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Research Article

The Role of Perceived Organizational Support on Entrepreneurial Behavior

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ABSTRACT

Organizations that do not keep pace with the comprehensive changes are quickly outdated, so organizations have abandoned his classical mindset followed by a set of knowledge, skills, culture and strategies that will help them succeed in the future. Organizations can, in the course of development, moving quickly forward that by creating platforms for its human resources, equip to generator entrepreneurial knowledge and skills and help to them with these valuable capabilities, guidance other resources towards creating value and achieving the growth and development of management. Strengthening entrepreneurship and maintaining entrepreneurial behavior and create a platform for the development are the most special important measures of organizations in developing countries.

In every organization there is a potential entrepreneur, and organization's management need to try to capabilities actuality; and above all allow the existing structures, the entrepreneur can effort to establish the incidence of entrepreneurial behavior and express his ability and use them. Here the role of the manager is important; because the managers can improve preparations and organizational support, nurtures and encourages entrepreneurial activity in the organization. For organizational access to the employees with entrepreneurial behavior should be considered organizational support structures as an effective factor on entrepreneurial behavior.

Key words: Entrepreneurship, entrepreneurial behavior, perceived organizational support

INTRODUCTION

Entrepreneurs is capability that can save organizations in critical juncture and to guarantee its survival. The importance of entrepreneurship is for the value that will be created in various forms. This value may discover new knowledge, new technologies, improve products or services, finding ways to produce goods or services with fewer resources. In fact, find new ways to meet the needs of customers and create new attitudes towards the products and services available are most important

work of entrepreneurs [14]. Research suggests that entrepreneurship in the organization level and entrepreneurial behavior can be considered as a new competitive advantage. Entrepreneurial behavior in the organization related to all activities the discovery, evaluation and exploitation of entrepreneurial opportunity that is done by the members of the organization [18].

In this regard, the factors affecting the entrepreneurial behavior of employees are important. In organizations, several factors affect and change people's entrepreneurial behavior that one of these

factors is organizational support. The theoretical basis of organizational support theory is "social exchange". According to this theory, when someone is in favor of another right, he knows that because he is obliged to compensate. Researchers believe such a relationship between employees and the organization is underway; because the organization is resource that meets the needs of employees [24]. In the social exchange theory employee relations with leaders in organizations as an informal exchange on the psychological contract.

Theory of organizational support [16] as a useful theoretical framework for individual entrepreneurial behavior in the organization has been introduced. Based on this framework, when organization to be aware of staff welfare and common values, they feel high levels of perceived organizational support.

According to the theory of organizational support, studies have noted that people with high levels of perceived organizational support, are more committed to the organization. They try and feel greater job satisfaction. Such employees are less likely absence or resign from their jobs do [7].

In an organization where there is organizational support, employees can feel proud and being valuable that organization know him as important, outstanding and helpful individual, there is an urgent need to their service. Of course, employees have such understanding and attitude, in activities and tasks, and their behavior are more successful and the positive results of their performance and can be used in the creation and development of entrepreneurial behavior, although recognizing the importance of perceived organizational support its efforts, and favorable outcomes for employees and organizations, empirical research on the potential effects of organizational support organization focused on entrepreneurial behavior. In the present paper investigated the role of organizational support on entrepreneurial behavior examined.

Entrepreneurship:

Entrepreneurship considered as a multilateral process, which is used in different organizations and different places must not be looked at from the perspective of its profit and given that today the term entrepreneurship in the private sector are used while the corporate entrepreneurship is process in which people within the organization to look for opportunities independent of the resources of the same organization or to do new work interact with other employees [9]. Entrepreneurship involves a learning process, and the ability to cope with problems and learn from them. Entrepreneurship is concept that a small business has grown to the large and complex system of government. The overall conclusion on this definition is that entrepreneurship involves creating and using their opportunities, risk measures, creative and innovative, entrepreneurial

behavior to create a vision for the future and the value.

In general we can say that the main characteristics of these entrepreneurial organizations, equip organizations with capabilities that enhance the efficacy is better able to take advantage of opportunities and more adaptability with their surroundings [27].

Entrepreneurial behavior:

In the broadest sense, entrepreneurial behavior is comprehensive term that involved all members of the company's actions related to the discovery, evaluation and exploitation of entrepreneurial opportunities [22]. Entrepreneurial behavior does not act in a vacuum but in the context of the full array of measures on the organization. Entrepreneurship is far beyond the issue of establishment of enterprise and entrepreneurial behavior of the management as a management model and different from the traditional management and has been viewed the value of the entrepreneurial process and can occur in any organization [5].

Entrepreneurial behavior refers to the set of activities and ways that person in the different levels of responsibility, independently with creating the goal and using their creative resources to identify and make use of opportunities and a strong understanding of their effectiveness, launch and development of independent business [20].

The main features of entrepreneurs:

By examining the numerous sources of entrepreneurship, four features as main personality traits of entrepreneurs raised including achievement, internal control, risk tolerance and the orientation. Of course, with these variables, a lot of creativity and independence of the two features mentioned. Bayer also quoted Zali *et al* analyzed more than 50 studies on six characteristics for entrepreneurs has identified: commitment and determination oriented, leadership, opportunity-oriented, tolerance, risk and uncertainty, creativity, self-reliance and the ability to adaptability and high motivation [13].

Factors affecting entrepreneurial behavior within the organization:

Hornsby *et al* [18] inter-organizational factors affecting entrepreneurship are discussed. According to the researchers, the most important internal factors that influence entrepreneurial behavior include: effective use of reward systems, management support, organizational support, resources, appropriate organizational structure and manager's risk taking [18].

Srivastava and Agrawal in an exploratory study identify factors affecting the organizational entrepreneurship. The researchers concluded that the most important factors affecting entrepreneurial

behavior are: collective soul system, management and organizations support and staff empowerment.

Also Gharekhani [17] in their study attempted to prioritize the most important factor affecting the entrepreneurial behavior. He used the technique AHP concluded that the organizational culture is the most important factor affecting organizational entrepreneurship and then to the payroll system, shared vision, process innovations, flexible structure, management support, organizational support, knowledge management, organizational independence of the units, the development of human resources, recruitment based on merit, and involve employees, the process of identifying opportunities, freedom at work, training and working environment attractive and friendly leaders, has been the most important factors affecting entrepreneurial behavior [17].

Matthew Rutherford *et al* have shown in their research three process groups (reward systems administrators support) content (organizational support, organizational communication and enhanced teamwork) and individual characteristics (efficiency and effectiveness of the individual) on entrepreneurial behavior with two view to influence innovation in organizations and organizational innovation and entrepreneurial behavior has consequences, such as job satisfaction, affective commitment and unwillingness to turnover is achieved.

Barriers to entrepreneurial behavior:

MacMillan *et al* organizational entrepreneurship barriers are operating difficulties, careless planning and insufficient, unrealistic organizational expectations, inadequate organizational support of entrepreneurial activities have introduced Philip Van *et al.*, lack of organizational support, as well as a lack of support from managers at various levels in the organization and the delegation have introduced them as obstacles to entrepreneurial behavior.

Perceived organizational support:

The way the organization affects its employee's behavior through administrative measures adversely [16]. Erdogan and Andarose believed that perceived organizational support refers to the degree to which a person believes that his organization focuses him and his values for data protection [1]. Employees who experience high levels of perceived organizational support, have felt should pay attention to behaviors and attitudes appropriate to the organization's role to act in the interest of their respective organizations and thereby compensate the organizational support. Organizational support conducted in different ways such as support for creative ideas, providing the necessary resources and freedom of action in the organization

Perceived organizational support structures affected different aspects of the organization support

of the employees that refer to measures such as staff according to the needs, abilities and knowledge of the employee [16]. Perceived organizational support and belief that a person's perception, that the welfare of his or her participation in the success of the organization, the organization is important [2]. Employees of an organization always on the basis of value for their organizations and create prosperity, it gives comfort and security, and special interest organizations. This belief has been introduced as perceived organizational support.

Impact of organizational support on entrepreneurial behavior of employees:

Entrepreneurship is multi-dimensional and complex phenomenon and is influenced by many factors. The institutionalization of the organizations, especially government agencies requires a systematic realistic and long-term approach and partial, short and descriptive approach and will not work. The lack of entrepreneurship in organizations, especially government agencies to intensify bureaucracy and reduce the efficiency of the organization leads to the formation of organizations that are not only less than expected but inefficient and totally vain and non-effective. So to overcome these problems and achieve entrepreneurial organizational structure oriented and pragmatic government agencies must be transformed and away from the bureaucracy. It is only through the encouragement of employee behaviors such as innovation, participation of organizing daily tasks and commercialization of new products and services will be achieved in organizations [4].

Various factors can affect the entrepreneurial behavior of employees that one of these factors is the perceived organizational support despite the perceived organizational support for the idea of supporting an individual and organizational development, can reinforce the idea of entrepreneurship among staff. Despite the perceived organizational support for the idea of individual and organizational development support can reinforce the idea of entrepreneurship among staff. If agency staff, feel good support from your organization it is possible to compensate for it, to offer their entrepreneurial behaviors. Perceived organizational support could be different ways of creative ideas, providing the necessary resources and freedom to do in this case, the intensity of commitment and participation in the organization increased and increase the entrepreneurial behavior of employees in the organization.

Conclusion:

Managers of government agencies must provide prospective strategic deployment of new services, creating new opportunities and seek change, to facilitate entrepreneurship in the organization. Undoubtedly managers play a critical

role in the success of organizations and leading organizations in their hands so their entrepreneurial characteristics is one of the success factors and the present time, due to organizational changes, personnel matters and strategic component in increasing the effectiveness and efficiency of the organization is considered. Having a workforce committed to organizational goals and having entrepreneurial behavior can not only be considered a factor, but as a competitive advantage in the organization than other organizations will be considered. In general it can be said that the main feature of entrepreneurs organizations are organizations with capabilities while improving efficiency, better able to take advantage of opportunities and adaptability with the surroundings.

Managers of government agencies to strengthen entrepreneurial behavior have developed a new theory and new ways of doing things and encourage employees, the authority and discretion to grant adequate job. You also need to consider the characteristics of entrepreneurs as a condition of employment, creative people and entrepreneurs to attract organizations. The administrators of the organization in different levels of staff provide the necessary support, new ideas and creative support and resources necessary to carry out entrepreneurial activities of civic workers. Employees of organizational support (physical and spiritual) are different, more entrepreneurial behavior within the organization. This research results is consistent with result of Zahra Kevin 25 Eisenberger [16], Zampetakis and Moustakis. Also Anonks in their study support the existence of a positive relationship between corporate and entrepreneurial behavior among employees is emphasized. So expect when employees feel that their organization is protected in all circumstances, do not spare any effort to promote organizational goals as a result of the increase entrepreneurial behavior in organizations.

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