

ORIGINAL RESEARCH PAPER

## Designing and explaining the improvisation model in the organizational entrepreneurship process

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### ABSTRACT

**BACKGROUND AND OBJECTIVES:** Improvisation befalls during work and one cannot relieve the response to the challenge and take action after thinking and planning. Improvisation can also enable organizations to be flexible and adapt to complex and turbulent conditions. Extensive researches have been conducted in the field of organizational entrepreneurship, but as far as experts have examined, the design of organizational entrepreneurship model with an improvisational approach has not been considered by researchers in this field, so the issue has remained largely unknown among researchers. Therefore, the objective of the current study is to design and illustrate the improvisation model in the organizational entrepreneurship process in 22 districts, organizations, and companies affiliated with the Municipality of Tehran.

**METHODS:** The present study is an exploratory study using a mixed approach (qualitative-quantitative). A semi-structured and in-depth interviews were conducted with 9 experts in The Municipality of Tehran and university professors. Next, through the implementation of the coding process and expert approval, four dimensions were identified, including human, facilitator, behavioral and environmental factors. In the quantitative part, the statistical population consists of 63,000 managers and experts employed in 22 districts, organizations and companies affiliated to the Municipality of Tehran. The sample size was estimated through Cochran's formula of 381 people and to validate the model, a 47-item researcher-made questionnaire was designed and distributed to the available sample members. The data were statistically analyzed in a quantitative section to analyze the path and test the hypotheses by PLS3 software.

**FINDINGS:** In the qualitative part, four main components and the related matrixes of human factors, facilitating factors, behavioral factors, and environmental factors, were identified. Indicators of facilitating factors including support and motivational policies, human factor indicators including strategy and personality traits, behavioral factor indicators including communication and culture, and environmental factor indicators including internal and external organizational factors. The results in the quantitative section also showed that environmental factors with 0.324 and behavioral factors with 0.249 had the highest and lowest impact on organizational entrepreneurship with improvisation approach, respectively. Finally, the native model is obtained by explaining the coefficients of the path in each section.

**CONCLUSION:** Local government managers need to create a creative environment in which employees can come up with ideas and participate in decision-making. In short, organizations respond quickly and dynamically to environmental and critical situations. Hence and according to the results, it turned out that not everyone can be a successful entrepreneur or make an improvised decision, and not all organizations can implement their entrepreneurial spirit with an improvisational approach, because these cases require different capabilities that the people in question must have.

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## INTRODUCTION

In recent years, organizations have undergone rapid transitions, including changes and increasing risk, forcing their environment to adapt and make selective choices. Under these conditions, organizations succeed in surviving a turbulent business environment that is more flexible and able to adapt to the environment (Dana et al., 2021). Due to changes in the environment and the uncertainty of today's environmental conditions, large organizations have been unable to develop flexibility, speed and creativity (Tajpour and Salamzadeh, 2019). In particular, the managers of these organizations want to gain a competitive advantage over other organizations that need to make the right decisions to achieve a high competitive advantage for growth (Hosseini et al., 2020). In the past decades, to operate in such an environment, most organizations have chosen the strategy of reconstruction and reengineering in response to the challenges of environmental change, but now other approaches and solutions of the past have not the ability to meet organizational challenges and lost the external environment which is better to replace them with new approaches and perspectives (Latif et al., 2020). Researchers believe that management and organizational behavior thinkers attribute the success of today's organizations to a large amount of creativity, innovation and entrepreneurship (Liu, 2021). In order to achieve this, entrepreneurial activities should be promoted in organizations to create an entrepreneurial spirit in employees and ultimately create an entrepreneurial environment in the organization (Hassani et al., 2016). Companies that demonstrate organizational entrepreneurship, when they emerge, are often identified as dynamic, flexible, and ready units to gain competitive advantage and new business opportunities (Kuratko, 2012). These organizations explore new areas of business as well as new ways of doing business in existing areas. In other words, entrepreneurship grows in the organization when individuals are free in their actions and initiatives regardless of the rules (Kuratko et al., 2014). This inquires about contributes to the organizational business writing in three primary ways. To begin with, it illustrates the victory of the organization by supporting the act of spontaneity of business visionaries. In this approach, valuable concepts from the specified writing are

considered, since it puts vital knowledge within the suitable setting of the organization, which reinforces the ability of entrepreneurial behavior within the victory of the organization. Second, it shows that entrepreneurial behavior helps to promote the theories of senior managers. Third, explains the relationship between entrepreneurship and improvisational behavior in organizational success. From a practical point of view, the main purpose is to show that improvisation as a new skill and method is at the top of decision-making and in order to formulate and expand and solve problems related to the subject or area under study, which is to increase organizational entrepreneurship to be designed and implemented in the organization. The Municipality of Tehran is a public non-governmental organization which the main share of its revenue is from the sale of building density for real estate and construction. The Municipality of Tehran is a self-governing organization which has no government budget other than a small portion of its financial resources, which are exclusively allocated by the government to the public transportation (Moradi et al., 2022). In the Municipality of Tehran, the environment faces various changes and challenges for various reasons that make managers and decision makers to promptly reduce the impacts. To do so, challenges such as lack of access to consultants and educational institutions with effective function in training municipal staff, lack of management and even the employees themselves from supporting the working groups, lack of attention to entrepreneurial capacity, insufficient financial and legal facilities, force managers to be able to respond to them without wasting time. Covid19 also changed the mindset of each person overnight. Organizations were forced to make many decisions in a short period of time. Decisions on how to respond to environmental challenges and how to prevent crises. In this situation, Covid 19 has created a collective stress and has caused the whole organization to be involved and disrupt its activities. Also, it seems that if the organization is not responsive in time, its persistence in the environment is disturbed. Therefore, managers and members of this organization should be able to not only make improvised decisions about the organization but also to strengthen this ability in themselves. Therefore, in such situations, organizations may implement deregulation to reorganize their operations to increase transparency, openness, and credibility so

that they can improve better in such situations. In fact, this is a mechanism that can guarantee both customer satisfaction and compatibility with Covid 19. For this reason, it is necessary to identify the factors affecting organizational entrepreneurship with an improvisation approach in the Municipality of Tehran, and through this, by using brainstorming with experts and reviewing solutions and strategies for implementing improvisation in the organization be identified. From a theoretical point of view, the goal is to increase scientific knowledge about events and phenomena in the environment inside and outside the organization and react to them simultaneously during the action, which will be achieved by examining the factors affecting improvisation in the organization. And from a fundamental point of view, by applying theories in the field of experience and practice of experts (through field research), in fact, the designed model in the field of practice will be tested and the extent of its application in an organization like the Municipality of Tehran will be examined. From a developmental point of view, due to the use of improvisation in responding quickly to problems and issues, rapid use of opportunities and waste of financial energy and human resources in the organization will be minimized and will lead to the development of organizational performance and organizational entrepreneurship growth. Extensive researches have been conducted in the field of organizational entrepreneurship, but as far as experts have examined, the design of organizational entrepreneurship model with an improvisational approach has not been considered by researchers in this field, so the issue has remained largely unknown among researchers. Thus, this research can help improve decision makers' understanding of the appropriate organizational context under which entrepreneurial improvisational behaviors increment the probability of new venture capital success. Therefore, the purpose of this study is to prepare a model to explain the improvisation approach in the organizational entrepreneurship process in the municipality. The following paragraphs concern the theoretical foundation and the background of the improvisation model in the organizational entrepreneurship process. After that, the research method and hypotheses will be presented along with the analysis of the effect of the improvisation model in the organizational entrepreneurship process.

Then, the research design, the data set, as well as the measures are presented, and following that, the survey results will be provided. The discussion and conclusions will be presented in the final section.

### *Background research theories*

#### *Organizational entrepreneurship*

Today, entrepreneurship development is recognized as an important part of the tasks of any organization in any society and have a key role in improving the entrepreneurial skills of employees (Davey *et al.*, 2016). Organizations have to make economic and environmental changes to foster their entrepreneurial environment in order to attain and ensure worldwide competition, growth and development of relationships as well as its survival (Bolton and Lane, 2012). Research and identification of factors that could potentially contribute to the development and growth of entrepreneurial organizations is essential. Business leaders often fail to identify the factors that can enhance business performance. In this manner, to develop a business entrepreneurial environment, it is essential to practice entrepreneurial behaviors and processes in order to urge more comprehensive understanding of related behaviors (Bakytgul *et al.*, 2019). Given that changing the organization requires changing the behavior of its members, this will not be very effective and sustainable without identifying and finding an accurate picture of its current state (Tajpour and Hosseini, 2020). Wales and Engen (2006) state that the need of organizations for the phenomenon of entrepreneurship and the dependence of the survival of an organization depends on this phenomenon, creates a specific area of this concept called organizational entrepreneurship. Organizational entrepreneurship is a series of activities that leverage competitive advantage to enable organizational innovation and is an approach for institutionalizing organizational innovation (Soini *et al.*, 2018). One of the desirable mechanisms for organizations to respond quickly and appropriately to the ever-increasing changes in the business environment, is to establish entrepreneurial organizations. Entrepreneurial organizations, through institutionalizing entrepreneurship within themselves, enable the implementation of organizational entrepreneurship dimensions (Tajpour and Hosseini, 2021 a). Organizational entrepreneurship is the process of

activating organizational performance. In fact, the benefits of organizational entrepreneurship include innovation in product and service design, innovation in organizational processes, and improvement in organizational efficiency and effectiveness (Baron and Hannan, 2021), it also plays an important role in economic development and wealth creation (Hartley et al., 2013).

### *Improvisation*

Organizational improvisation, inspired by jazz, which has entered the organizational theories in the late 1990s, is still in its development stages (Hassani et al., 2016). Cunha et al. (1999) state that businesses operating in changing and turbulent environments can use organizational improvisation as their competitive advantage and in the case of emerging problems in the organization, improvisation can be the answer to going back to normal. Santos and Garcia (2007) believe that if an opportunity is identified in the environment, improvisation can be used to take advantage of change and improvement. Most successful organizations use improvisation when their strategic plans fail to meet expectations. (Mannucci et al., 2021). Organizational improvisation, introduced in the mid-1990s, was an attempt to extend the scientific findings of music (especially jazz) and theater (especially Comedy Theater) to the organizational realm, in order to offer new solutions to actions appropriate to the new organizational era (Hassani et al., 2016). Improvisation emphasizes the need for innovation, creativity, adaptability and management in turbulent situations (Klein et al., 2015). Improvisation can be considered as a tool by which organizations can use the resources (emotional, cognitive, and social) available in critical situations at the right time to advance their goals (Arend, 2020). Therefore, researchers have considered the most important features of organizational improvisation to be urgency, utilization of all available resources, without planning or prior plan and intention, spontaneous and appropriate to the situation and considered the lack of time as the most important dimension of organizational improvisation (Boyer, 2009). Sawyer and DeZutter (2009) believe that space is created for collective improvisation in the interactions between the people involved, which fosters a culture of collaboration. Such interaction can create positive and enjoyable experiences,

feelings of worthiness, independence and pleasure, all of which are important and vital for individuals to participate in creative collective activities (Treffinger et al., 2021). In general, proper use of improvisation can protect the survival of many organizations in the face of crises. The main reason improvised decision-making succeeds or fails in organizations is that managers differ in their perceptions of the situation, so two managers can make different decisions in the same situation (Smith and Grimm, 1987). This is because managers have greater freedom of decision-making and are able to make decisions at their own discretion, especially in crisis situations where there is no opportunity for planning and consultation (Tajpour and Hosseini, 2021b). Cunha and Clegg (2019) also consider improvisation to require minimization of organizational structure and processes. Therefore, for improvisation, there must be a safe and reliable environment in the organization and people must have various skills. In changing circumstances, the importance of predetermined goals fades quickly. To this end, for an organization to improvise successfully and effectively, the organization's goals must not have a high degree of certainty. Because in improvisation, the goal changes in the process (Akgün and Lynn, 2002). As a result, having appropriate information and not having complexity and changing them in a short period of time can be a great help to decision makers (Sayegh et al., 2004). Capability of financial resources represents an entrepreneurs' perception of the availability of financial capital involved in making decisions related to the enterprise (Wiklund and Shepherd, 2005). Obviously, achieving entrepreneurial success requires resources (Mousa et al., 2013). Lack of access to financial resources for open strategic options is prohibited for entrepreneurs (Tushman and Anderson, 1986) and this can undermine the opportunity to reap the benefits of improvised behavior performance. Entrepreneurs usually need to remain flexible to implement new strategic decisions in order to develop and improve their efficiency (Mullins et al., 2009). Access to larger financial capital allows entrepreneurs to pursue new opportunities for growth (Penrose and Penrose, 2009), which in turn support resource growth strategies. Thus, access to more resources facilitates improvisational behaviors, as entrepreneurs are likely to take new action unexpectedly that could improve performance (Dickson, 1997). Conversely,

improvisation with limited resources may lead to negative strategic choices (Baker and Nelson, 2005). Hence, improvising is a smart choice, not a random act. In a research, Moradi *et al.* (2021) concluded that organizations operating in a dynamic environment, lead to entrepreneurial activities through improvisation and gain a competitive advantage in critical situations. In an article entitled Teaching Creativity and Innovation, Treffinger *et al.* (2021) concludes that these interactions can create positive and enjoyable experiences, feelings of competence, independence, and fillings of joy, all of which are essential to individuals to participate in creative collective. Dana *et al.* (2021) in a study entitled the impact of entrepreneurship education on business development showed that successful organizations survive in the business environment, that have the ability to adapt to the environment and provide entrepreneurial training to employees to provide knowledge, the skill and motivation to enhance the success of entrepreneurs. Mannucci *et al.* (2021) in an article entitled developing improvisation skills concluded that when successful organizational plans fail to meet expectations, most successful organizations use improvisation. The results of Arend (2020) research showed that improvisation can be considered as a tool by which an organization can use the appropriate opportunities to do things in critical situations. The results of Latif *et al.* (2020) study entitled the effects of entrepreneurial leadership on project success, also mention improvisation as a tool to meet environmental challenges. Fisher and Bart (2019) stated, that improvisation causes fear as well as experiences of aimless performance. A study by Charoensukmongkol (2019) investigated the effects of mindfulness to improvised behavior and its implications for business performance and entrepreneurial stress during recessions. The results of this study showed that mindfulness related to the amount of improvisations behavior exhibited by entrepreneurs with higher levels of improvisation have better job outcomes and less stress. Hu *et al.* (2018) in a study entitled Supervisory focus, environmental turmoil and entrepreneurs improvisation, concluded that the emphasis on promotion rather than focus on prevention was strongly associated with improvisational entrepreneurship and environmental anxiety between the two methods focused on prevention

Nisula and Kianto (2018), in an article titled fostering organizational creativity through improvisation, found that learning to improvise, can break patterns and habits and it can create both individual and collective creativity in the organization, as the improvisation leaves no room for self-criticism. Hassani *et al.* (2016) in their article entitled the relationship between transnational leadership and organizational identity with organizational entrepreneurship states, that managers use of transnational leadership styles and organizational identities by managers will enhance participants' entrepreneurial behavior. Therefore, it can be said that the purpose of this study was to develop an organizational entrepreneurship model in 22 districts, organizations and companies affiliated to the Municipality of Tehran, taking into account the improvisation in the decisions of this organization, which was conducted in Tehran in 2020.

#### **MATERIALS AND METHODS**

The present study is developmental, goal based and mixed (qualitative-quantitative) in terms of data collection. For this reason, researchers seek to answer the question of how to develop and account for ad hoc model in organizational entrepreneurship process? The first part of this study was extracted from library sources related to the concepts of organizational entrepreneurship and improvisation, and the selection criteria for written texts were the terms and derivatives of organizational entrepreneurship and improvisation. The second part was an interview with 9 managers of the Municipality of Tehran, which was conducted in September and October 2020. The statistical population includes scientists from academic (having at least two articles in the related fields) and executives (all the managers of Tehran Municipality with more than 10 years of experience in the organizational entrepreneurship). The interviews were intentionally continued until researchers reached theoretical saturation. A semi-structured interview using the 5w1h technique to answer questions such as how, why, what, where, who, and when were conducted. The code extracted from interview 9 was saturated and no further interviews added new code to the old code. This number of samples was sufficient for the interview section. In order to analyze the data and perform the coding, Atlas ti version 8 software was used. To validate the utilized tools, three methods were used,

Table 1: Cronbach’s alpha, combined reliability and Average Variance Extracted (AVE)

Variables	Questions	Cronbach's alpha	combined reliability	(AVE)
Facilitating factors	1-10	0.751	0.889	0.800
Behavioral factors	11-20	0.734	0.883	0.790
Human Factors	21-29	0.855	0.932	0.873
Environmental factors	30-43	0.930	0.966	0.935
Organizational entrepreneurship with an improvised approach	44-47	0.939	0.950	0.705

including two questionnaire writing tools, editing the questions by the experts, and finally reviewing the questions by conducting two preliminary interviews. The reliability of this research has been achieved by reaching the theoretical saturation stage up to sample 9 have been done. The reliability coefficient was 76% based on the agreement between the two coders. The strategy of the present study was based on the coding process of [Strauss and Corbin \(2008\)](#). In the quantitative part of the data collection, the researchers made questionnaire with 47-item on a 5-point Likert scale (1. Strongly disagree, 2. Agree, 3. No comments, 4. Agree. 5. Strongly agree) was used. The statistical population includes 63,000 employees of 22 districts, organizations, companies and institutions affiliated to the Municipality of Tehran. Based on Cochran’s equation, the number of samples examined for structural equations with 95% confidence level and 5% error level using available samples was 381. Data analysis was performed using Smart PLS 3 software with partial least squares method to study the relationship between hidden and explicit variables. The reason for using this software was the lack of need for normal distribution. The reliability of the questionnaire was assessed and verified through the reliability of its content and structure. The views of supervisors and consultants were used to measure the reliability of the structure, the model of the structural equation, and the reliability of the tool contents. If there is agreement between different people about the validity of the test, the test is valid in terms of content. To verify the validity of the questionnaire it has been sent to 13 experts from the university who had at least two articles in the field of entrepreneurship and were familiar with the subject of improvisation and research project and the executive part includes all managers of the municipality who have more than 10 years of work experience and long-term acquaintance with

the topic of entrepreneurship in the organization. Finally, with some minor modifications, a 47-item questionnaire was developed using the Press Line website and a link to the questionnaire was sent to the statistical sampling. In the measurement model, the model’s internal consistency or confidence level is measured by calculating the combined reliability and Cronbach’s alpha coefficient. The reliability coefficients are shown in [Table 1](#). In the current research model, all structures have high composite reliability and are greater than the standard index of 0.7. Indeed, compound reliability demonstrates the high internal reliability of research data. Cronbach’s alpha values above 0.7 are also acceptable reliability.

The current study have been carried out in Tehran in 2020.

## RESULTS AND DISSCUSSION

The authors reached the theoretical saturation point after conducting nine interviews. Briefly, the interviews were conducted by asking questions about the “organization’s ability to improvise in the entrepreneurship process” (open interview) and also used two stages of open coding and central coding.

The questions posed in the interview were as follows: What the most important context for creating organizational entrepreneurship with an improvisational approach is? What factors will drive the entrepreneurship of the organization with its impromptu approach in the Municipality of Tehran? What will be the consequences of an organized startup with an improvisational approach in the Municipality of Tehran? Which executives enter the organization’s business with an impromptu approach? To facilitate analysis, interviews have been implemented and tabulated. After reviewing the recorded interviews and notes, the overall concept of the interview was developed. Then each respondent was assigned codes A1 through A9. After research and refinement,

all concepts fit into 15 categories and 211 codes. Extracted summaries, simplifications, and duplicates have been removed. Thus, 4 main dimensions, 8

components and 43 selected codes were counted. Finally, the basic themes were categorized using the software presented in [Table 2](#).

Table 2: Encoding process results

Dimensions	Components	Selected codes
<b>Facilitating factors</b>	Supportive policies	Direct access to competent educational institutions Leaders support working groups Organizational Rules and Regulations Facilitate personal development of employees Ensure organizational employment Holding training workshops
	Motivational policies	Acquiring specialized skills Service compensation system Flexible organizational structure Encouraging change as employee motivation
<b>Behavioral factors</b>	Communications	Information exchange between employees Trust and integrity between employees of the organization External and internal communication of the organization Mass media Contact with successful entrepreneurs Employee Work Culture
	Cultural	Positive Behavior Feedback in Failure Belief in Growth through Work Process Innovation Focusing on Organizational Results Entrepreneurship Culture
<b>Human Factors</b>	Individual characteristics	Ability to work with limited resources in critical situations Employee skills and abilities Positive values and beliefs about entrepreneurship Improvement in decisions Making the right decisions when improvising Strategic Insights Strategic Alliances
	Individual strategies	Paying Attention to Perspectives Opportunities to Plan at the Right Time
<b>Environmental factors</b>	Intra-organizational	Access to organizational financial resources Working capital Entrepreneurial orientation of the organization Technical infrastructure How to measure performance Labor cost Existence of non-financial resources for innovative activities
	Extra-organizational	Understanding the current and future needs of customers Acknowledge competitors Existing workforce Changing and coordinating the capabilities and strategic resources of the organization with the environmental conditions Existence of entrepreneurial opportunities Market heterogeneity and market turmoil Legal infrastructure of the organization

According to Table 2, which shows the dimensions and elements of the questionnaire, the following research four hypotheses were formulated:

1. Facilitating factors have a significant influence on entrepreneurship and improvisational performance;
2. Behavioral factors have a significant impact on entrepreneurship and improvisational performance;
3. Human factors have a significant influence on entrepreneurship and improvisational performance;
4. Environmental factors have a significant influence on entrepreneurship and improvisational performance.

To evaluate the reliability of the questionnaire, two criteria of Cronbach's alpha and combined reliability were used. Studies show that the value of the Cronbach alpha coefficient and the combined reliability of all variables exceed the minimum acceptable (0.7); Therefore, the variables in this study are optimally reliable. Likewise, the Average Variance Extracted (AVE) of all variables is higher than the acceptable minimum (0.5); therefore, the variables in this study have the desired convergent validity. According to the results of Table 1, convergent validity is found in all indices because all indices have mean values of the extracted variance greater than 0.5. The extracted mean variance index is used to measure divergent validity. In addition, since the mean root values of the extracted variance are greater than the correlation of the variable with other variables, divergent validity is acceptable if the numbers of the original diameter are greater than their lower values.

The results of the SMART PLS 3 software output in Tables 2 and 3 confirmed that the measurement models (convergent and divergent) and the reliability (combined reliability coefficient and Alfa Cronbach) are suitable. Several criteria are used to assess the

fit of the structural model of the research using the least squares method. R2 is a criterion that indicates the effect of exogenous variables on an endogenous variable and three values of 0.19, 0.33 and 0.67 are considered for weak, medium and strong values of R2 (Fornell and Larcker, 1981).

For the structural model of this research, as shown in Fig. 2, the criterion R2 is higher than 0.33 (criterion of strong values), so the structural model from the perspective of this criterion also has a good fit.

The second criterion for fitting the model is the values of t-statistic. The fit of the structural model using T-coefficients is such that these coefficients must be greater than 1.96 to be able to confirm their significance at the 95% confidence level.

*Goodness Of Fit (GOF)*

The general model includes both the measurement model and the structural parts, and by checking the suitability, the fit of the complete model is verified. Hence, the overall fit of the model is possible using the Goodness Of Fit criterion (GOF). According to the value obtained 0.681 for GOF, the overall fit of the research model is very appropriate and approved. Looking at the three values of GOF, weak, moderate and strong, 0.01, 0.25 and 0.36, this criterion value of 0.681 indicates a strong fit for the entire study model. Based on the results, the adaptation of the proposed model is confirmed both in measurement and in structure. (Eq. 1)

$$Formula1. GOF = \sqrt{average (Commonality)} \times \sqrt{average (R2)} \tag{1}$$

Another indicator is the standardized root mean residual index (SRMR). According to Byrne (1998) the value of 0.05, according to Hu and Bentler (1999) the value of 0.08 and according to Ringle (2016) the value

Table 3: Divergent validity in variables

Variables	Human Factors	Facilitating factors	Behavioral factors	Environmental factors	Organizational entrepreneurship with an improvised approach
Human Factors	0.935				
Facilitating factors	0.695	0.895			
Behavioral factors	0.704	0.746	0.889		
Environmental factors	0.819	0.853	0.786	0.967	
Organizational entrepreneurship with an improvised approach	0.813	0.630	0.413	0.630	0.939

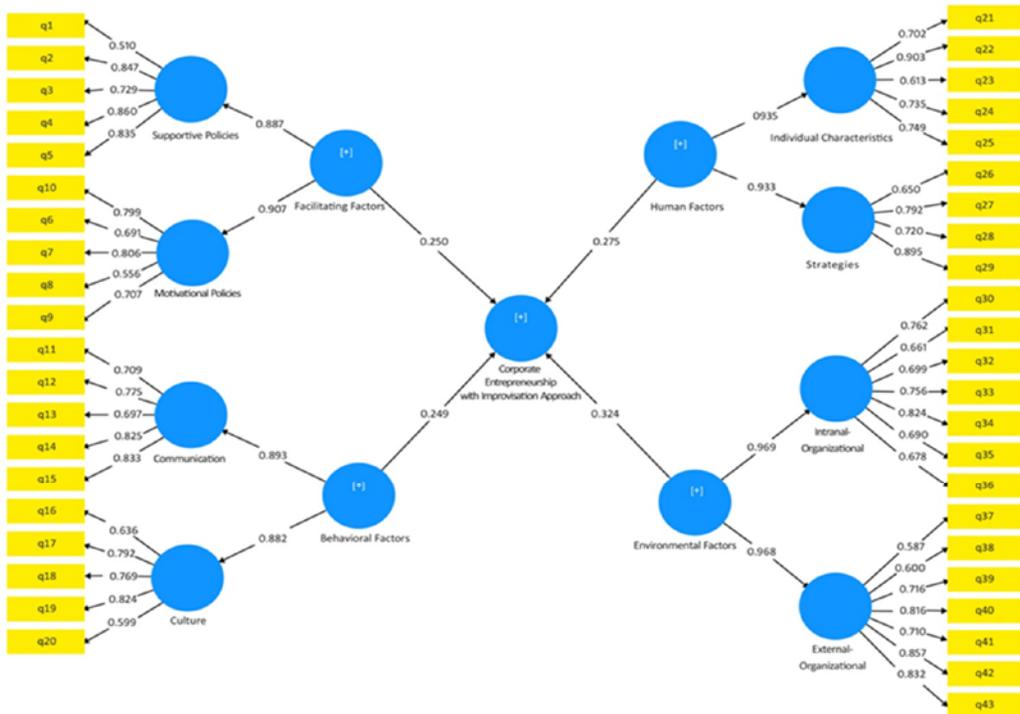


Fig. 1: Model in standard factor load mode

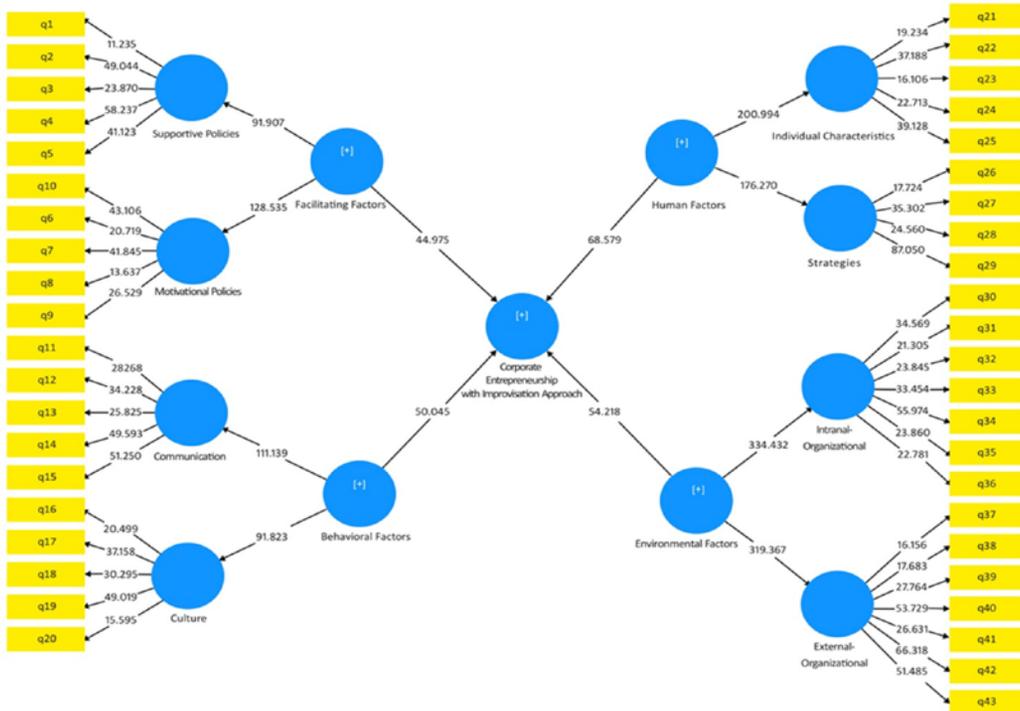


Fig. 2: t- statistics value

Table 4. Fitness indexes (Source: Authors' elaboration)

	SRMR	NFI
Acceptable values	0.10≤	0.9≥
Calculate values	0.017	0.912

Table 5: T-statistics and research impact coefficients

Endogenous variable	Organizational entrepreneurship with an optimization approach			Test result
	Path coefficient	t-statistic	Significance level	
Human Factors	0.275	68.579	0.001	Confirmed
Facilitating factors	0.250	44.975	0.001	Confirmed
Behavioral factors	0.249	50.045	0.001	Confirmed
Environmental factors	0.324	54.218	0.001	Confirmed

of SRMR less than 0.10 indicate an acceptable fit of the overall model. According to Table 4, this index is also at an acceptable threshold, so it can be claimed that the current research model has a perfect fit. Normed fitness index (NFI) has also been used to measure fit. The acceptance range of this index should be between 0 and 1 and the NFI should be higher than 0.9 (Kline, 2015). As a result, as shown in Table 3, this value is equal to 0.912, which is also confirmed as a result of this index.

*Testing the hypotheses*

T-statistic was used to investigate the hypothetical relationships between the variables. To test the main hypothesis, four sub-hypotheses have been used, which confirmed the t-coefficients of the four existing relationships according to Table 5. To determine the effect of predictor variables on dependent variables, standardized factor load coefficients related to the paths of each hypothesis are examined. These coefficients indicate, that changes in the dependent variable can be explained by up to a few percent of the independent variables.

The results show that the tstatistic of all routes is higher than 1.96. showing the confirmation of the hypothesis. Therefore, it can be said with 95% confidence that the factors affecting organizational entrepreneurship have a positive and significant effect on the improvisation approach. Based on the relationships obtained and using PLS3 software, the results show that the validation of all the obtained hypotheses is consistent with the proposed model, so the environmental factor with the impact coefficient of 0.324 and behavioral factors with 0.249 being the highest and the lowest value respectively in the

corresponding model.

**CONCLUSION**

From a development perspective, considering the use of improvisation to respond quickly to problems, it can be said that it causes the rapid use of opportunities and minimizes the loss of financial resources, human resources, time, etc., in the organization and lead to growth and entrepreneurship of the organization. The purpose of this study was to present a conceptual model of organizational entrepreneurship with an improvisational approach. To achieve this goal, first by reviewing the literature and then by conducting semi-structured interviews with experts, the components influencing organizational entrepreneurship with an improvisational approach were identified, and then to validate the components, a questionnaire based on selected codes which were approved by the experts were distributed among the statistical sample including 381 managers and experts from 22 districts, organizations and companies affiliated to the Municipality of Tehran with more than 10 years of work experience. The release of the Smart PLS 3 software showed that the research hypotheses were confirmed. The first hypothesis confirms the impact of human factors on organizational entrepreneurship with an improvisational approach. According to the results of Smart PLS 3 software, it was found that the T-statistic is equal to 68.579, which is more than 1.96, so this hypothesis is confirmed. Given that managers shape the activities of the organization and their characteristics can help the organization to achieve the goals in the best possible way, if managers are capable, entrepreneurship with an improvisational approach will be easier to implement

in the organization. The results of this study also show that improvised decision-making processes in entrepreneurship in The Municipality of Tehran, if present in the perspective of the organization, will become a goal for the organization. The results of this hypothesis are consistent with the research of [Terfinger et al. \(2021\)](#) and [Dana et al. \(2021\)](#). As for the second hypothesis, which shows the impact of facilitators on entrepreneurship in organizations through improvisational approach, the confirmation of this hypothesis is confirmed by a t-statistic equal to 44.975 greater than 1.96. Therefore, if entrepreneurship is supported by the government and related organizations using financial facilities and tax exemptions, building entrepreneurship capacity, etc., it will enable entrepreneurs to organize officials in the the Municipality of Tehran to improvised their duties. Tehran Municipality can provide the conditions needed for improvised decision-making for employees by reforming structures, closing power gaps, and increasing the empowerment and independence of employees and managers. Entrepreneurship and improvisation training for employees and managers can also help boost entrepreneurship with improvised access to these organizations. Because entrepreneurship and improvisation are two topics that can be promoted through training. The results of this hypothesis are consistent with the work of [Dana et al. \(2021\)](#) and [Hassani et al. \(2016\)](#). The improvisational approach showed that this hypothesis was also supported by a statistic of 50.045 greater than 1.96 for the third hypothesis related to the effect of behavioral factors on organizational entrepreneurship. As a result, in any organization, communication is a major factor in the transfer of information to internal and external parts of the organization, and the lack of optimal communication causes problems in the organization. When discussing entrepreneurship with an improvised approach, the need for reliable information and communication becomes even more important as new information and quick decisions are needed. Thus, the Municipality of Tehran can exchange information and build trust and honesty among its employees. Proper systems of information, communication, external and internal communications and contact with successful entrepreneurs provided the basis for organizational entrepreneurship with an improvised approach. In addition, the culture of the employee is

one of the factors that influence improvisation in any work situation, and entrepreneurship is no exception. If the leader of the the Municipality of Tehran comes up with such an idea, employees will start brainstorming and innovating without fear of failure. The results of this hypothesis are consistent with those of [Mannucci et al. \(2021\)](#). Regarding the fourth hypothesis, which is the effect of environmental factors on organizational entrepreneurship with an improvisational approach, it was found that the value of T statistic is 54.218, which is more than 1.96, so this hypothesis is confirmed. It turns out that one of these internal factors is financial resources. Therefore, all decisions within an organization must be achieved by providing the necessary financial resources, if the Municipality of Tehran has the necessary financial resources to invest in entrepreneurial and improvised entrepreneurial decisions, It leads to improvisational decisions and enhances the entrepreneurial spirit of the organization's approach in this organization. The internal capabilities of Tehran Municipality, such as responding to emergencies and taking advantage of identified opportunities, require improvised decisions by managers and employees of the organization, and when these cases are in the field of organizational entrepreneurship, the importance of improvisational decisions becomes more obvious as the entrepreneurship of the organization is the cornerstone of innovation. Therefore, in order to respond to environmental changes, an organization's capabilities and resources must be adapted to environmental conditions, thereby enhancing environmental change and responsiveness. In this case, decisions can be made more quickly and the Municipality of Tehran's organized entrepreneurship can be improvised. The results of this hypothesis are consistent with the researches of [Arend \(2020\)](#) and [Latif et al. \(2020\)](#). In addition, the results showed that not all people can be successful entrepreneurs or make impromptu decisions, and not all organizations can implement organizational entrepreneurship with an impromptu approach, as these cases require different skills that individuals and organizations ought to have. If the employees of the Municipality of Tehran have the positive traits required for improvised entrepreneurship, and if the organization also addresses the issue strategically, then the organization's capacity for improvised entrepreneurship will be enhanced. Although

this may lead to internal conflicts, but respect is a necessary principle to manage these conflicts and the entrepreneurial spirit of the organization and make it positive for the organization. Organizational entrepreneurship is a process of revitalizing the improvement of organizational performance. Therefore, organizations that put organizational entrepreneurship at the forefront of their activities, when they emerge, are often recognized as dynamic units, flexible, and ready to gain competitive advantage and new business opportunities. They discover new areas of business as well as new ways of doing business in existing fields. So, if an opportunity is identified in the environment, improvisation can be used to leverage the change and improvement.

### *Suggestions*

According to the obtained results, the subsequent suggestions are suggested to the policymakers, the decision-makers of organizational managers:

- Newcomers to the organization should not be blamed for failing to pioneer and improvise decisions so that the entrepreneurial culture is institutionalized with an improvisational approach in Tehran Municipality;
- By formulating acceptable incentives and confirmatory policies, offer the bottom for brand spanking new concepts and organizational entrepreneurship, and encourage employees and managers to improvise entrepreneurship in the organization by supporting innovative people in the organization;
- In formulating organizational strategies and perspectives, special attention should be paid to entrepreneurship and improvisation so that the subject is accepted as one of the organizational tasks between managers and employees.

### *Limitations and future research*

Every research faces limitations in time and space, and this research is no exception to this rule. Since the data required for the research were collected through interviews with experts of the Municipality of Tehran, so it can be acknowledged that the analysis of this research was based on data collected from different perceptions of experts and not from objective sources that may in some cases the findings were influenced by personal beliefs. Finally, because the present study was conducted in 22 districts of

the Municipality of Tehran- Iran, therefore, it may be possible to extend it to other organizations in the country with different results that are not very reliable. Therefore, the suggestions of this research for the future are as follows:

- Conducting this research in other organizations Comparing the results obtained with the present study in order to identify weaknesses, strengths, opportunities and organizational threats;
- Considering the role of management styles in model presentation;
- Considering the field of functional innovations and market innovations in the field of organizational innovations in the proposed model.

### **AUTHOR CONTRIBUTIONS**

N. Moradi, performed the conceptualization and literature review, compiled the data, manuscript preparation and editing references. A. Rezaeian, performed the methodology, analyzed and prepared the manuscript text. F. Hamidifar, helped in the literature review and manuscript preparation.

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### **CONFLICT OF INTEREST**

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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#### **ABBREVIATIONS**

<i>AVE</i>	Average Variance Extracted
<i>CR</i>	Composite Reliability
<i>GOF</i>	Goodness Of Fit
<i>PLS</i>	Partial Least Squares

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