



ORGANIZATIONAL STRUCTURE AND TENDENCY TO ENTREPRENEURSHIP IN THE HOSPITAL

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Abstract:

To develop a society, we need to develop organizations. One of the trends in the development of organizations is their movement towards entrepreneurship. To reach an entrepreneurial organization, the role of the structure of that organization plays a special role in this matter. The general purpose of the present research is to determine the effect of organizational structure on the tendency to entrepreneurship of Imam State Hospital employees. The structure of the organization consists of three components: "complexity", "formality" and "concentration", and based on this three sub-hypotheses were formed to prove the main hypothesis of this research. The current research is of a descriptive type and considering that the data collection tool is distributed and collected in the statistical community and among the subjects, it is a survey type of research. This research has a practical purpose. The statistical population of this research consists of all the employees of Imam State Hospital in Tehran in 1402 which are 250 people in total. Cochran's formula was used for sampling, and the desired sample number was 148 people. The sampling method in this research is simple random sampling. The data collection tool is a questionnaire, the validity of the questionnaire has been confirmed through statistical tests and its reliability using Cronbach's alpha coefficient, so that the value of the alpha coefficient for the entire questionnaire was 0.885. Also, the method of structural equation modeling has been used to analyze the data. The results of the analysis of the research hypotheses using the structural equation model showed that the organizational structure has a significant effect on the entrepreneurship tendency of hospital employees in the northern region of Tehran.

Keywords: tendencyEntrepreneurship, organization structure, hospital

1. Introduction

In modern organizations, the establishment of entrepreneurial thinking and its use is inevitable, and the vision and ability of employees is the cause of the birth and death of organizations. Cultivating and strengthening the entrepreneurial spirit in the organization requires providing a suitable platform, and one of the necessary platforms is a suitable organizational structure and organization. Meanwhile, entrepreneurship as a movement engine (Yun et al., 2016 It is called economic development. In fact entrepreneurship is the main factor in creating creativity and innovation. According to the definition, entrepreneurship is a process that the entrepreneur directs in the right direction to achieve the goals, and these two concepts are complementary to each other and have become an important place due to

extensive developments in different dimensions (Maqimi, 2016). Entrepreneurship plays a vital role in improving productivity and economic growth. At the same time with the increasing trend of economic, social and cultural developments that all (Wales et al., 2020) It has affected the dimensions and pillars of organizations and created new expectations and requirements, the role and duties of managers and leaders have also changed drastically. On the one hand, and providing effective educational opportunities for learning and mastering new management knowledge and skills, on the other hand, are the two fundamental missions of the aforementioned institutions and centers. In order to achieve their goals in a complex, competitive, dynamic and uncertain environment, organizations urgently need technological and organizational innovations that can be achieved through different strategies (Yarahmadi, 2019). Organizational entrepreneurship is also a process that must be encouraged, praised, supported and appreciated for survival, which leads to providing innovation in products, services and processes through the induction of an entrepreneurial culture in an organization. Organizational entrepreneurship introduces innovation as the factor of life and survival of the organization in today's scene of intense competition due to the ever-increasing, rapid and complex changes in the environment. Therefore, knowing the characteristics of the suitable platform for the attraction and growth of entrepreneurs is the first step and the most fundamental problem of today's organizations is considered (Demiral 2016)

Undoubtedly, the driving engine of economic development in the world today is entrepreneurship using innovation, technology and technology. In addition to extensive activities in the field of entrepreneurship, global societies are seeking to realize as much as possible the concept of sustainable development, which is considered one of the basic issues in development. Perhaps it can be said that "creating a healthy life and promoting well-being for everyone at all ages" is the most important and direct goal of sustainable development that is related to the health field. This case is one of the necessities and needs of every human society, which will always exist as a serious need, therefore, preserving human health is a basic and social investment and an important prerequisite for the realization of this matter is development. <https://medlean.ir/mag/entrepreneurship-in-healthcare>

The current period is not the period to wait for a new search engine from Google or another messenger software from Telegram. Rather, what our world needs are better drugs, appropriate vaccinations, effective health care systems, and preventative medicine for people living in poverty. In fact, health entrepreneurship has a philanthropic perspective in its nature, which of course is also considered a very good business opportunity. All businesses must be profitable to survive. In today's world, people have more needs for preventive maintenance and personal health, which is a great introduction to creating thousands of suitable opportunities in non-pharmaceutical fields. It may be hard to believe that there is an investment of 16 billion dollars in the sport of yoga, which works on the individual needs of people. (<https://www.forsatnet.ir/831-28.html>)

Capital attraction and entrepreneurship in the field of treatment has reached a point where the courses of MBA¹ is being held for doctors In this regard, Alireza Bahrami, the head of Iran's Shahid Beheshti Medical Sciences Academic Jihad, also stated in a meeting that the process of entrepreneurship and innovation is growing in the country, referring to the process of launching the 2nd "MBA Health²" courses in the Academic Jihad, he said: The size of this course and the instructors of the MBA Health course are the pioneers of entrepreneurship in the country and have successfully organized five "Health MBA" courses, the most important result of which is the change in the perspective and attitude of students and graduates towards employment in the field. It is health, the field of entrepreneurship in the field of health in hospitals is treatment centers, 80 to 90% of the country's health budget is spent in treatment centers, so entrepreneurship makes sense in these treatment centers instead of factories. (<https://www.salamatnews.com/news/287533/>)

Many university hospitals are unprofitable due to their government management, a solution should be provided to correct and organize these conditions. My suggestion is that one of these hospitals, under the supervision of the university president, should be handed over to entrepreneurial and innovative professors, so that by presenting new ideas, its management and administration can be transformed by reducing costs and improving quality. (<https://www.salamatnews.com/news/287533/>)

1. Master of Business Administration
2. Health MBA
3. Timmons

However, one of the most important ethical dilemmas faced by the medical entrepreneur is the need to create a profitable business while implementing his social responsibility in the field of community health. Today, an important issue in medical care is the lack of appropriate treatment facilities and services, especially for people with low income levels, and the widening of the rural-urban gap.

Even if entrepreneurs take responsibility for free clinics, they will not be able to fill the social gaps in the field of health. However, communication with non-governmental organizations and regular volunteer work by employees in rural camps can help them fulfill their social responsibility. (<https://modirinfo.com/conte>)

Considering the things mentioned above and the importance of entrepreneurship in the field of health and treatment, the main issue in this research is what effect does the organizational structure of the hospital have on the entrepreneurial tendency of hospital employees?

2. Theoretical foundations and research background

2-1. Organizational entrepreneurship

Entrepreneurship involves finding, evaluating and developing an opportunity by overcoming powerful forces that resist the creation of something new. which includes four stages of identifying and evaluating opportunities; developing a business plan; The combination of required resources and business management is established. According to Timmons³The entrepreneurial process originates from opportunities and is guided by an entrepreneur or an entrepreneurial team. In this integrated and creative process, entrepreneurship is more successful if it spends less resources to achieve the same goal and should establish a favorable balance between the components (Zahedi Mazandarani, 2013). Organizational entrepreneurship is a process in which products or processes are innovated through induction. and creating an entrepreneurial culture in an already established organization. In another definition: Entrepreneurial activities are activities that are derived from organizational support in order to achieve unprofitable results.(According to Walz et al. (Zhang et al., 20082020) According to Walz et al. (2020), there are various forms of entrepreneurship in the employees of the organization, and every organization should create a special and suitable model for itself. Today, organizations and their systems are placed in an environment full of challenges and transformations therefore, it is necessary to survive and continue the life of the organization in such an environment, keeping pace with the changes in the environment and responding to them correctly and timely. Correct accountability requires correct decision-making, which requires the all-round efforts of managers and stakeholders of each program and decision. It is clear that in all decision-making situations, all aspects of work and decision are not clear and therefore, among the things that must be taken into consideration during decision-making, there are possible or certain risks that can affect the results of the decision taken, and this is the area discussed in risk-taking behavior. (Karami, 2019).

2-2. Organizational structural dimensions and organizational entrepreneurship

1-2-2. Complexity

If the organization has complexity on the horizontal level (number of jobs and tasks) or on the vertical level (number of management positions) and its organizational communication becomes more legal and formal, the possibility of group interaction in the organization is greatly reduced and this makes the organization from His entrepreneurial goals are far away. The research conducted in this regard also confirms the negative relationship between the complexity of the structure and organizational entrepreneurship.

2-2-2. formality

In a situation where the organization has high formality, people do not have freedom of action. The work does not have acceptable and tolerable flexibility and the occurrence of different behaviors is denied from the employees. In this situation, because learning will not play a role in advancing the

program and improving performance. Therefore, employees will lose the desire to learn. While in an entrepreneurial organization, learning, flexibility and risk acceptance are considered central principles by the organization. In other words, an organization can be considered an entrepreneur in a situation where, while accepting risk, it entrusts the power of decision-making and competent judgments to its members and allows them to use individual creativity in doing things. This meter is possible when the amount of instructions, directives and operational standards is reduced as much as possible and employees are given the opportunity to show their abilities.

2-2-3. Focus

In entrepreneurial organizations, where the decision-making authority should be delegated to units and individuals so that they can design and implement the right move at the right time, the concept of concentration fades and due to the creativity, talent and intellectual and executive power of the specialists and experts of such organizations, the lack of focus will have a clear effect. Meanwhile, other content dimensions of the organization, especially size and technology, also have a significant effect on the level of concentration. So that the bigger the size of the organization, or the more the organization benefits from the presence of experienced specialists and has a communication network that is suitable for today's technology, the issue of delegation and decentralization becomes more meaningful. If the employees are qualified in terms of expertise, the risks related to delegation will be reduced and the ground for decentralization will be provided (Qanae Basiri, 2018). Many management levels need constant controls, and the existence of a conservative culture prevents entrepreneurial activities from taking place in large organizations. Another issue is that organizations pay attention to short-term profits and adjust strategies that take short-term actions. Another issue is the lack of entrepreneurial talent because real entrepreneurs prefer the independent entrepreneurial life to a more secure life in the company. They may first work in large companies. But after a few years they leave there. The last problem is also related to incorrect methods of reward. Any type of salary program that is based on working hours or monthly salary does not create incentives for entrepreneurs, although financial rewards are not particularly important for entrepreneurs, but some reward mechanisms should be established to continue innovation.

2-3. Research background

In Table 1, researches related to the research topic have been analyzed and collected:

Table 1. Conducted internal research

researcher/researchers	Year	Title	Target	hypothesis/hypotheses	Results
karami	2020	Investigating the effect of organizational structure on the entrepreneurial spirit of the staff of the deputy medical staff of jundishapur university of medical sciences, ahvaz	Determining the effect of organizational structure on the entrepreneurial spirit of the staff of the Deputy Medical Staff of Jundi ShaporaHovaz University of Medical Sciences	Organizational structure (complexity, concentration and formality) has a positive and significant effect on organizational entrepreneurship and formality on entrepreneurship.	The average of the components of organizational entrepreneurship in the medical department of the university was above the average, and the organizational structure had a positive and significant effect on organizational entrepreneurship and formality on entrepreneurship. Also, complexity had a negative and significant effect on entrepreneurship, focus on entrepreneurship had a positive and insignificant effect.
Zali and razavi	2018	The effect of organizational structure on the entrepreneurial orientation of people in the studied organization: Tehran University Libraries (campuses located in Tehran)	Determining the effect of organizational structure on the entrepreneurial tendency of people of the studied organization: Libraries of Tehran University (campuses located in Tehran)	The organizational structure has a positive and significant effect on the entrepreneurial tendency of the organization's people.	The organizational structure has a positive and significant effect on the entrepreneurial tendency of the organization's people
moghimi	2017	The relationship between	Investigating and determining the	There is a significant relationship between	Complexity, formality, and concentration have an inverse

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		organizational structure and organizational entrepreneurship in the organization of agricultural jihad in North Khorasan province	relationship between organizational structure and organizational entrepreneurship in the organization of agricultural jihad in North Khorasan province	organizational structure and organizational entrepreneurship in the organization of agricultural jihad in North Khorasan province.	(negative) relationship with organizational entrepreneurship, and among the three variables, concentration has the most relationship and complexity has the least relationship with organizational entrepreneurship.
Valz and colleagues	2020	Entrepreneurial tendencies in the bank	Investigating and determining the factors affecting entrepreneurial tendencies in the bank	There is a significant relationship between organizational structure dimensions (formality, complexity, and organizational focus) and organizational entrepreneurship dimensions (innovation, risk-taking, and pioneering).	There is a significant relationship between the dimensions of organizational structure, i.e., formality, complexity, and organizational focus, with the dimensions of organizational entrepreneurship, including innovation, risk-taking, and pioneering. The degree of correlation of organizational structure dimensions with organizational entrepreneurship is equal to formality, complexity and focus.
Chongo and colleagues	2018	Factors affecting the sustainability of entrepreneurship in employees of small and medium industries	Investigating and determining the factors affecting the sustainability of entrepreneurship in employees of small and medium industries	Focusing on employees' orientation towards entrepreneurship has a positive and meaningful effect. Formality has a beneficial and meaningful effect on employees' tendency to entrepreneurship has it. Complexity has a positive and significant effect on employees' tendency towards entrepreneurship.	Among the three factors of concentration, formality and complexity, only the factor of organizational concentration has a positive and significant effect on employees' tendency to entrepreneurship. Therefore, the structure has a significant positive effect on entrepreneurial orientation.
Rojovania and colleagues	2017	The influence of organizational factors on entrepreneurship	Examining and determining the effect of organizational factors on entrepreneurship	Organizational factors have an effect on entrepreneurship. Resource management systems Humanity has an effect on entrepreneurship. Organizational culture has an effect on entrepreneurship. Organizational leadership has an effect on entrepreneurship. Organizational structure has an effect on entrepreneurship.	The results of the correlation analysis show that the relationship between 5 organizational factors and the tendency towards entrepreneurship is positive. Also, the regression results show that despite the positive relationship between organizational structure and entrepreneurship, organizational structure cannot be a predictor of entrepreneurship. Also, based on the analysis of t values, human resource management systems, culture and leadership behavior have a positive and significant effect on the level of entrepreneurship. But control systems and structure do not have a significant effect on entrepreneurship, although their relationship has been reported in the hypotheses of the positive correlation test.
Admiral	2016	Individual and organizational factors affecting organizational entrepreneurship	Investigating and determining the effect of individual and organizational factors on organizational entrepreneurship	Individual factors have an effect on organizational entrepreneurship. Organizational factors have an effect on organizational entrepreneurship.	The coefficient of influence of the components in the organizational structure in creating a knowledge-based economy alone was the highest coefficient of influence in the component of comprehensive attention to innovation and the lowest in the component of informal and council decision-making.
Yoon and colleagues	2016	Evaluating factors affecting the tendency to entrepreneurship	Evaluating and determining the factors affecting the trend towards entrepreneurship	Organizational structure has a significant effect on entrepreneurial orientation. The reward system has a significant effect on the tendency to entrepreneurship. Management support has a significant effect on entrepreneurial orientation. Organizational culture has a significant effect on entrepreneurial orientation.	The reward system, managerial support and organizational culture have more explanatory power than other factors on the idea of employee entrepreneurship.

The variables of the research include organizational structure according to the dimensions of complexity, formality and concentration as independent variables and tendency to entrepreneurship as a dependent variable based on the research of Walz et al.

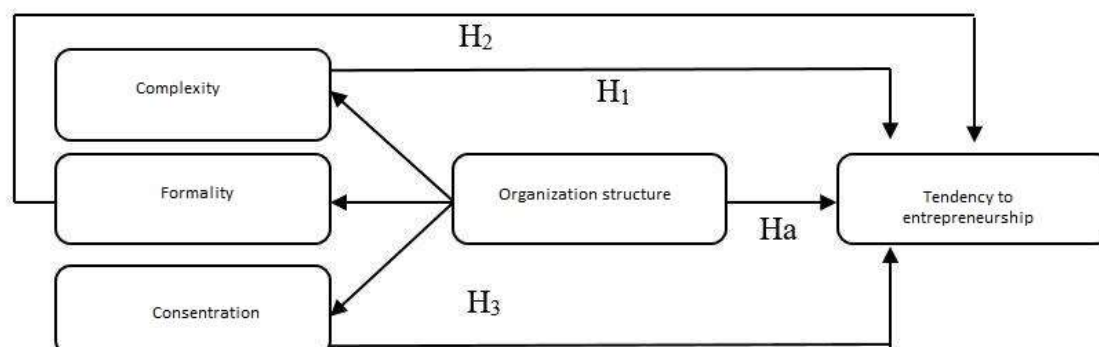


Figure 1. Research conceptual model: Walls et al. (2020)

Hypotheses

The main hypothesis

The organizational structure has an effect on the entrepreneurship tendency of Imam State Hospital employees.

Sub-hypotheses

1. Complexity has an effect on the entrepreneurship tendency of the researched hospital employees.
2. Formality has an effect on the entrepreneurship tendency of the researched hospital employees
3. The focus has an effect on the entrepreneurship tendency of the researched hospital employees.

3. Methodology

The current research is of a descriptive type and considering that the data collection tool is distributed and collected in the statistical community and among the subjects, it is a survey type of research. This research has a practical purpose. The statistical population of this research is all the employees of Imam State Hospital in 1401 in the number of 250 people. Morgan's table is used for sampling, and the number of samples is determined to be 148 people with 95% reliability. The sampling method is simple random sampling. In order to collect data, Jugaratnam and Chingik (2006) organizational structure questionnaire and Chadwick et al. (2008) entrepreneurial tendency questionnaire were used. Due to the standard nature of the used questionnaires, their validity is naturally confirmed.

4. Research findings

Measurement model fit

In the structural equation modeling method in PIs Smart, three criteria of reliability, convergent validity and divergent validity are used to check the fit of measurement models.

According to Fornell and Larker (1981), reliability in PLS method is measured using factor loading coefficients, Cronbach's alpha coefficients and composite reliability (CR). Factor load is a numerical value that determines the intensity of the relationship between a hidden variable and the corresponding manifest variable during the process of path analysis. The higher the factor loading value of an index in relation to a specific structure, the greater contribution that index plays in explaining that structure. Also, if the factor load is a negative index, it indicates its negative effect in explaining the related structure. In other words, the question related to that index is designed in reverse. The appropriateness of factor loading coefficients is 0.4 (Khaki, 1401: 20).

In the current research, as it is clear from the table, all the coefficients show the appropriateness of this criterion. All factor loadings are above 0.4 and are significant at the 99% confidence level, which indicates that the indicators (indicator variables) explain the conceptual variables well.

As can be seen in Table 2, the investigations show that the Cronbach's alpha coefficient and the combined reliability of all structures are more than the minimum acceptable value of 7.00; Therefore, the constructs of this study have good reliability.

Table 2. Composite reliability, Cronbach and convergent validity and common values

Variable	objects	factor load	Reliability coefficient of the composition(CRI)	Cronbach induction reliability coefficient	mean variance	$\overline{R^2}$
Tendency to entrepreneurship	Entrepere_01	0,793	0,934	0,920	0,640	0,470
	Entrepere_02	0,792				
	Entrepere_03	0,807				
	Entrepere_04	0,823				
	Entrepere_05	0,823				
	Entrepere_06	0,795				
	Entrepere_07	0,779				
	Entrepere_08	0,786				
formality	Formalize_01	0,872	0,951	0,940	0,737	0,879
	Formalize_02	0,847				
	Formalize_03	0,853				
	Formalize_04	0,870				
	Formalize_05	0,865				
	Formalize_06	0,858				
	Formalize_07	0,843				
focus	Centra_01	0,870	0,950	0,937	0,759	0,871
	Centra_01	0,881				
	Centra_01	0,873				
	Centra_01	0,866				
	Centra_01	0,874				
Complexity	Complex_01	0,850	0,946	0,933	0,713	0,703
	Complex_02	0,842				
	Complex_03	0,835				
	Complex_04	0,857				
	Complex_05	0,838				
	Complex_06	0,844				
	Complex_07	0,846				

As can be seen in Table No. 2, the examination of the AVE criterion (average variance extracted) shows that all constructs have a value higher than the minimum acceptable value, i.e. 0.5, so the constructs of this study have convergent validity. According to the results of the table, because all the indicators have the extracted average variance values higher than 0.5, the convergent validity is established at the level of all the indicators. To check the fit of the structural model of the research, several criteria are used, the most basic criterion being the significance coefficients or T-values. 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 (Khaki, 232: 1401).

Overall model fit

The overall model includes both measurement and structural model parts, and by confirming its fit, the fit check in a model is complete. To check the fit of the overall model, it is enough to measure a criterion called GOF:

$$GOF = \sqrt{\overline{Communalities}} \times \overline{R^2}$$

The amount of $\overline{Communalities}$ is obtained from the average of the shared values in Table 2. According to the values in the above table, the average value of shared values is equal to 0.782. Since there is an endogenous hidden variable of the first order in this model, therefore the value of X

Therefore, the value of the GOF criterion is equal to:

$$GOF = \sqrt{0.79 \times 0.78} = 0.786$$

According to three values, 0.01, 0.25 and 0.36, which are introduced as weak, medium and strong values for GOF. Obtaining a value of 0.786. For this criterion, the general research model has a strong fit.

Table 3. Divergent validity assessment matrix

	focus	formality	Organization Structure	Complexity	Tendency to entrepreneurship
focus	0.971				
formality	0.882	0.858			
Organization Structure	0.933	0.438	0.775		
Complexity	0.646	0.644	0.438	0.845	
Tendency to entrepreneurship	0.643	0.610	0.705	0.663	0.800

1-6. Structural model of research

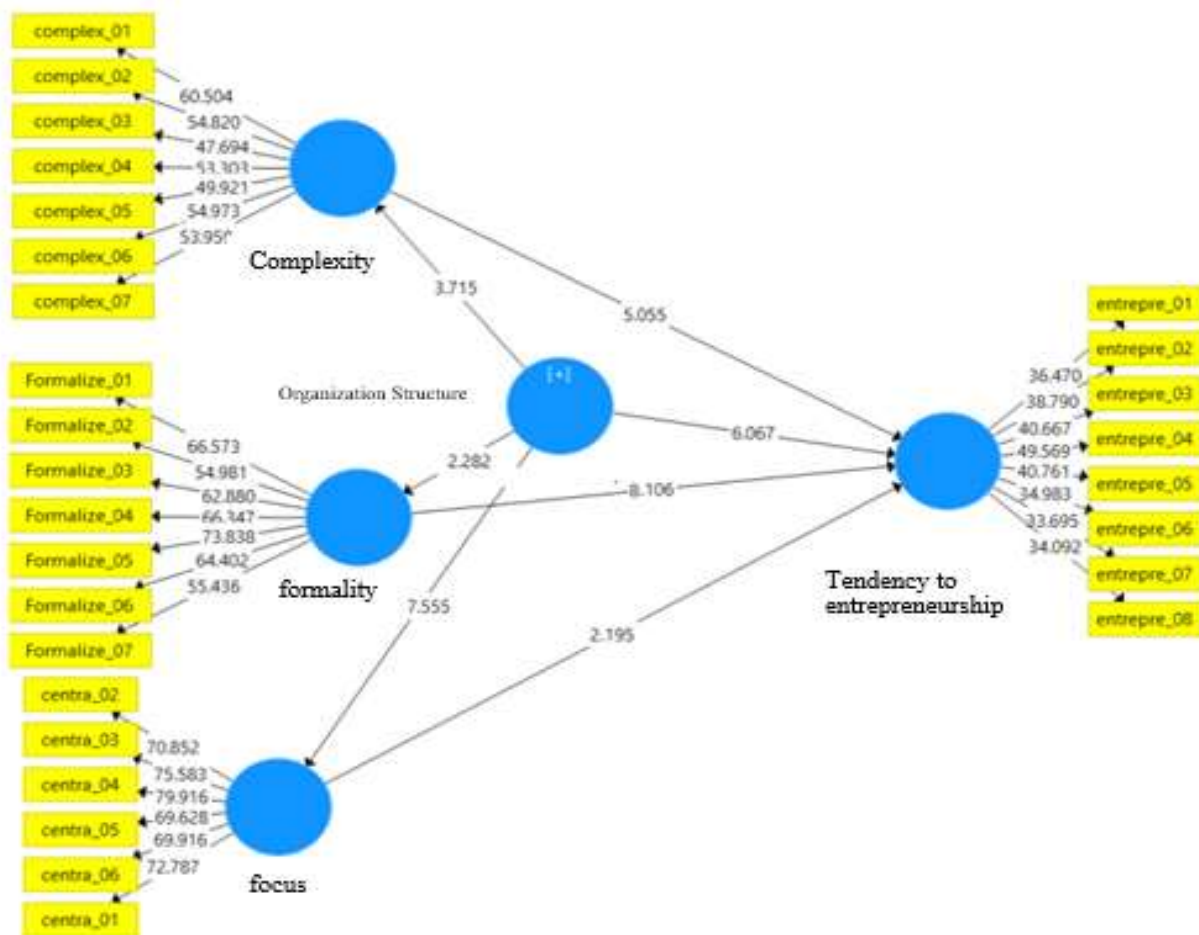


Figure 2. T-statistics

The fit of the structural model using T coefficients is such that these coefficients must be greater than 1.96 in order to confirm their significance at the 95% confidence level. Figure 3 shows that all paths between model variables have been verified and are significant

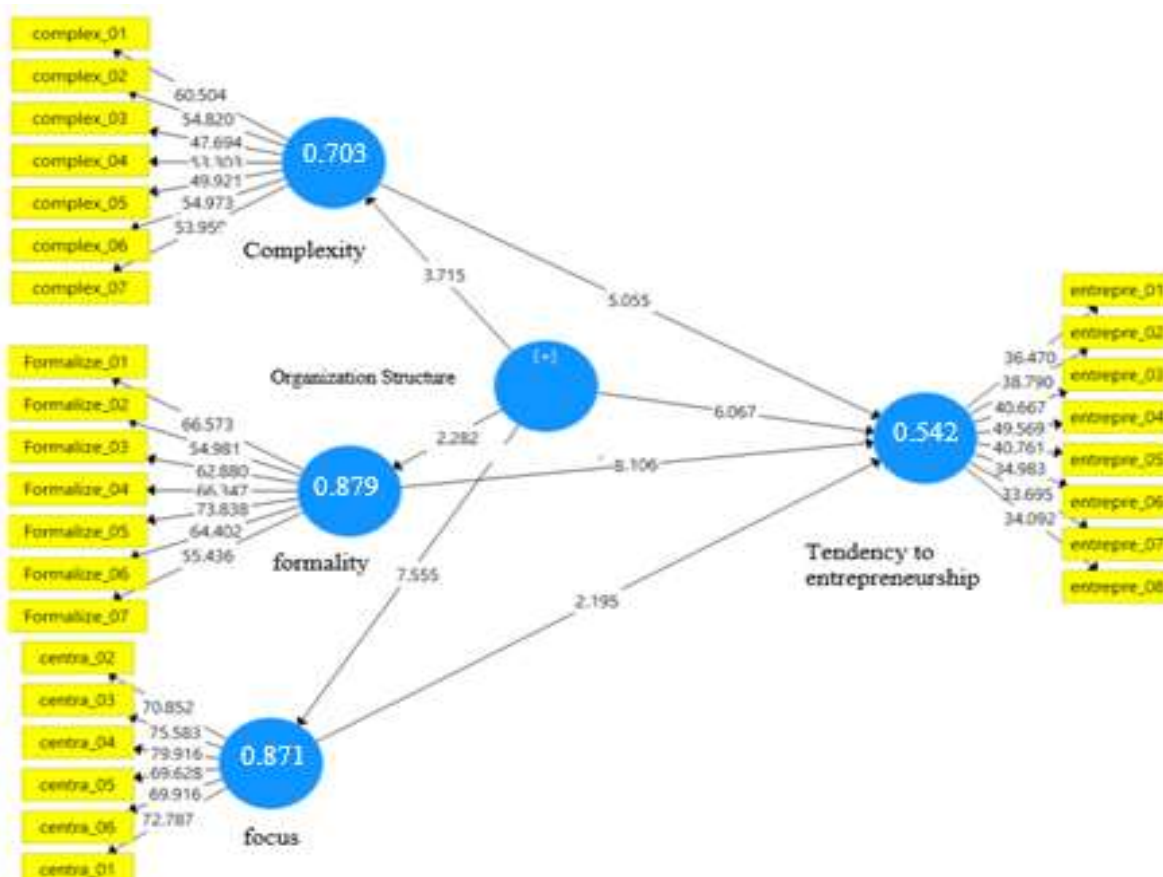


Figure 3. The model in the case of standard factor load coefficients

The second criterion for checking the fit of the structural model in a research is the x coefficients related to the endogenous (dependent) hidden variables of the model. x is a measure that shows the influence of exogenous variables on an endogenous variable and three values, 0.19, 0.33 and 0.67 are considered for weak, medium and strong values of x and if, in a model, an endogenous construct is affected by only one or two exogenous constructs, the value of x from 0.33 above shows the strength of the relationship between that construct and the endogenous construct. The above figure shows that in this research, four criteria are higher than 0.6 (criterion of strong values) and one value is between 0.3 and 0.6 (criterion of moderate values), so the structural model has a good fit from the point of view of this criterion.

The main hypothesis: Organizational structure has an effect on the entrepreneurship tendency of the employees of Moore Research Hospital.

Table 4. Regression coefficients and t-test statistics

Row	hypothesis	Path coefficient	T-statistic (Value-T)	Test result
	Organizational structure → orientation to entrepreneurship	0.437	6.067	proving a theory
	Complexity → orientation to entrepreneurship	0.416	5.055	proving a theory
	Formalization → orientation to entrepreneurship	0.378	8.106	proving a theory
	Focus → orientation to entrepreneurship	0.364	2.195	proving a theory

As can be seen in Table No. 4, according to the t-statistics of all hypotheses, which is greater than 1.96, the hypotheses of the research are confirmed at the confidence level of 95%.

5- Conclusion

The results showed that the organizational structure has an effect on the entrepreneurship tendency of the researched hospital employees, which according to the estimated path coefficient of this influence is 0.437 in a positive and direct direction (due to the coefficient being between 0 and +1).

On the one hand, with a review of the background of the research regarding these variables, it is clearly clear that the results of the current research are similar, in line with the research results of Karami (2019), Zali and Razavi (2017), Moghimi (2016), Hamidi (2015) in the country. And it is consistent with the research results of Walz et al. (2020), Chongo et al. (2018), Rojovania et al. (2017), Demiral (2016), Yun et al. (2016). According to Walz et al. (2020), organizational structure is the way or method by which organizational activities are divided, organized and coordinated. Organizations create structures; To coordinate the activities of the agents and control the actions of the members. The organizational structure is shown in the organizational chart. The organizational chart is also a visible symbol of all the activities and processes of the organization. According to them, an organization has relatively specific boundaries. These boundaries can change over time and may not be completely clear. However, there must be certain boundaries so that members of the organization can be recognized from non-members. Finally, organizations are created to do things. These affairs or activities are the goals that cannot be achieved by one person alone, or if it can be achieved by one person, it is more effective to achieve it through the organization.

Complexity has an effect on the entrepreneurship tendency of the researched patients, which according to the estimated path coefficient of this effect is 0.419 in a positive direction (because the coefficient is between 0 and +1). On the other hand, with a review of the background of the research regarding these variables, it is clear that the results of the current research are similar, in line with the research results of Kerami (2019), Zali and Razavi (2017), Moghimi (2016), Hamidi (2015) in The country is in line with the research results of Walz et al. (2020), Chongo et al. (2018), Rojovania et al. (2017), Demiral (2016), Yun et al. (2016). Structure

An organization specifies how tasks are to be assigned, who reports to whom, and what are the formal coordination mechanisms and organizational interaction patterns that must be followed? We define structure as one of the components of the organization, which consists of the element of complexity, formality and concentration. Complexity reveals the boundaries of separation within the organization. It also indicates the degree of specialization, division of labor and the number of levels in the organizational hierarchy, and specifies the extent to which organizational units are geographically dispersed. Of course, complexity is a relative term. The extent to which an organization relies on rules, regulations, and procedures to guide the behavior of its employees, formality, centralization refers to where decision-making authority is concentrated.

Formality has an effect on the entrepreneurship tendency of the researched hospital employees, which according to the estimated path coefficient of this effect is 0.378 in the direction of the target (due to the coefficient being between 0 and +1). On the one hand, with a review of the background of the research regarding these variables, it is clearly clear that the results of the current research are similar, in line with the research results of Karami (2019), Zali and Razavi (2017), Moghimi (2016), Hamidi (2015) in the country. And it is consistent with the research results of Walz et al. (2020), Chongo et al. (2018), Rojovania et al. (2017), Demiral (2016), Yun et al. (2016). In some organizations, decision-making is highly centralized. They usually show focus and lack of focus on a continuum. An entrepreneur is someone who can see his abilities, use them, evaluate them, collect resources, and successfully establish an operation to reach the goal. An entrepreneur must be a person of action and take risks with a strong motivation to obtain and reach his goal. An entrepreneur should have self-confidence, need for success, self-interest, ability to take risks, good management, initiative, flexibility and forward-looking. People have different and special personality traits. It is natural that some characteristics of entrepreneurs are distinct and outstanding from other people. For example, having creativity and innovation, having the power to tolerate ambiguity, having self-confidence and

self-esteem, being forward-looking and pragmatic, and being opportunistic. The ways of cultivating these characteristics are different.

Focusing on the entrepreneurship tendency of the researched hospital staff has an effect, which according to the estimated path coefficient of this effect is 364/364 in the positive direction (due to the coefficient being between 0 and +1). On the one hand, with a review of the background of the research regarding these variables, it is clearly clear that the results of the current research are similar, in line with the research results of Karami (2019), Zali and Razavi (2017), Moghimi (2016), Hamidi (2015) in the country. And it is consistent with the research results of Walz et al. (2020), Chongo et al. (2018), Rojovania et al. (2017), Demiral (2016), Yun et al. (2016). Rojovania et al. (2017) believe that today they consider entrepreneurship as one of the tools of development. Because the existence of entrepreneurial people creates a platform for success. Also, due to the rapid increase of new competitors and creating a sense of distrust towards traditional management methods in companies, the necessity of entrepreneurship in organizations is felt. In this regard, the duty of dynamic organizations is to discover and nurture creative and entrepreneurial people. An organization needs a proper structure and entrepreneurial managers in order to realize spontaneous and innovative people. The current research is focused on the researched hospital and its results cannot be generalized to other public and private hospitals. This research is only a cross-sectional design in 1401, which should be cautious in generalizing its findings to other periods.

6. Offers

To the senior managers of the hospital, to identify and introduce selected projects and endeavors in the field of entrepreneurship through specialized seminars to employees, to promote and spread the culture of entrepreneurship for the purpose of entrepreneurship through brainstorming sessions between managers and employees, and to provide a suitable environment for constructive competition in this field between employees. Encouragement is suggested through the implementation of efficient management. Senior hospital managers should prevent the creation of concentration at the top management levels. Also, the culture of tolerance of risk and mistakes should be strengthened in the hospital and a participatory decision-making system should be used. According to the results, hospital managers are suggested to shorten the lines of command of the organization so that the organization can act faster by eliminating unnecessary management levels against environmental threats and activities of competing institutions. According to the findings, the senior managers of the hospitals should review the existing practices, procedures and methods of activities in the form of research projects and remove additional activities and steps. In addition, job descriptions for organizational positions should be developed in such a way that freedom of action and necessary flexibility are included. Also, it is necessary to amend the existing rules and regulations and remove excessive bureaucracy from the hospital

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