various factors. To institutionalize it in Iranian government organizations, a long-term and realistic approach is needed. A partial and cross-sectional approach will not be effective. To achieve this goal, the government organizations require establishing necessary substrates to achieve success and performance improvement by equipping themselves with the knowledge and skills of entrepreneurship and network innovation, exploiting the potential capacities of human capital, as well as the selection of appropriate strategies. Entrepreneurship can be considered as a process in which Individual or individuals can embark on the creation of a new business within the organization. This new business faces numerous risks; however, it can lead to a renewal and revitalization of the organization within the context of an appropriate corporate environment with a flexible approach and supportive culture which stimulates the creativity and innovation.

In this regard, the company should have the internal sources. This, in turn, extends the concept of entrepreneurship within the company. At the same time, the opportunities for entrepreneurship, network innovation and the establishment of new knowledge and competencies will be produced outside the boundaries of company. It may be cited as success factors for outsourcing company. This type of entrepreneurship needs the development of company knowledge and skills as well as entry into foreign markets from the international point of view using the organizational learning, network innovation, social capital, marketing and local capabilities. In fact, organizations should examine their business relationships through expanding the cross-organizational relations (internationalization) and entering the networks (patterns of relationships between individuals and groups) for acquiring resources and learning new competencies. Basic elements of entrepreneurship, in a mutual interaction, create a situation which increases the customers (clients) satisfaction, the positioning, the job satisfaction of human resources (employees), the profitability and positive financial balance of company and, ultimately, the establishment of a successful and effective company on all areas.

Furthermore, the findings indicate that the entrepreneurial factors have the greatest impact on organizational performance and success. The lowest rank belongs to the network innovation. In terms of the size, the components of risk appetite, organizational culture and innovative spirit have the highest rate, respectively. The intellectual property management component also has the lowest rank and impact. Scientifically, since the risk appetite affects the efficiency and effectiveness and causes the large and risky work and also increases the willingness to invest in projects with unusual and uncertain output or profit, it occupies the first rank. It should be attempted with caution and careful planning.

Suggestions

The following suggestion can be very effective on entrepreneurship and network innovation, the success and the performance of the organization.

1. Managers of the organizations should provide the necessary platform for implementation of the entrepreneurial programs and try to reduce possible obstacles of these programs.
2. Organizations should create separate units in order to improve their performance for innovation and by division of works and confirming the authority coordinate between them.
3. The organization should tend toward the components of entrepreneurship to improve the performance of organization in commercial fields, attract the satisfaction of customers, and attract job satisfaction of employees, so that the result will be the organizational success.
4. In order to develop the culture of entrepreneurship, recognize prone individuals and rewarding donors can help the sustainable development of company's economy.
5. Applying the innovative techniques to increase the staff's abilities in facing organizational challenges.

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6. Planning to encourage innovative systematic actions
7. Raising the index of economic freedom for increasing innovation and entrepreneurship in organizations
8. Paving the way for internal and external investigations to support profitable ideas of entrepreneurs in order to develop the companies.

ACKNOWLEDGEMENT

We are grateful to Islamic Azad University, Aqqala branch authorities, for their useful collaboration.

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