

## Designing Organizational Entrepreneurship Structural Equation Modeling with Emphasis on Knowledge Management and Empowerment of Employees

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### ABSTRACT

The purpose of this research was to design an Organizational Entrepreneurship Structural Equation Modeling with emphasis on knowledge management and empowerment of employees. The statistical population consisted of the personnel of IranKhodro Company, totaling 1000 people. Using the Cochran equation, the sample size was 278 people. Data were collected by Thomson Enterprise Standard Entrepreneurship Questionnaire (2002), Knowledge Management, Proust et al. (2000), and Empowerment of Speakers (1995), whose face and content validity was confirmed by 10 experts and its reliability was in a preliminary test. With 30 subjects, all of the variables evaluated were above 0.7, which has acceptable limit. Descriptive and inferential statistical methods of structural equation analysis using Smart PLS software and regression test in SPSS software were used to analyze the data. Findings showed that knowledge management and its components affect organizational entrepreneurship. On the other hand, employee empowerment and its components also have a mutual positive and significant effect on organizational entrepreneurship. Therefore, according to the results of this study, it can be said that designing a knowledge-based structure at all levels of the country's organizations will be effective in improving the entrepreneurial status of these organizations, and in this regard, managers will play an important role as producers and national knowledge funds. Therefore, it is necessary that the top managers of IranKhodro Company be more concerned with the training and empowerment of their employees and one of the first activities to be considered by the managers of this organization and emphasized in different sections. Educational needs based on the acquisition of knowledge as one of the components of knowledge management and the establishment of continuing education programs for empowerment in different parts of IranKhodro Company, in order to empower the employee, will develop organizational entrepreneurship in this organization.

### Keyword:

Organizational Entrepreneurship, Knowledge Management, Employee Empowerment, and Structural Equation Model

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## 1. Introduction

Our age is the era of acceleration and speed of the changing age. The wave of these changes also affects lives of all of us either willingly or unwittingly. Hence, a society will be geared towards adapting to global change and competition, with its skilled, expert, creative and self-assured personnel. In this new spirit, our country needs a dynamic and progressive educational system more than ever. Rapid population growth and rising unemployment rates, especially among high school graduates, and the limited capacity of universities to accept students at this stage are challenges that our community is engaged in. In the current situation, one of the factors that cause the economic, social and industrial transformation of a country to change is entrepreneurial activity, having an entrepreneurial spirit and ultimately human entrepreneurship (1). According to Thomonden (1990), entrepreneurship, creating a worthwhile thing from no one, and an entrepreneur who has the power of understanding and the ability to find opportunities, by developing its own thoughts and ideas and turning them into new products or services, they can create value through nothing. The great German sociologist Max Weber considers the entrepreneurial spirit to be an important factor in explaining and explaining the formation of industrial and capitalist civilization in the West (2).

## 2. Statement of research problem

In today's world, thinking, innovation, entrepreneurship and its use in organizations is inevitable. As the birth and death of organizations depend on the insight, insight and ability of the founders, their growth and survival depend on factors such as the ability, creativity and innovation of their human resources. If planners, decision-makers and employees of the Entrepreneurship Organization understand better the economic opportunities and are able to use the available resources to innovate and thus grow fast and compete (3).

In fact, entrepreneurship can happen when one or a group of people starts to engage in business activity, and it takes place within an organization. That kind of entrepreneurship is called organizational entrepreneurship. Since organizational entrepreneurship can lead to technological change and productivity growth,

and the organization's ability to use its potential resources, the use of mechanisms that increase it is of great importance. In the current age of knowledge, knowledge is also valuable as well as strategic as well as an asset and it is difficult and sometimes impossible to provide the right products and services without proper management and use of this valuable asset (4).

Some scholars believe that knowledge provides the basis for innovation and economic position, and this leads to a competitive advantage. It must be admitted that the era of mastery of the entrepreneurial spirit has come about. In the vibrant global capitalist world markets, they will lose their power, and only those in the international arena will continue to survive socioeconomically, with a spirit of entrepreneurship. Consequently, in this new competitive arena, a leading society has the potential of educators who can gather the resources of production with creativity and dynamism, and engage in entrepreneurship with their creative efforts (3, 4).

One of the most important variables that have a significant role in entrepreneurship is knowledge and information, and how you can manage knowledge and be able to use it effectively. Today, people must accept that their philosophy of life has changed, and that being alive does not mean achieving a sustainable profit situation, and they must seek their own competition and tools. Because today, fewer companies in this field are traditional and far from the new rules of the game, and in order to be able to stay competitive or maybe hardly and skilled enough to overtake them one step, You should have mastered the rules of the game so that perhaps one day you could consider yourself a new rule (5).

Therefore, mastering the new technologies and tools in business is a necessary and necessary necessity. Today, dominant power and the organization's other means of physical and material resources are not intellectual resources, intellectual power and knowledge management are the dominant and dominant power in global competition. Knowledge management contributes to planning, guidance and decision-making through information and knowledge. Knowledge management can be appropriate in making decisions and thus lead to competitive development for individuals, and ultimately boost

entrepreneurship. KM is a systematic process for finding, selecting, organizing, abstracting and providing information to increase the understanding and understanding of employees in their particular field of interest. Knowledge management helps organizations gain, understand and inspire their experience (6). Certain KM activities focus on the organization's focus on acquiring, storing, and applying knowledge for issues such as problem solving, dynamic learning, strategic planning, and decision making that ultimately leads to entrepreneurship. The knowledge and experience of people together create entrepreneurship. Knowledge management can lead to entrepreneurship in people through better management of ideas, increasing the employee's ability and productivity, and effective leadership of knowledge. KM contributes to the process of decision-making, planning, and targeting by infusing information and knowledge in organizations into entrepreneurship (6).

On the other hand, empowerment of employees can be considered as an important factor in developing the capabilities and activities of entrepreneurship in the organization. So that Thomas and Voltauss presented a complex cognitive theory of empowerment, the core of which consists of four cognitive variables that determine the internal motivation of the employees. These authors introduce four cognitive variables that determine empowerment. These variables include: feeling of being effective, having the right to choose, feeling competent and meaningful. Based on the theory of Thomas and Voltauch, the upper levels of the four dimensions of empowerment combine to create high levels of energy, innovation, flexibility, sustainability of worker behaviors and entrepreneurship. Organizations do not operate in a vacuum, but are constantly affected by factors and pressures imposed on them from within and outside the organization. In the past, the environment was risk free and there was more security for the organizations. But the current world is a world of transformations, a world full of changes; changes that do not come entirely as a result of people willness, it is the demands that come from the complex and diverse needs of human beings. These changes in the present age will always create opportunities and threats for organizations. In the meantime, successful organizations adapt themselves to the conditions

created and accompany the changes that have taken place. Only organizations can work in such a way that their employees continually increase their abilities and achieve desirable results (7, 8). Skilled and expert human resource training is the most important factor in the success of any organization in dealing with environmental changes. Because it is a human being who can use the means and facilities to achieve the goals of organizations in a desirable manner. Today, different methods are used in every organization to empower human resources. Employee empowerment is a new technique used to increase productivity by raising the commitment of employees to the organization and vice versa. Empowerment involves achieving organizational goals through the participation of all employees in the decision-making process regardless of their position and job position and is dependent on three variables of power, resources and information. In empowered organizations, employees have more ways to solve their problems (8).

In these organizations, empowerment is, in fact, a practice of relying on each other in the field of education, exchange of views and respect for each other. Empowering employees in the organization's survival in a competitive environment as well as its flexible power will change with the changing external environment. Empowering provides opportunities for the prosperity of their talents, abilities. As a result, empowerment should be considered as an awareness process and used in the growth and leadership of the organization. This method is a valuable method that establishes a balance between complete control of management and the freedom of employees, as management applies control, in addition to the feeling of innovation, initiative, innovation and entrepreneurship of employees, the volume of the manager's work increases, and the employee relies on nothing. Full freedom may also lead to breakdowns and cause repetition and interruption of tasks (9). The result of both works is that it does not use organizational resources to achieve organizational goals. The empowerment of the staff balances the two elements and brings together individual and organizational goals, in the direction of the co-operation of the forces and talents, employees believe that the growth and advancement of their organization also benefits them. Traditional

organizations emphasize the physical activity of the employees, in order to work in a well-defined framework, and to complete their tasks quickly, cleanly and without question. On the other hand, today's work environments need employees to make informed decisions and present creative and entrepreneurial solutions to existing problems. In this situation, individuals must be innovative and feel committed and responsible towards the results. Therefore, it can be seen that the need to empower employees in various organizations is felt today (10).

Today, organizations in our country do not have a serious look at entrepreneurship and there is not enough support from entrepreneurs. While today's organizations operate in a dynamic, fluid, and dynamic environment, these changes are so large that they leave no choice but to adapt and respond to these changes. Hence, the assurance and survival of organizations requires finding solutions and new methods with problems that depend on innovation, for the creation of products and processes and new methods. It can be said that one of the challenges for managers is the lack of sufficient knowledge management in the organization due to the inability of the employee. In most organizations, employing abilities are not used. In other words, people are more likely to have creativity, initiative, innovation, and more activity, but in an organizational environment, these capabilities and capabilities are not being exploited for some reasons (11).

For this reason, and given the capabilities of knowledge management such as creating knowledge, storing and keeping knowledge, the transfer and use of knowledge can be largely moved by entrepreneurship and, in particular, organizational entrepreneurship. Knowledge management provides the conditions for entrepreneurial behavior by creating and promoting knowledge and focusing on non-physical assets of an organization (employees' experiences and knowledge) and creates entrepreneurial organizations that have a direct effect on the economic, social and cultural development of the organization. In fact, if organizations want to use the entrepreneurial Perspective to achieve their goals of survival, growth and development, they must provide conditions for entrepreneurial behavior by

managing knowledge as well as empowering their employees (12).

Although many authors and researchers have emphasized the role of knowledge management and empowerment of employees on organizational entrepreneurship, there is no scientific study of the role of these two variables on organizational entrepreneurship in the automotive industry. On the other hand, in the last few years, due to constraints, defects have emerged in the automotive industry and have distorted the credibility of automakers to customers; corrective actions have been began to improve the quality and customer satisfaction in order to offset these shortcomings. Given the competitive advantage that the establishment of knowledge management and the implementation of the process of empowering employees creates an organizational entrepreneurship channel, the feeling of the need for innovation in products, organization and also competition in the international market is strongly felt; Therefore, in this research, the researcher decided that by studying the theoretical framework and evaluating internal and external studies conducted in the fields of KM, employee empowerment and organizational entrepreneurship, we introduced each of these categories and Identify their components, and finally, a model based on the structural equation model to assess the effect of knowledge management and empowerment of employees on organizational entrepreneurship to achieve the desired competencies in the automotive industry of Iran, through the functions and implications of this, we can achieve.

### **3. Research theoretical framework**

#### **3-1- Organizational Entrepreneurship**

The first step is to provide a clear definition of the concept and phenomenon of each concept or phenomenon. Since the concepts of the humanities are not among the definitive concepts, it is difficult and even impossible to provide a definite definition for them. In this context, entrepreneurship is also one of the concepts that there is no single definition for it and from the beginning of its design in the scientific circles, different definitions and assumptions have been presented from different perspectives that on the one hand, this diversity and variety, on the one hand, indicates the breadth and importance of the subject, and on the other hand, it indicates the

dynamism that gives rise to different models, theories and opinions. Today, entrepreneurial research has grown dramatically (13). However, there is still no comprehensive theoretical framework for entrepreneurship. One of the reasons for this problem is in the study of entrepreneurship because of its interdisciplinary nature.

Stevenson and Sahlman (1989) identified three intellectual Perspectives to the nature of entrepreneurship that include: 1) Functional Perspective: Theories that are related to the economic performance of entrepreneurship; 2) Personality Perspective: Theories that connect entrepreneurship with the individual; and 3) Behavioral Perspective: Theories that consider entrepreneurship as a related role and as a process. Berger (2004) examines entrepreneurship Perspectives in the form of three macro level Perspectives, micro level and intermediate level. The macro level Perspective is based on environmentalism. In other words, these studies attempt to identify environmental factors that increase the number of entrepreneurs. Accordingly, the identification and cultural characteristics of particular societies, institutional factors such as the labor market, also take place in this type of Perspective. A micro level approach; an entrepreneurial concept are evaluated from a psychological and sociological point of view (11). In this Perspective, there are two types of sub-Perspectives that are: motivation studies and entrepreneurial activities. An intermediate level Perspective is based on an organizational Perspective. Also, Kuratku and Hodgetts categorized entrepreneurship theories in a micro and macro perspective. Entrepreneurial vision is one of the major factors associated with the success or failure of entrepreneurial activities from an external perspective. The micro perspective includes specific factors of the individual entrepreneur and is part of the source of internal control. In this perspective, the potential entrepreneur has the ability to control, direct or regulate the outcome of any effective factor, such as entrepreneurial specification theories. Therefore, due to the nature of entrepreneurship, various definitions have been proposed for it. Some of these definitions are (10):

- Establishing and managing a new company to take advantage of the innovative and unique opportunities that are gaining momentum.

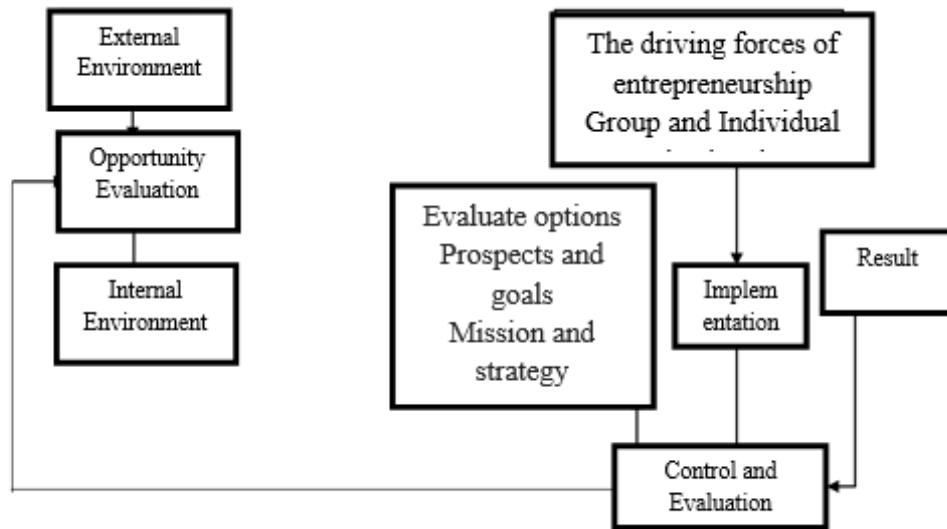
The process of innovation and the establishment of a risky business affect the four components of the individual, the environment, organization and process, and are supported by various networks, such as the state. Due to the variety of definitions of entrepreneurship, various scholars have introduced various scientific and applied frameworks for the creation of an entrepreneurial organization, in which some of these models are discussed in this discussion.

### **3-1. 1- Organizational Entrepreneurship Model of Cornwall & Perlman (1990)**

Figure 1 illustrates the organizational entrepreneurship framework of Cornwall & Perlman (1990), which is the basis of the strategic management Perspective. Information from the internal and external environment of the organization is the beginning of the process of organizational entrepreneurship.

This information is the data of the evaluation of strategic options and should be implemented when a strategic plan is determined. Individual, group, and organizational factors that are required for an entrepreneurial organization should be the subject of evaluation and implementation of a strategic plan and the results of the strategic plan for control and evaluation are used.

Changes in this design can be done at each stage of the process to increase performance and efficiency (14).

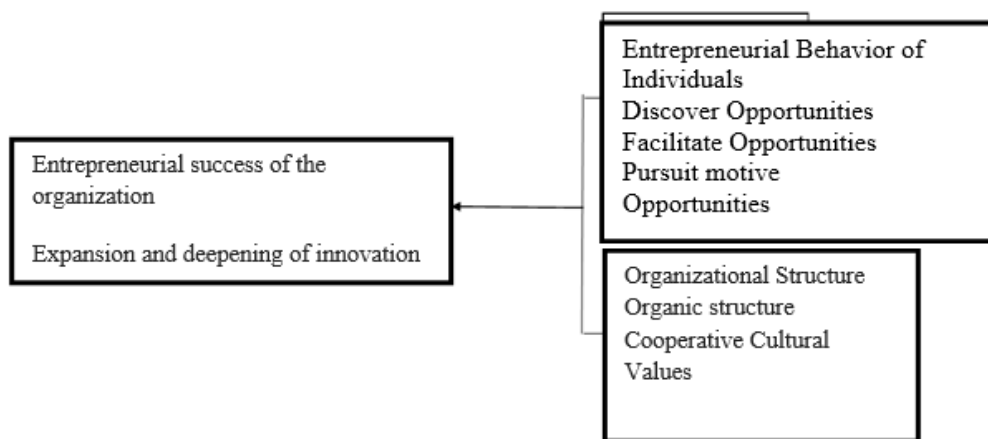


**Figure 1: Corporate Entrepreneurship Model Cornwall and Perlman (1990)**

**3 - 1 - 2. Organizational Entrepreneurship Model of Eckels and Neck (1998)**

This model attempts to conceptually evaluating effect of individual entrepreneurial behaviors and the organizational entrepreneurial structure of organizations. In other words, this model shows the organization's ability to survive in an environment full of innovation. Figure 2

illustrates the interaction of employee behavior and organizational structure, which are mostly essential elements for the success of an organization's entrepreneurial activity. An entrepreneurial success is considered in the capacity of an innovative capacity that enables an organization to rebuild itself and survive in the long run (15)



**Figure 2: Organizational Entrepreneurship Model of Eckels and Neck (1998)**

**3 - 1 - 3. Thompson Organizational Entrepreneurship Model (2002)**

Thompson (2002) considers the five dimensions for creating entrepreneurship in the organization that all these dimensions are necessary for an entrepreneurial organization.

These dimensions include: hard entrepreneurship, risk paradigm, creativity paradigm, and idea and design as shown in Fig. 16:

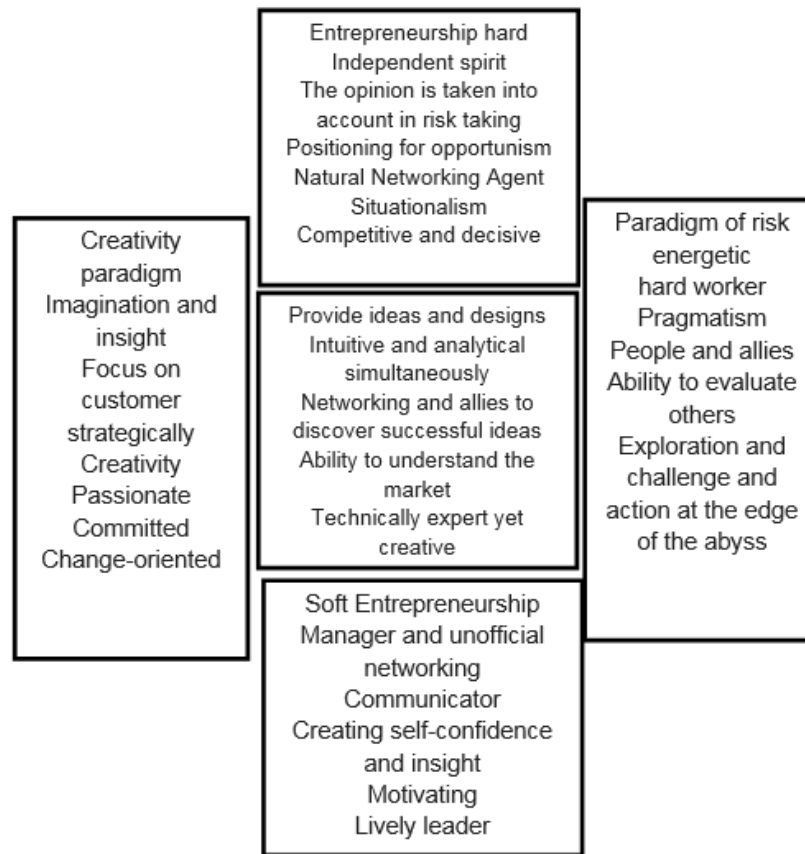


Figure 3: Organizational Entrepreneurship Dimensions Thompson (2002)

### 3 - 1 - 4- Organizational Entrepreneurship Model - Corauto et al. (2014)

Kuratko et al. (2014) argue that the process of creating a new entrepreneurial business is an interactive of the various factors. This model of organizational entrepreneurship introduces the interaction of different activities as the source of entrepreneurship in the organization. Based on this model, the decision to take organizational entrepreneurial action is the result of interaction and organizational characteristics and personal characteristics, and some accelerators, carried out in eight steps (17).

**Organizational Features:** Includes the support of senior management, independence and freedom to carry out work, appropriate rewards, and the availability of sufficient opportunities for entrepreneurial activity and the existence of organizational boundaries.

**Personal characteristics:** Inclining the risk and risk appetite, the desire for freedom of action and

independence, the need for success, goal-oriented and ideals as well as the internal control center.

**Accelerators:** In fact, there is a sudden incident that motivates entrepreneurs. Among the things that can be triggered by the accelerating entrepreneurship are: the existence of a competitive environment - the dignity, the instability of a company's marketplace due to changes, the creation of new demands for goods and services and so on

**The decision to perform an entrepreneurial action:** The culmination of the interaction of the three cardiac attributes leads to the decision to perform an entrepreneurial activity.

**Work planning and feasibility:** Perform all initial research steps required to set up a new product, service or process.

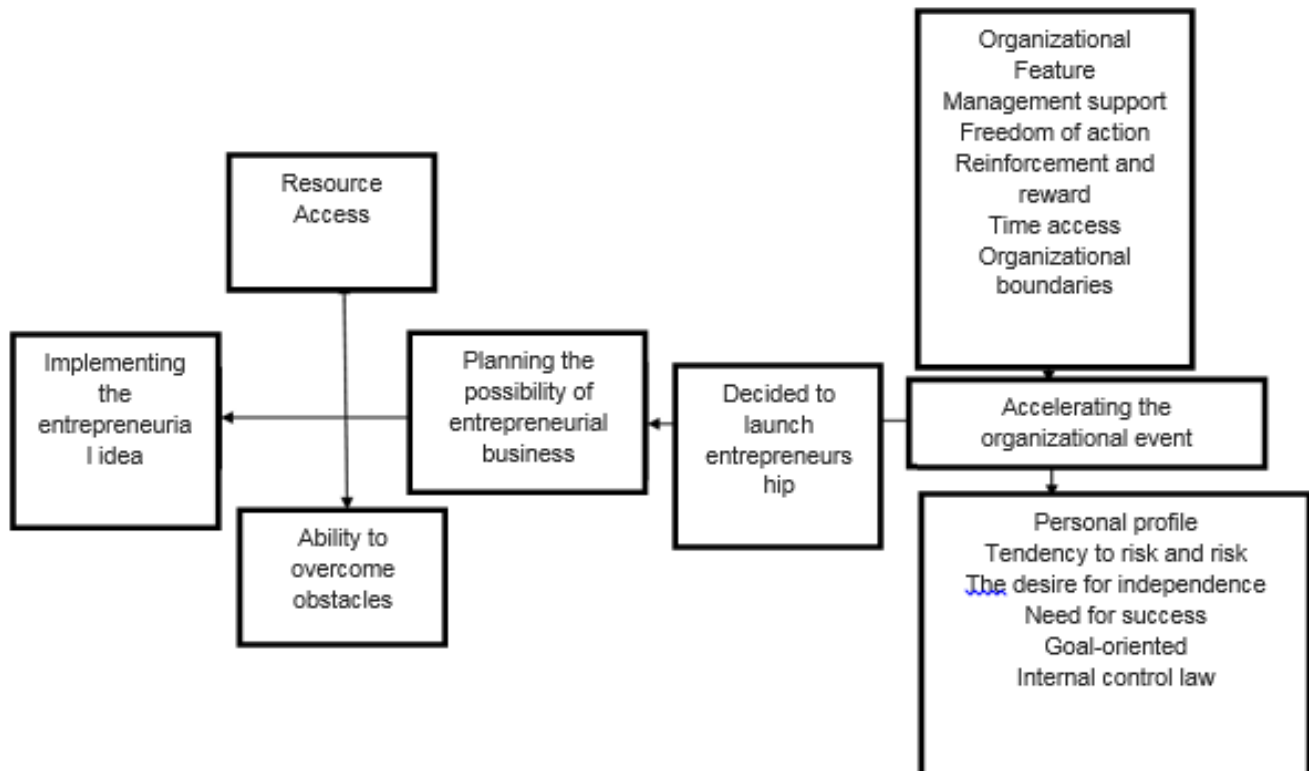
**Accessibility to resources:** The ability of the organization to invest and support the setting up of new units for successful implementation of the work plan is the availability of resources.

**Ability to overcome barriers:** In the entrepreneurial process, there are obstacles such as inappropriate administrative procedures, a task structure, and adverse reward policies that

undermine the achievement of entrepreneurial goals and should be able to overcome them.

**Exercise Thinking:** A complete result of following the steps (17).

**Figure 4** shows these steps:



#### Corteco and Non-Affiliate (2014)

The most important result of organizational entrepreneurship is a long-term outcome. That is, organizations that can better adapt to its own circumstances and survive. This is a very long-term result in today's volatile and highly volatile world. The world economy has made competition even more important than ever. Entrepreneur organizations are better off than old organizations to compete.

They can respond more quickly and more effectively to changes in the external environment. Changes in the environment have diverse origins, including competitors, customers, suppliers, new technologies, government agencies, political institutions and the entire community. Each part of the organization should be able to show the change in organization in the presence of various factors. In addition to long-term outcomes, there are two other advantages for entrepreneurship: first, customer relationship must

be developed. Since customers are one of the most important sources of information, they pay more attention to needs, interests and beliefs. As a result, customers are more satisfied and generally better. It will make pleasure, motivation and more encouragement for work. It also helps to increase morale in relationships among members of organizations. Although the products and services of the organization are mainly focused on entrepreneurship, employees are paying more attention to their work processes. Meanwhile, entrepreneurship, an organization helps to increase the relationship with external people. This can lead to greater organizational accountability in society (19).

#### 3- 2-Knowledge management

An effort is being made to create knowledge management in the organization with work in the Information Technology and Information System unit. The focus of these units is on the technology needed to build knowledge management systems, as well as focusing on individuals and the cultural aspects of knowledge management. If the



technological infrastructure needed to support knowledge management systems is not available, then trying to manage knowledge is waste of time. Also, if people do not manage their knowledge as an input to the system, KM is still failing. Therefore, the three important aspects that need to be considered in creating a knowledge management system are: the organization's people, the technology they need, and culture. Knowledge management can be the process of creating, validating, presenting, distributing and applying knowledge. These five factors in the field of knowledge management provide an organization with training, feedback, retraining or retraining, which is usually required to create, maintain, and restore organizational capabilities (20).

### **Creating Knowledge:**

Creating knowledge refers to the ability of organizations to create new and useful ideas and solutions. Organizations create new realities and concepts in a variety of ways with the development and reorganization of previous and current knowledge.

Creating knowledge is an important process in which motivation; inculcation, experience and chance play an important role. The criterion for measuring new knowledge is its role in solving current issues and innovation in the market. However, it is not recommended that organizations try to create new knowledge under any circumstances. There are several ways in which experiences can be re-tested. In some cases, an organization can improve its capabilities by relying on its capabilities and reducing shortcomings. An organization can build on the stronger core of knowledge by capturing the capabilities of the R & D department, evaluating the external environment, and deploying technology outside the organization. Some organizations may also try to change and organize the existing information (20).

**Accreditation:** Knowledge accreditation refers to the extent to which companies can influence knowledge and assess its effects on the organizational environment. Because over the time, a part of past knowledge needs to be revise and adapted to current realities. Often a continuous and multidimensional interaction between technology, techniques, and individuals is needed to measure the credibility of knowledge.

Accreditation is hard process knowledge of controlling, testing and continuously improving basic knowledge to achieve existing and potential realities. The need for converting knowledge into information and data comes about by changing the facts. Because the advancement in a field creating new information, hypotheses, rules and regulations, and outsources some of the old rules and hypotheses. Therefore, it is essential for organizations to review, test, and continuously increase the validity of basic knowledge to achieve current knowledge (19).

**Presenting knowledge:** Presenting knowledge demonstrates the ways in which knowledge is provided to members of the organization. In general, organizations can take different steps to build their basic knowledge. Nevertheless, organizational knowledge is distributed in different situations, it has various trends and is stored in various print and electronic media, and each one requires a different presentation of knowledge. Due to the existence of these different species, it is difficult to restructure and integrate this knowledge from separate sources for members of the organization. Although members of the organization may find information by organizing data in different databases, but it is still difficult to integrate and modify information in different ways (20).

**Knowledge Distribution:** Knowledge must be shared prior to exploitation at organizational levels within the organization. The interaction between organization technologies, techniques, and individuals can have a direct impact on the distribution of knowledge. The organization's horizontal structure, reinforcement, and open-door policy accelerate the flow of knowledge among sectors and individuals (21).

**Knowledge application:** In general, organizational knowledge should be applied to the organization's products, services and processes. If an organization cannot easily identify the correct form of knowledge in its proper place, it will be difficult to compete in a competitive environment. When innovation and creativity is the path to victory in today's world, the organization must be able to apply the right knowledge in the right place. Organizations have different ways to use their knowledge resources. The evaluation criterion on the usefulness of knowledge is not always clear, yet if an organization knows the

knowledge useful in its current work and activities, it should arrange an order that the working groups can assess and evaluate knowledge (19).

### **Employee empowerment**

In the challenging world facing us, the development of countries and organizations has led to the passage of human development, and talent empowerment and prosperity are the only basis for creating differences and benefits even at the levels of technology. The acceleration of transformation adds to the amount of ambiguity, uncertainty and complexity of the organization every day, and it basically transforms the key competencies that are effective. In order to maintain sustainable competencies, dynamic balance has become a vital principle in this turbulent environment and capable employees, and organizations are affected by factors such as increased global competition, sudden changes, the need for quality and after-sales services, and the availability of limited resources. In these circumstances, managers do not have much opportunity to control their employees, and they must devote their most time and effort to identifying the external and internal environment, and the other routine tasks are left to the staff. Employees can work well when they have the necessary skills, knowledge and ability and they need to know clearly the goals of the organization, the tool that can help the manager in this regard is the empowerment process (22).

Employee empowerment is one of the effective techniques for increasing employee productivity and optimally utilizing their individual and group capacity and capabilities in line with organizational goals. Empowerment is the process of empowering people in a community or social system. In other words, empowerment means creating conditions that individuals can do their work primarily with intrinsic motivation. Secondly, they are fully successful. In other words, empowerment is removing barriers, promoting commitment to goals, encouraging risking aversion, creativity and innovation, and empowering people to solve problems, increasing responsibility, and eliminating fear. In short, empowerment is the end to anything that stops growth, freedom of action, self-confidence, participation and cooperation of individuals (22). Most managers think they are familiar with the concept of empowerment, while only a limited

number of them are familiar with its concept and application. The English word Empower in the Oxford intensive culture means become mighty, give permit, give authority, and become capable. In the term, this word involves the power and freedom to act for its own administration, and in the organizational feeling it means changing culture and courage in creating and directing an organizational environment. In other words, empowerment means the design the organization's structure in a way that people are more likely to take on more responsibilities while controlling them. Empowerments create conditions for employees that they control their working lives and grow sufficiently to take on more responsibilities in the future. In Blanchard's point of view, many managers look at empowerment as a tool that empowers people to make decisions. Many employees also see empowerment as an unconditional release for doing any job. From Whetten & Cameron point of view, empowerment means to free up the forces of individuals to achieve amazing achievements. According to Baruch, empowerment is not just a new word, but it's an introduction to the current tendencies of recent management science; an anecdote of working with people and a change for up-to-down management that today has been added to its importance by introducing new debates such as reengineering and restructuring (23).

Spiretzer suggests that if an empowerment wants to have the necessary function, one should have such feelings before someone gives it. In his view, the replacement of the software approach to capability contributes to this rather than the hardware perspective. In his view, empowerment includes mental imagery as well as objective facts. According to Spritz, empowerment involves important psychological states of the individual in relation to the work environment, which is summarized in four components: feeling of meaning, feeling of competency or self-efficacy, feelings of influence and self-determination (autonomy). The four dimensions of empowerment are described below (24):

### **Competency or self-efficacy**

In fact, people feel that they are capable of performing their tasks with high skill. When individuals become empowered, they feel self-efficiency and feel that they have the ability to carry out a successful job. Empowered people not only feel competent but also feel confident that

they can do the work competently, they feel more personalized and believe they can learn and grow to meet new challenges (25). Competency refers to the degree to which a person can perform job tasks skillfully, and low self-efficacy makes it possible for individuals to avoid situations requiring appropriate skills. According to Bandura, three conditions are needed to make people feel competent: 1) to believe that they have the ability to do work; 2) to believe that they have the capacity to apply the necessary effort; and 3) to believe that no external barriers will make them to do the given job (26).

### **Self-determination (autonomy)**

People become voluntarily and consciously involved in their duties, instead of being forced into or end up in a task; they feel they have the right to choose. In fact their activities are the result of personal liberty and authority. Empowered people feel the ownership and responsible about their activities. They see themselves as leading, inventive and self-initiating people. They are able to take innovative measures, make independent decisions, and test new thoughts. Instead of feeling that their activities are pre-determined, these people are controlled from the outside and see themselves as the focus of control. People who feel empowered are likely to have an internal control center, which means they feel control to what happens to them. From the point of view of managerial schools, freedom of action or autonomy must be proportionate to the type of work and responsibility that the individual has to deal with, as well as there should be balance between the freedom of action and granted powers to the individual (27).

### **Feeling of effectiveness**

Gomez believes that the feeling of effectiveness is the beliefs of the individual at a certain point in time about his ability to change. The empowered people have a feeling of personal control over the results. They believe that they can change by affecting the environment in which they work or the results they achieve. The empowered people do not believe that the barriers to the external environment control their activities, but they believe that those resources can be controlled. They have a feeling of active control, which allows them to match the environment with their desires. Contrary to passive control, in which the

demands of individuals are aligned with the demands of the environment. People who have a feeling of effectiveness tend to maintain their control over what they see rather than responding to the environment (28).

### **Feeling of meaningfulness**

Regardless of organizational constraints, individuals tend to try for goals that have a concept for them. Empowered people feel a feeling of meaningfulness. Meaningfulness means the value of the goals of the job and the individual's interest in the job. Meaningfulness points to the proportion between the work requirements with beliefs, values, and behaviors. They are valued for the purposes, goals or activity they are engaged in, their activities in the value system are important and they are careful about what they produce and believe in it. When people engage in work that they feel it is meaningful, they are more committed to it, and more involved in it, than when a meaningful feeling of job is low, they will concentrate more on that work, and in pursuit of goals. These people are more innovative, higher-ranked, more influential and personally more efficient than those who have low scores in meaningfulness of the job (29).

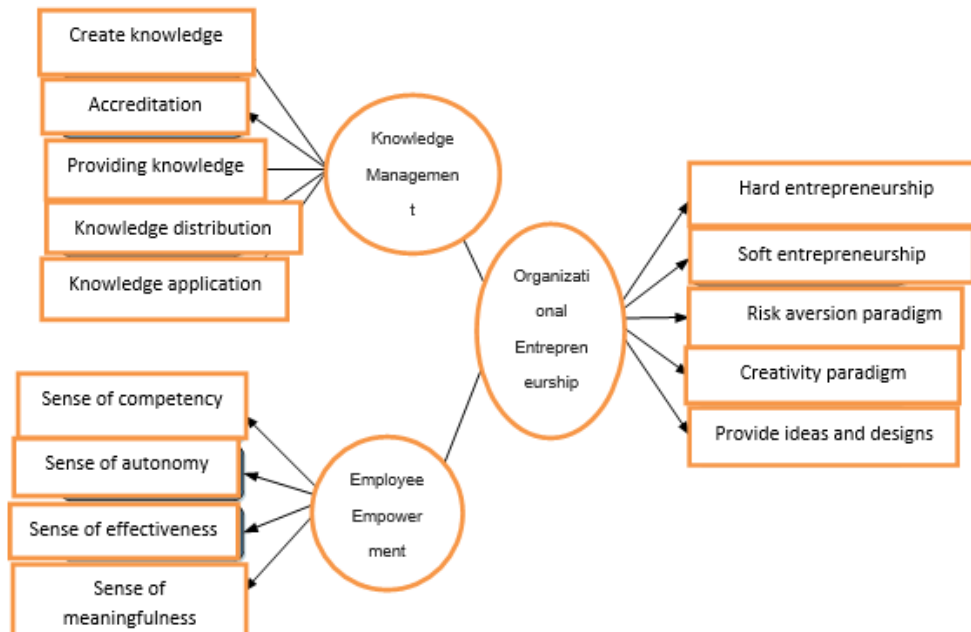
### **Research hypotheses**

Based on the theoretical framework of the research, in order to guide the analysis pathway, six research hypotheses were developed based on the identified findings in the evaluations carried out in the related studies. These hypotheses include:

1. Knowledge management influences organizational entrepreneurship.
2. Employee empowerment influences organizational entrepreneurship.
3. The components of knowledge management (knowledge creation, accreditation, knowledge provision, knowledge distribution and knowledge application) influences organizational entrepreneurship.
4. The components of employee empowerment (feeling of competency, feeling of autonomy, feeling of effectiveness and feeling of meaningfulness) influences organizational entrepreneurship.

The following conceptual model is proposed by evaluating and reviewing internal and external

done studies in the field of the subject matter of this study as well as the presented assumptions in this study:



**Figure 5: The Conceptual Model of the Study from the Knowledge Management Model of Prost et al. (2000), Spiretz Employee Empowerment Model (1995) and Thompson Organizational Entrepreneurship Model (2002)**

**Research methodology**

**Statistical sample**

It is undeniable that the implementation of a research will not be possible without its realms. The statistical society in each research is all elements and individuals that are common in a geographic scale (world or regional) in an industry. The statistical population of this research includes all employees of Iran Khodro Company. According to the definition, the sample consists of a number of people whose characteristics are similar to those of the community and which represent the society and are in harmony with the people of the community. The Cochran relationship was used to select the sample size.

Following is the Cochran relation and its parameters (25):

$$n = \frac{Nt^2 pq}{\epsilon^2(N-1) + t^2 pq} \quad )1($$

In this case, n: the minimum sample size, N: the volume of statistical population, t: the normal variable value of the unit corresponding to the confidence level of  $\alpha-1$ , is considered 1.96: acceptable error rate, equivalent to p, 0.05: estimate the ratio of the variable's characteristic and q: p-1. In this research, the statistical society of Iran Khodro Company is 1000 people. Using the Cochran equation, the number of subjects (statistical sample) was estimated 278, and these individuals that introduced randomly from the statistical communities, were selected as statistical sample. The demographic characteristics of the statistical sample are in accordance with the data in Table 1.

**Table 1: Distribution and percentage of frequency related to demographic variables of subjects**

Employees of Iran Khodro Company		Variable	
frequency percent	frequency		
59.35	165	Male	Gender
40.65	113	Female	
22.30	62	25-30	Age
45.68	127	31-35	
32.01	89	36-40	
8.27	23	Associate Degree	education
73.38	204	Bachelor	
18.35	51	Master degree and higher	
15.47	43	1 to 5	work experience

22.30	62	6 to 10	
52.52	146	11 to 15	
9.71	27	16 to 20	
100	278	total	

According to Table 1, it can be concluded that 59.35% of the individuals were male and the rest of them were female in the statistical sample. Age of 22.30% of individuals is between 25 to 30 years, 45.68% of individuals between 31 and 35, and 32.01% of individuals between 36 to 40 years. The education of 8.27% of the individuals were associate degree, 73.38% were bachelor and 18.35% were masters and higher. The work experience of 15.47% of individuals was between 1 to 5 years, 22.30% of individuals between 6 to 10 years, 52.52% of individuals between 11 to 15 years, and 9.71% of individuals between 16 to 20 years. Also, the results show that most people in this study are male, aged 31 to 35 years old, a bachelor's degree with an experience of 11 to 15 years.

### 5.2 Data and Measurement Scale

Data and information gathering tools include referring to documents, observation, and especially interviews and questionnaires. In this research, after studying the library, according to the obtained information, a questionnaire with standard components in the Likert Five-Scale (Scale one for the totally opposite scale and the Five-Scale for fully agreeing), which is one of the most common measurement scales, is presented in this paper. A study was conducted to design a structural equation model for organizational entrepreneurship with emphasis on knowledge management and staff empowerment. The research questionnaire consists of four sections. In the first part, demographic questions; in the second part, Thomson's Standard Entrepreneurship Questionnaire (2002); in the third part, Knowledge Management Standard Questionnaire (Proust et al. 2000); finally, the Spiretzers Staff Standard Empowerment Questionnaire (1995), has been included in the fourth section.

### 5.3 Validity

In order to validate the scale of the research, the procedure for extracting the components of the measured variables from the research was carried out and then its localization was utilized using experts' opinions as well as an introductory

sample. Accordingly, evaluation of the two features of content validity and measurement scale has been a qualitative judgment. The research questionnaire has 3 content credentials, because the components of the measured variables are taken from the relevant research studies, and the constructs of the questionnaire have been well understood by the members of the statistical sample. For this purpose, a questionnaire was prepared by a pre-test of 10 professors and experts; then, after correction and modification of the materials from them, again, 30 members of the basic statistical community were placed. According to the correctional views of this group, the relevance of the questions was ensured according to the statistical population of the study. Finally, a final questionnaire was used and used for data collection.

### 5.4 Reliability

Cronbach's alpha coefficient questionnaire is one of the most commonly used methods for measuring validity or reliability, which was developed by Cronbach. The purpose of the validity or reliability of the questionnaire is that if the attributes measured with the same instrument and under the same conditions and at different times are re-measured, the results are almost identical. Cronbach's Alpha coefficient is used to measure the level of one-dimensional attitudes, beliefs, and so on. In fact, we want to see how well the respondents have taken the same questions. The basis of this coefficient is based on the scale. Scales are a set of numbers that are assigned on a continuum to individuals, objects, or behaviors in order to quantify the qualities. The Likert scale is the most commonly used scale in social research. On a Likert scale, the work is based on the assumption that the items are weighed. Each score is then given (for example, from 1 to 5 for a 5-point Likert scale), which means that the total score that each individual gets from the points represents his tendency. Cronbach's alpha is generally calculated using one of the following relationships.

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum_{i=1}^k S_i^2}{\sigma^2} \right) \quad (r)$$

or

$$\alpha = \frac{k\bar{C}}{\bar{V} + (k-1)\bar{C}} \quad (r)$$

In this relationship, K: Number of questions,  $S_i^2$ : The variance of i-th question  $\sigma^2$ : The variance of the total sum of questions: The mean of covariance between questions  $\bar{C}$ : The average variance of questions (derived from Allen & Yen, 2002). Using the definition of Cronbach's alpha, we can conclude: (1) Cronbach's alpha will increase as much as a positive affinity between questions, and vice versa, (2) the greater the average variation of questions, the Cronbach's alpha will decrease, (3) The increase in the number

of questions affecting or negative (depending on the correlation between questions) will affect the amount of Cronbach's alpha, (4) Increasing the sample size will reduce the average of the variance of the questions, thereby increasing the Cronbach's alpha. Obviously, as much as the Cronbach's alpha index is closer to 1, the internal correlation between the more inquiries and the resulting questions will be homogeneous. Cronbach's low coefficient of 45% is low, 75% are moderate, and 95% are highly recommended (Cronbach, 1951). Obviously, if the value of an alpha value is low, then it must be checked that by eliminating which questions, the value can be increased. In this research, using SPSS software, Cronbach's alpha for the research variables was measured and the results are presented in Table 4. The results show that the Cronbach alpha value for each of the 17 variables studied in this study is higher than 0.7, so it has an acceptable reliability.

**Table 2: Cronbach's alpha for research variables**

Variable (components)	Coefficient
knowledge management	0.98
Create knowledge	0.98
Accreditation	0.99
Providing knowledge	0.96
Knowledge Distribution	0.97
Knowledge application	0.95
Empowering employees	0.93
Feeling competency	0.93
Feeling of autonomy	0.97
Feeling being Effective	0.94
Feeling meaningful	0.95
Enterprise Entrepreneurship	0.92
Entrepreneurship hard	0.94
Entrepreneurship Soft	0.91
Paradigm of risk	0.96
Creativity paradigm	0.92
Provide ideas and designs	0.93

## 6. Findings

Before testing the assumptions, the appropriate test type must be determined for testing. The type of test is determined on the basis of normal or non-normalized data collected. The Kolmogorov-Smirnov test is used to evaluate and evaluate normality. This test is a distribution matching test for quantitative data. If the researcher has a sample of small amounts and wants to determine

that: Does this sample come from a community with normal distribution? It uses this test.

The normal test of a distribution is one of the most common tests for small samples that the researcher doubts are normal. For this purpose, the Kolmogorov-Smirnov test is a good test. In SPSS software, this test has been used to match four different distributions of normal, Poisson, exponential and uniform. The basis of this method

is the difference between the relative cumulative frequencies of observations with the expected value under the zero assumption. The zero assumption states that the selected sample has a normal distribution (Poisson, exponential, or uniform). The Kolmogorov-Smirnov test compares the cumulative probabilities of the values in the data set with the cumulative probabilities of the same values in a particular theoretical distribution for the distribution matching. If the difference is large enough, this test will show that the data is not consistent with one of the theoretical distributions. In this test, if

the level of significance is less than 5%. The null hypothesis is rejected, that is, data cannot be of a specific distribution, such as Normal, Poisson, Exponential, or Uniform.

In this study, Kolmogorov-Smirnov test was used to test the data of the variables of the research. Therefore, the null hypothesis and argument are presented in the following form: Zero assumption: the distribution of data is not normal and assumption of the proof: the distribution of the data is normal. The results of the Kolmogorov-Smirnov test are presented in Table 5.

**Table 3: The result of the Kolmogorov-Smirnov test**

Variable (components)	Test coefficient	Significant level
knowledge management	<b>1.29</b>	<b>0.67</b>
Create knowledge	1.88	0.96
Accreditation	0.91	0.91
Providing knowledge	1.44	0.97
Knowledge Distribution	1.8	0.7
Knowledge application	1.61	0.92
Empowering employees	<b>1.02</b>	<b>0.84</b>
Feeling competency	2.53	0.56
Feeling of autonomy	1.58	0.62
Feeling being Effective	1.93	0.57
Feeling meaningful	2.68	0.85
Enterprise Entrepreneurship	2.11	0.67
Entrepreneurship hard	1.44	0.97
Entrepreneurship Soft	1.8	0.7
Paradigm of risk	1.61	0.92
Creativity paradigm	1.02	0.84
Provide ideas and designs	1.88	0.96

Outputs from statistical software on the normal distribution of knowledge management variables (knowledge creation, accreditation, knowledge provision, knowledge distribution and knowledge use), empowerment of employees (feeling of competency, feeling of autonomy, Feeling of being Effectiveness and feeling of significance) and organizational entrepreneurship (Hard Entrepreneurship, Soft Entrepreneurship, Risk Paradigm, Creativity Paradigm and Ideal and Design Presentation) show that at a significant

distribution of knowledge management variables level of 5%, the assumption is zero and data is normalized.

### 6 - 1. Test hypotheses

The structural equations model is used to evaluate the hypotheses one and two. Using the Smart PLS software, the structural equation model was calculated in the standard estimation and in the case of meaningful coefficients and is shown in Figures 6 and 7.





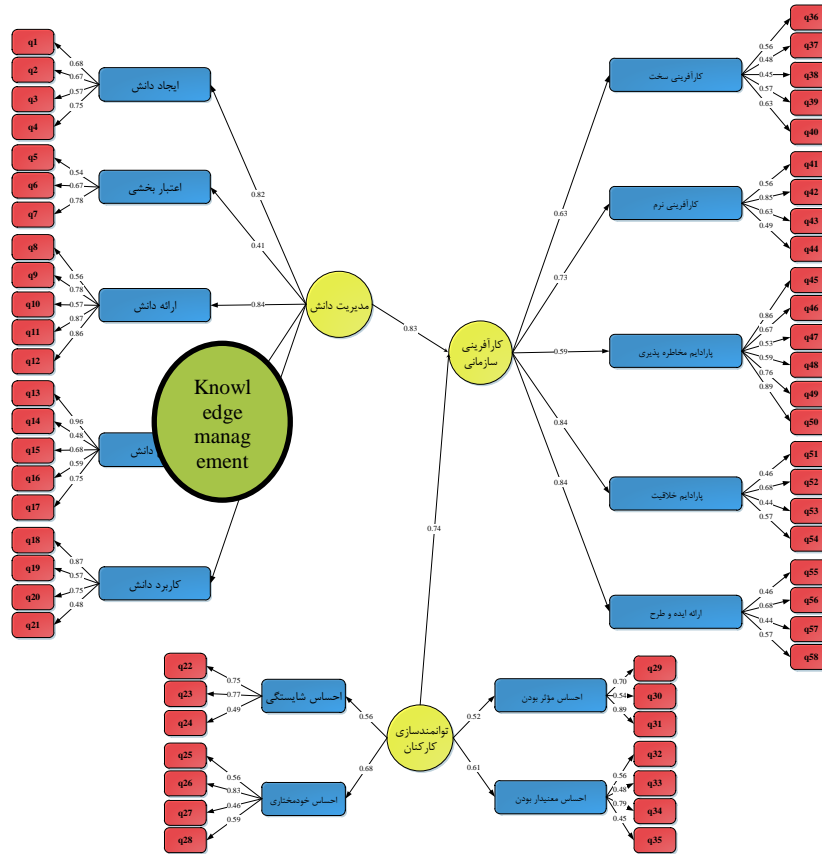


Figure 6: Structural Equation Modeling Model in Standard Estimation

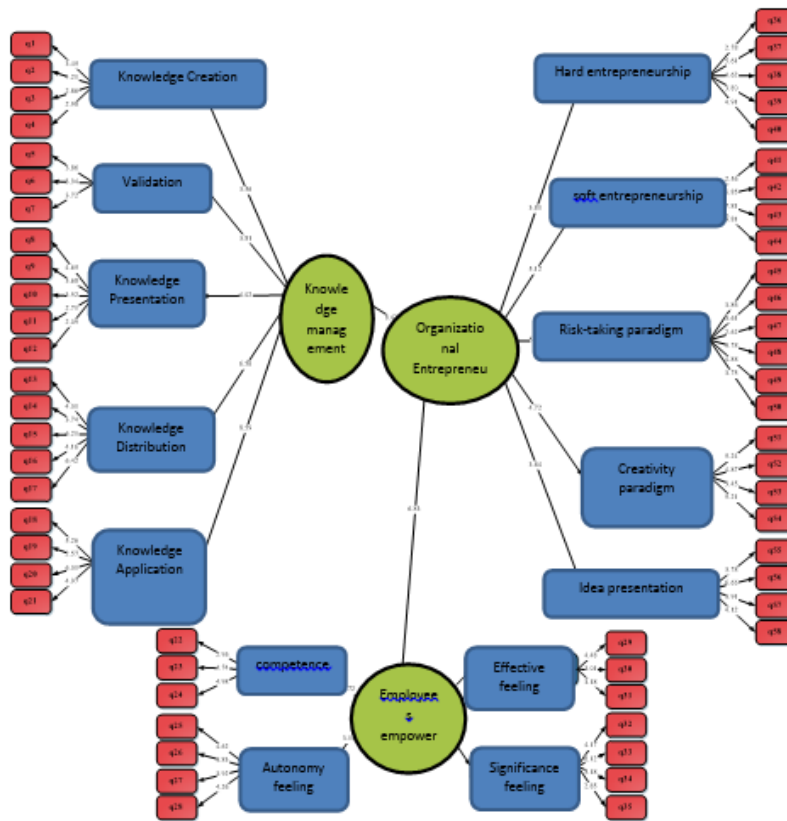


Fig. 7: Structural Equation Modeling of Demonstration in Significance Modes

In factor analysis, if a variable is not dimensional and directly measured by questionnaire questions, it has a factor analysis and is a one-step variable that is known as the first-order validation factor analysis. In this regard, the relationship between observable variables (questions) and the main variables is examined. But if a variable has a dimension, it has two factor analyzes and is known as second-order factor analysis. In this confirmatory factor analysis, the relationship between the questions of the questionnaire and the dimensions of the main variable (first factor confirmation factor analysis) and the relationship between the dimensions of the variable with the main variable itself (second factor confirmation factor analysis) is evaluated (26). In this study, all three variables are harvest management, organizational reputation and organizational image with dimensions, so they have second-order confirmatory factor analysis. In factor analysis, if an observable variable is well evaluated, the factor load (the reported numbers on the first-order confirmation factor model arrows in the standard estimation arrows) is greater than 0.4 and the significance level (report numbers on the arrows of the first-order confirmation factor

model in the case of meaningful coefficients (also greater than 1.96 or less than -1.96). The results obtained from the first-order confirmation factor analysis show that all questions with factor loadings greater than 0.4 and a significant level greater than 1.96. Therefore, all questions are considered for structural equation modeling. On the other hand, the dimensions of the original variable are explained well as the main variable, whose factor load (the reported numbers on the second-order confirmatory factor analysis model arrows in the standard estimation arrows) are greater than 0.4 and the significant level (numbers reported on The second-order confirmation factor model arrows in the case of meaningful coefficients (also greater than 1.96 or less than -1.96). The results obtained from second-order confirmatory factor analysis show that all dimensions in this study have a factor load of more than 0.4 and a significant level greater than 1.96. Therefore, its model is suitable and all numbers and parameters of the model are significant. To assess the degree of fitness of the model, specific indicators are used, which in Table 4, the calculated rates of these indicators are compared with the allowed amount.

**Table 4: Comparison of the fitness fitting of the model with the permitted amount**

Indicator	Symbol	Allowed amount	Calculated coefficients	Result
Good fit index	GFI	Higher than 0.9	0.95	Good fit
Adjusted fitness goodness index	AGFI	Higher than 0.9	0.94	Good fit
Root Mean Average Squared Reserved Standardized	RMR	Close to zero	0.08	Good fit
Normative fit index	NFI	Higher than 0.9	0.98	Good fit
Fit index increased	IFI	Higher than 0.9	0.98	Good fit

The model is a good structural equation model, which means that if the calculated coefficients are allowed outside the range, then that weak indicator is fitted. The status of the indicators of the structural equation model presented in Figures 6 and 7 is shown in Table 4. The comparison of the columns of the calculated coefficients with the allowed range column indicates that the fitting indices of the model are suitable. After examining

the goodness of the structural equation model, we evaluate the hypotheses 1 and 2.

**Hypothesis 1:** Knowledge management affects organizational entrepreneurship.

the load factor and the significance level of the structural equation model presented using the Smart PLS software are used in order to evaluate this hypothesis, the results of which are presented in the following table.

**Table 5: Analysis of the structural equations of the first hypothesis**

Path		load factor	Significant level	result of the hypothesis
independent variable	Dependent variable			
knowledge management	Organizational Entrepreneurship	0.83	8.42	Acceptable

Based on the analysis of structural equations, the standard coefficient between two variables of organizational knowledge management and entrepreneurship is 0.83, and according to the significant coefficient (8.42), which is greater than 1.96, Therefore, the null hypothesis is rejected and the assumption of the proof is verified. It can be concluded that knowledge management has a positive direct, meaningful effect on organizational entrepreneurship.

**Table 6: Analysis of structural equations of the second hypothesis**

Path		Load factor	Significant level	result of the hypothesis
independent variable	Dependent variable			
Empowering employees	Organizational entrepreneurship	0.74	6.73	Acceptable

Based on the analysis of structural equations, the standard coefficient between the two variables of employee empowerment and organizational entrepreneurship is 0.74, and according to the significant coefficient, (6.73) which is greater than 1.96, Therefore, the zero assumption is rejected and the assumption of the proof is verified. It can be concluded that empowerment of employees has positive, direct, and meaningful effects on organizational entrepreneurship.

**Table 7: The results of regression analysis for the third hypothesis**

variable	Dependent: Organizational Entrepreneurship			
	Regression coefficient	Standard deviation	F statistic	Significant level
Constant factor	0.16	0.140	12.810	0.045
Create knowledge	0.34	0.124	13.790	0.033
Accreditation	0.16	0.145	12.930	0.012
Providing knowledge	0.37	0.132	13.940	0.014
Knowledge Distribution	0.45	0.124	14.850	0.028
Knowledge application	0.37	0.036	10.61	0.002
F statistic	3.56			
The Significance of the F statistics	0.003			
Camera-Watson	1.932			
R value (relationship)	0.67			
Square R (coefficient of determination)	0.45			

Therefore, the first hypothesis of the research is confirmed.

**Hypothesis 2:** Employee empowerment has effect on organizational entrepreneurship.

The load factor and the significance level of the structural equation model presented using the Smart PLS software is used in order to evaluate this hypothesis. The results of which are presented in the following table.

Therefore, the second hypothesis of the research is confirmed.

**Hypothesis 3:** The components of knowledge management (knowledge creation, accreditation, Providing knowledge, knowledge distribution and application of knowledge) have effect on organizational entrepreneurship.

Regression analysis using SPSS software was used to investigate this hypothesis. The results are as follows.

The value of R obtained from the univariate regression test can be stated that the relationship

between the components of knowledge management (knowledge creation, accreditation, providing knowledge, knowledge distribution and knowledge application) and organizational entrepreneurship is 0.67, on the other hand, the coefficient of determination is 0.45, which indicates that knowledge management components explain about 45 percent of the variables of organizational entrepreneurship. On the other hand, the Watson camera statistics are at 1.932, which indicates a lack of self-correlation between the waste estimated equations. The significance level obtained for the model is also less than 5%, which shows that the proposed model is significant and the linear relationship between the components of knowledge management (knowledge creation, validation, knowledge provision, knowledge distribution and

application of knowledge) and organizational entrepreneurship is established. Regression coefficients in regression model indicate that the effect of knowledge management components (knowledge creation, accreditation, knowledge provision, knowledge distribution and knowledge application) on organizational entrepreneurship is significant and with respect to the sign for these positive effects.

**Hypothesis 4:** The components of employees' empowerment (feeling of competency, feeling of autonomy, Feeling of being Effectiveness and feeling of being significance) have effect on organizational entrepreneurship.

Regression analysis using SPSS software was used in order to investigate this hypothesis, the results are as follows.

**Table 8: The results of regression analysis for the fourth hypothesis**

variable	Dependent: Organizational Entrepreneurship			
	Regression coefficient	Standard deviation	F statistic	Significant level
Constant factor	0.41	0.134	14.140	0.021
Feeling of competency	0.22	0.134	12.400	0.030
Feeling of autonomy	0.39	0.140	12.340	0.024
Feeling of being Effective	0.18	0.141	13.320	0.037
Feeling of meaningful	0.51	0.127	12.720	0.039
F statistic	4.24			
The significance of the F statistics	0.002			
Camera-Watson	2.683			
R value (relationship)	0.58			
Square R (coefficient of determination)	0.34			

Regarding the R value obtained from the univariate regression test, it can be stated that the relationship between the empowerment components of employees (feeling of competency, feeling of autonomy, feeling of effectiveness and feeling of significance) and organizational entrepreneurship is 0.58 on the other hand, the coefficient of determination is 0.34, which indicates that employees empowerment components explain about 34 percent of organizational entrepreneurial variables. On the other hand, the Watson Camera statistic is 2.683, which indicates the lack of correlation between the estimated waste equilibrium. The significance

level obtained for the model is also less than 5%, which shows that the proposed model is significant and the linear relationship between employee empowerment components (feeling of competency, feeling of autonomy, feeling of effectiveness and feeling of significance) and organizational entrepreneurship is established. Regression coefficients in regression model show that the effect of empowerment components of employees (feeling of competency, feeling of autonomy, feeling of effectiveness and feeling of significance) is significant on organizational entrepreneurship and with respect to the sign of these positive effects.

### 3. Conclusion

With the increasing problems and complexity of organizations, the need for better and knowledge-based solutions and empowerment of employees is increasingly important for the organization's entrepreneurship. Therefore, in this research, the researcher decided to present a model of the effect of KM with emphasis on the role of employee empowerment on the amount of organizational entrepreneurship in the automotive industry from the viewpoint of employees of IranKhodro Company. The findings of the research were based on structural equation modeling. Knowledge management had a positive and significant effect on organizational entrepreneurship from the viewpoint of IranKhodro employees. In other words, if the managers and officials of this organization pay attention to the management of knowledge and its dimensions, organizational entrepreneurship will be realized in the personnel of IranKhodro. According to previous studies, this result of the research was consistent with the results of Jiao et al. (2014), Innovation and Entrepreneurship Design by Knowledge Management (18) and Dilmaghani and Namvar (2016), entitled "The Effect of Knowledge Management Effects on Dynamism in Knowledge Organizations" (26). As Dilmaghani and Namur showed in their research, the impact of knowledge management processes, including knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection have a positive and significant effect on dynamic capabilities. Organizational equipping with professional knowledge, knowledge gains, organizational knowledge categorization, and knowledge utilization to solve organizational problems and transfer of organizational knowledge among employees seems to enhance organizational entrepreneurship due to the significant role that organizational development plays in the innovation of employees. Another finding of the research showed that empowerment of employees on organizational entrepreneurship has a positive and significant effect on the viewpoint of employees of Iran Khodro. In other words, if the organization moves towards employee empowerment, then the organizational entrepreneurship is developing day after day. This result of research was consistent with the results

of Khalifeh Soltani et al. (2017), the effect of transformational leadership on the psychological empowerment of employees for the development of entrepreneurial capabilities and activities in the organization (3) and Mirmohammadi et al. (2017), as the key factors for the empowerment of employees (4). As Khalifeh Soltani et al in their research showed that transformational leadership has an effect on psychological empowerment; it ultimately enhances the capabilities and activities of entrepreneurship in the organization. Therefore, it seems that improving the ability of employees and creating conditions and opportunities for the development of their talents, their abilities and competencies as an underlying factor in improving and developing the capabilities and activities of entrepreneurship in order to be flexible and increase the capacity of innovation and innovation is effective. And consequently fulfill the organizational entrepreneurship in IranKhodro Company. According to a general look at the results of this research, the design of a knowledge-based structure at all levels of the country's organizations will be effective in improving the entrepreneurial status of these organizations. In this regard, the headquarters will play an important role as producers and national knowledge holders. Therefore, it is necessary that the managers of the high levels of IranKhodro be concerned about the training and empowerment of their employees more and more and one of the first activities to be considered by the managers of this organization. And it is emphasized in different sections, educational needs based on the acquisition of knowledge is one of the components of knowledge management and the establishment of continuing educational programs in different parts of Iran Khodro. To this end, while empowering employees, organizational entrepreneurship will be developed within this organization.

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