

# **Examining Cultural Barriers of Entrepreneurship from the perspective of (Individual, Environmental and Organizational) and offering Solutions for Improvement (Social Security Organization of Kohgiluyeh-va-Boyerahmad)**

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## **Abstract**

The main objective of the present study is to examine cultural barriers of entrepreneurship from the perspective of (individual, environmental and organizational) and offering solutions for improvement in Social Security Organization of Kohgiluyeh-va-Boyerahmad. The research population consisted of all social organization of kohgiluyeh va Boyer Ahmad which is over 195 people that for accessing the whole population elements the all accounting system has been used. This study is descriptive- measurement of field branch and data was collected by using a questionnaire. This study was to investigate the validity of the questionnaire in comparison to the face validity, thus, the questionnaire had given to a number of relevant professors such as supervisor, advisor, and a group of university professors; and they were asked for each question. Its reliability was used by Cronbach's alpha 82%. The collected data has analyzed by SPSS software that using statistical tests such as tests of normality of data distribution (Kolmogorov - Smirnov test), one sample t-test, Friedman test, and ANOVA. Research findings indicate that institutional factors and environmental factors are hindering cultural entrepreneurship in Social Security Organization of Kohgiluyeh-va-Boyerahmad.

**Key words:** Cultural Entrepreneurship; Personal Factors; Environmental Factors; Organizational Factors

## **Introduction**

Due to the high competition among organizations and incremental changes in their operating environment in recent years, they are forced to innovate constantly in order to achieve their objectives (Huse et al, 2005: 314). It should be mentioned that the key element for increasing

competitiveness and competitive advantage is entrepreneurship which is defined as the activities of organizations to promote risk taking, innovation in products and actively carry out environmental forces (Miller, 2004: 781). In other words, entrepreneurship is defined as a process of value creation through a unique collection of resources in order to utilize the opportunity (Stevenson, 2004: 421). This process consists of a series of essential activities to identify opportunities, develop a business concept and management (Morrison, 2003: 873). Today in most developed and developing countries, entrepreneurship development have been considered as the main basis. So the last two decades in the West and in some countries entrepreneurship is also referred to as the golden decades. In general, the rapid development of science and technology, changes in demographic trends such as increasing educational level, employment of women and men working in the family and increasing lifetime and aging populations, and the effectiveness of capital markets and managers who are more familiar with entrepreneurial phenomena has led to entrepreneurialism in the firm's strategy must be strongly emphasized. Accordingly, the goal of many state and private organizations in the world today, cultivating entrepreneurs through training courses and conduct research in the field of entrepreneurship (Kuratko, 2007: 68). Entrepreneurs have been referred to whom that have established the economic value (assets), and hence they have called the economic development engine. But in a very real sense, entrepreneurs will be the social, political and cultural development motor and be able to fulfill the cultural ideas (Bratlu, 1386: 139).

In this research another investigated problem is culture. Culture is defined as complex science, knowledge, arts, thoughts, beliefs, rules, regulations, customs and traditions, and summarizes all the lessons and habits that a person can obtain as an element of community. Based on culture individuals are exchanging experiences, ideas and opinions with each other. In the overall vision, "cultural" is the way of life. Its role for a community is like a spirit to the human body. As the human spirit requires regards, proper health planning and implementation of activities and any inattention to the person is dangerous, lack of attention to the cultural life of a nation could be subject to erosion and destruction. If we look at culture from the view of "lifestyle", we cannot separate it from work and income categories. Hence you should be careful in producing cultural goods and since the concept of entrepreneurship means creation of new business based on a novel idea, we can also use entrepreneurship in developing a culture. According to cultural entrepreneurship is identifying new opportunities and business start-up ideas and cultural elements, creating cultural products and services, production processes and process management and service, artistic, and cultural goods delivery in an innovative way that dealing with the restoration and creation of cultural value. Thus, entrepreneurship is extremely sensitive in the culture sections and the creation of cultural products and services to the extent that every effort to create a revival of cultural activities can be individual and society revive. Considering that the cultural entrepreneurship has long term effects, it can play a role in the development cycle of country. Therefore, in the macro programming, cultural values should also be considered (Bagheri, 1391: 5).

Since the social security organization is a kind of institutions that can provide the basic needs of the community members with its effective functions in general; therefore, it will be the appropriate scope to examine this subject. The researchers sought to investigate the barriers to cultural entrepreneurship and provide solutions for its improvement (social security organization of Kohgiluyeh va Boyer-Ahmad) from dimensions such as 1- person 2- environment

3-organization. Companies can provide appropriate institutional environment for entrepreneurship gradually as the first step in order to eliminate the existed obstacles. Then the important questions in this research project are that: Is there appropriate platform for Cultural Entrepreneurship in the Social Security Organization of Kohgiluyeh va Boyer-Ahmad? And what is the major factors that hinder culture entrepreneurship in the organization?

## **Research Framework**

### **What is entrepreneurship?**

The word entrepreneurship is derived from the French word 'Entreprendre' meaning "pledge" and has found its way into other languages from French language. The concept of entrepreneurship was used for the first time for who went to work in France in the sixteenth century in military missions, threatened themselves and went to welcome death. Later the term was applied to those who accepted the risk of an economic activity and innovation. Entrepreneurship has been conceptualized and studied from traditional view as a phenomenon at the individual level. But the neoclassical perspective, the term entrepreneurship is formed as a social phenomenon that is formed in the social banner, as in American universities, the culture of entrepreneurship is being promoted for good value results and can help ensure their success (Lounsbury, 2001: 55). Entrepreneurship and organizational entrepreneurship and its related issues such as innovative approach to problem solving, readiness to change, self-confidence and creativity are considered increasingly as a major factor in economic development and prosperity in all social and economic systems. The concept of entrepreneurial behavior is known more than before and this need is felt more than ever that the entrepreneurial abilities and skills develop in order to meet future challenges and uncertainties in each organization. But along with the growth and increasing development of entrepreneurship, there has not been sufficiently entrepreneurial culture improvement (Heinonen, 2007: 315).

According to some economists and management experts and scientists, entrepreneurs are the engine of economic growth of a community that would be to move on the competitive environment and the lack of balance (and not still balance) and develop their society. The key to entrepreneurial success is finding creative ways of using new technologies or marketing better, faster and cheaper, to meet customer needs efficiently. This means lower costs or improves the quality of their existing products or means to create markets for completely new products. Entrepreneurship is derived as an engine of economic development and economic development in the country, and thereby increase productivity, create employment and improve social welfare is provided (Takii, 2008: 607).

Undoubtedly nowadays organizations are faced widespread international developments and threats; therefore, organizations need to ensure the survival and survival solutions and new ways of dealing with the problem that depend on innovate, invent and create products, processes and new methods widely. To achieve this goal, politicians, with the help of managers, economists and brokers are looking for a model to boost the role of entrepreneurship comprehensively especially in economic. In fact, today the role of entrepreneurship is called as an engine of economic development and the role of hero and stimulating industrial development and investment incentives, and the main factor for technology transferring and

the elimination of gaps and bottlenecks and the main cause in the employment market (neck et al, 2009: 17).

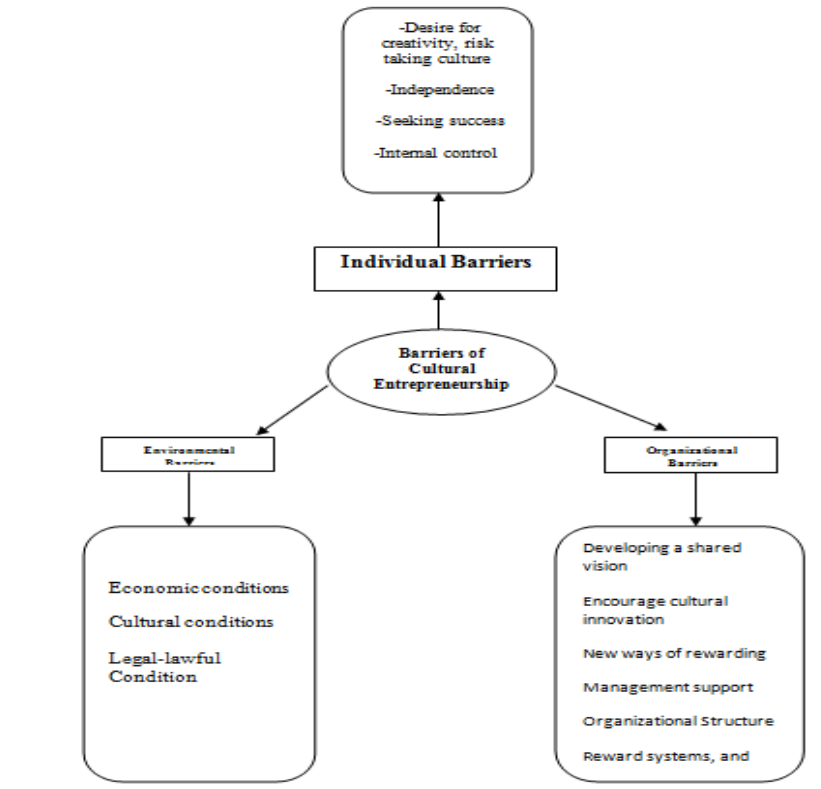
Various definitions of entrepreneurship are offered including that entrepreneurship is: Performing any activity that may result in the creation of employment and value added in the production and supply of capital or any new product or service. In fact, entrepreneurship is a process by which individuals and entrepreneurs with creative ideas and identifies new opportunities and to mobilize resources, engage in business and new companies, new and innovative and growing organization and associated with the acceptance of risks and leads to introduction of new products or services to the community. Schultz knows entrepreneurship as the ability to cope with imbalances rather the ability to deal with ambiguity. According to another definition, entrepreneurship is a process that led to the creation of satisfactory or new demand, and it is also the value creation process of the formation of a unique set of resources to exploit the opportunities. Thereby entrepreneurship is caused employment, increasing profits and investment, change values and change their nature, filling gaps of job market, transition from recession, compensation for economic backwardness and facilitate growth and development, social welfare, competitiveness of domestic industries, especially in similar industries and the creation of products, services, Procedures, policies, ideas and new approaches to solve problems in society. Perhaps the best definition of entrepreneurship can be presented as follows: Innovation process and take advantage of opportunities should be done with effort and persistence and risk taking, financial, social and psychological motivations of financial profit, seeking success, independence, and personal satisfaction.

Entrepreneurship is a process that begins with the approach of entrepreneurial opportunity-oriented, and the results offer new products and services and creating jobs and prosperity in the society. Jeffrey Tmonz knows entrepreneurship as creator of valuable thing from nothing. In other words, Entrepreneurship is the main factor of change and the major driver of development that continuously leads to creativity and innovation. According to Max Weber, entrepreneurship is the social process in which an entrepreneur with a passion for and perseverance in work finds himself, and is released from the strap of habits and traditions. Entrepreneurship finds new business opportunities process and new ways, in other words, the main cause of creativity and innovation is collaboration. We can say that entrepreneurship leads to employment, welfare and wealth creation that brings the justice in society. Understanding the social context of Entrepreneurship is important because without knowing the context, policies and related operational policies to entrepreneurship cannot be operated (Minniti & Levesque, 2008: 612-611).

### **Types of Entrepreneurship**

Initially it was believed that entrepreneurs are self-owned business, but today they believe that entrepreneurs may be hired by the companies. And from here the organizational entrepreneurs were born and brought all kinds of entrepreneurship. Entrepreneurship types are compared in figure 2-1.

**Figure 2.1: Comparison of different types of entrepreneurship**



**Independent (Free) Entrepreneur:**

The process that entrepreneur takes up an entrepreneurial activity to open the scoring

**Entrepreneurship within the organization:**

The process that the entrepreneur provides to score entrepreneurial activity in a traditional or bureaucratic organization.

**Organizational Entrepreneurship**

The process that will enable all staff to act in an entrepreneurial role and score in individual and group entrepreneurial activities continuously, rapid and convenient central organization or company are covered autonomously.

### **A) Independent Entrepreneurs (free, personal):**

There are basically three primary motivations for entrepreneurs to make their work that include:

- The need to develop
- Love of freedom and independence
- The need for job satisfaction and for its numerous definitions are provided by experts. Some of these are discussed below:

- An entrepreneur is someone who discovers the chance and creates appropriate organizations for track and research.
  - An entrepreneur is someone who is founded and runs a business to earn profits that its main characteristics are innovation and strategic management.
  - An entrepreneur is someone who organized and operates economic institutions, especially in a business that usually involves considerable initiative and risk.
  - An entrepreneur is someone who understands market opportunities and to take advantage of that opportunity provides the necessary assets.
  - Entrepreneur is the employer who assumes the risk and management of business.
  - An entrepreneur is someone who assumes new combination of means of production and business credit, either within an organization or independently.
  - An entrepreneur is someone who creates new business to achieve target profit opportunities and integrate the needed resources in the face of risk and uncertainty in business in order to capitalize on them.
- 
- An entrepreneur is someone who understands the opportunities and creates an organization to pursue them. The entrepreneurial process involves all the tasks, activities and actions associated with understanding and creating opportunities for organizations to pursue it.
  - An entrepreneur is someone who is willing to take risks to establish a company and make a new product, new service or a new process in the organization (Edwards, 2005: 615).

### **B) Entrepreneurship within the Organization:**

The word entrepreneur comes from Makrak 1976 article in the Economist magazine wrote as "going toward entrepreneurial revolution". Its ideas are created and spread by Gyfrd Pink. He used the word 'entrepreneur' which means a person who acts in an entrepreneurial way but within an existing organization and the separator, the individual is an independent entrepreneur (Kuratko and Hodegts, 2001: 73). It is a process by which products, processes and new ideas to be implemented in the organization and develop. And it has differences with independent entrepreneurs. If an entrepreneur is hired in organization, it will be called an entrepreneurship within the organization and consequently the range of responsibilities and its organization, find another role that is a little different from a free and independent role, and it has created more skills and different roles in him in comparison with the independent entrepreneurs. Entrepreneurship within the organization in comparison with independent entrepreneurship has less monitoring or enforcement from the beginning of the innovation process (idea generation) to the end (business segment) (Cornwall and Pearlman, 2004: 25). Some definitions of entrepreneurship within the organization are as follows:

- Entrepreneurs within organization is someone who works as an entrepreneur in large organization and empowers the company with the production and introduction of new products, services and processes, new business growth and profitability.
- Independent entrepreneurs pay more attention to ideas, strategy, design, production, introduction of new technologies and starting work. Then based on the nature of the people who are bored of working than regular observation and do not attend to detail, it is an internal entrepreneurs' responsibility, that are more aware of the organization's internal environment, streamlined processes, staffing constituency duties, training, and may picketing margins and guides; those who are responsible for the holding and conduct of all necessary arrangements of regular systems and operations.
- Entrepreneurs within the organization create innovative process in organization, leading and advocate for the development of new products.
- Entrepreneurs within the enterprise are not a combination of traditional entrepreneur (independent) and manager, which is a new kind of leaders who take through creative problem solving, leadership and change management, colleagues, clients and agencies to future.
- A process in which a product or process innovation rise slightly through induction and entrepreneurial culture in an organization which is already established. Base on another definition, entrepreneurial activities are activities that have the resources and organizational support in order to achieve innovative results.
- A process that causes the company (organization) be innovative, and react faster to market opportunities and by creating a sense of ownership, disposes employees. (Wesper, 1990)
- A process by instilling entrepreneurial culture in an organization to provide leading product innovation and process. (Fray, 1993)
- A process deals with creating an entrepreneurial culture and transformation systems, methods and operational procedures to undertake activities leading and delivers innovative products and services (Sandra and Dubinsky, 2000: 12).

### **C) Organizational Entrepreneurship:**

These organizations must necessarily engage in product innovation, market or technology. Organizations have entrepreneurial conditions are innovative, risk-taking, pioneering, fearless and aggressive, and in support of the above conditions for technological leadership attaches great importance to research and development. Its difference from entrepreneurship within the organization is that organizational entrepreneurship provides conditions and situations that first, any person or group that wants the entrepreneurial process within the organization has should be implement to be quick, easy and effective and secondly is representing stimulating, encouraging and teaching people to conduct entrepreneurial activity. The more entrepreneurship paradigm becomes widespread; the more clear difference between entrepreneurship and entrepreneurship within the organization becomes. Some definitions of organizational entrepreneurship are as follows:

- Hans schollhammer: activities that explicitly support innovative efforts to provide legal and organizational resources for new product, growth, product improvement and new production processes.
- K. Vesper: A process that will cause company be more innovative and react faster than market opportunities and create a sense of ownership by the employees' motivation.

-D. Naffziger, J.Hornsby, R.montagno, D.Kuratko: A multifaceted process with many forces that act in a coordinated and led to the implementation of an innovative idea.

-G. Pinchot: organizational entrepreneur is a person who acts as an entrepreneur in large organizations and is called business entrepreneurs that their success is creating new independent units within a company. They offer products, services, and new processes that enable companies to develop and make a profit. It should be noted that the term organizational entrepreneurs was first used by Pinchot.

-A. Shapero: organizational entrepreneurship is a multidimensional concept that makes the company activities of product innovation, technological innovation, risk-taking and leadership.

-Jones & Butler: organization entrepreneurship is the process through which organizations are realizing the opportunities and settle factors of production as a creative way to add value.

-J. Covin & D. Silven: organization entrepreneurship means a commitment to develop and introduce new products, new processes and new organization systems (McDonald, 2008: 321).

### **Cultural Entrepreneurship**

The first step in identifying and explaining of every concept or phenomenon is giving correct and clear definition. Entrepreneurship as well as other terms used in the humanities is analyzable and explainable when it offered a clear definition. There is no single definition of entrepreneurship and the start of its design, different definitions have been discussed from different perspectives. These definitions of the different activities and attitudes with the type of attitude are due to the different functions. Cultural, social and economic entrepreneurship are depending on the concept of entrepreneurship and the type of operation. In Iran attention in the last decade of cultural entrepreneurship has finished its growth period and its studies and research are new, and are realize investigating as the goal of science. Educational and research centers focus their attention to this important matter, and have the attention in order to create a favorable atmosphere for the development, an increase of a national resource, fall in the rate of unemployment, and of structural equilibrium.

Since entrepreneurship means 'value creation' (the economic, moral, artistic, cultural), "Cultural entrepreneurship" means such intensive management procedures and processes of cultural and artistic production and supply of goods and services is an innovative way to pay for the restoration and creation of cultural value. Cultural values do not always encompass economic value, but the economic value could be expanded to include cultural values, (Bratlu, 1386: 142). What distinguishes artists from cultural entrepreneurs is that artists pay more attention to cultural production, while cultural entrepreneurs prefer to distribute and put their activities on the path towards value chain along culture. (Eyal, 2003: 9)

Cultural entrepreneurs do not accept the notion that the arts flourish in their natural areas and self-sufficient. Cultural entrepreneurs are not satisfied with the content; rather they want to be involved in the process of creating marketing and exploitation of content that they create. Thus, in the field of culture, cultural entrepreneurial action means entrepreneurial culture, the ideas, and the creation of business opportunities and establishes business centers and produced and distributed cultural goods and services. In other words, cultural entrepreneurial is a process that begins with a cultural idea and leads to cultural business. Historically the entrepreneurial aspirations of many artists and cultural producers in medieval Europe to display executors and executives of the previous century can be viewed. In this case, cultural



production in cultural discourse drawn towards commercial launches business and has flourished cultural business. In the first half of the twentieth century, and especially the impact of the war, communities became Industrial. And fierce competition for economic power to obtain the global markets made intellectuals, philosophers and artists themselves so helpless, disappointed in global equations. These trends and their impacts affect the interpretation of art and a work of art. Works of art became more complex; boundaries between art and non-art became ambiguous and thus works of art were not only in this way that encourages a sense of pleasure seeking and the audience did not mind, but wanted the audience to marvel. Thus, new cultural artistic styles and schools appeared along with the development of arts. Various areas of arts and culture are shaped and artistic and cultural activities are try for survive. With this vision, entrepreneurial culture takes on a different form. With this vision, cultural entrepreneurial takes on a different form. Theatrical art through direct contact with the audience finds its position faster than any other art and cultural activities in society. The emergence of different schools of theater, such as romantic idealism, realism, social realism, and critical realism, social and political theater offers a related case. In this sense, cultural entrepreneurship appears in the shape of moral concepts, such as the transmission of human society, truth of human life and human's fundamental changes in society and world. Little by little other areas of cultural and artistic activities were formed significantly themselves. Identify audience needs and provide mass production of cultural works, will create business and cultural areas. Consequence of visual and written works creates a cultural business. In this sense, entrepreneurship is the process of identifying opportunities and explores ideas that will lead to cultural business. Cultural entrepreneur in the realm of cultural activities in the principles and practices and their implications for entrepreneurial action is similar to the experiences of entrepreneurs in the field of industry and services, but it is active in terms of content, activities, cultural entrepreneur in the fields of theater, cinema, painting, book publishing, newspapers, journals and similar territories. In the notion of cultural entrepreneurship, culture, art and cultural production appears in the form of self-expression directly, thus it may be inconsistent with the traditional concept of value chain management theory. For example, based on the Porter's value chain is on competitive advantage. It is a place where businesses and commercial competitor analysis focuses on, and seek the competitive advantage of the product to deliver in superior manner. Cultural entrepreneurs are not part of the value chain rather it extends along the production and distribution processes that linked and overlap. Cultural Entrepreneurship by spreading along the value chain establishes a bridge between creativity and cultural exchange requests. In other words, cultural entrepreneurs are on both sides of the process - from the creation of creative content to exploit its results. Thus if the general definition of entrepreneurship on producing economic approach includes process of producing economic goods by using a variety of factors; therefore, from the perspective of achieved cultural entrepreneurship refers to the process of cultural goods and services, and it is defined by using different factors of production and services and cultural ideas can be fulfilled in a particular way. Cultural Entrepreneurship in connection with production and distribution of music industry are obvious examples. Cultural entrepreneurs are adding value to their products with the use of growth of new methods of development and consumption. In addition to the musical content, industrial features is including the use of music experience (shopping, selection and availability) and the listening experience (sound quality, transferability), the main advantages of

this industry has focused on cultural entrepreneurship. On the other hand, as "Schumpeter" knows entrepreneurship as the engine of movement and economic development in terms of economic value, cultural entrepreneurship is considered (Safarzadeh, 1384: 51-50).

### **- The Benefits of Cultural Entrepreneurship**

The global economy is creating fundamental changes to organizations and cultural industries across the world. This change in business culture requires companies to review accurately forms of their target, pay much attention to the selection and follow-up strategies which leads to a level of success for many of cultural beneficiaries. In a dynamic economy, ideas, and cultural products and services are constantly changing and in the meantime, this is a cultural entrepreneur who brings model to cope with the new situation compatibility. Today that cultural activity is going towards employers and self-employed, cultural entrepreneurship and cultural entrepreneurs play a key role in the economic development of the culture. Cultural entrepreneurship with creating cultural job creation and wealth creation and improved economic conditions, provides the basis background for cultural promotion. Technology development has made uncertain environmental conditions and competition rules of the game, so complex and dynamic that other organizations can no longer ensure their life and survival simply superstructure changes, such as changes in methods, systems, structure, and technology. Organizations must provide conditions with a significant competitive advantage to the organization at various levels of geographic, cultural and economic development in various spheres of production - to maintain their vital services. Arts and cultural institutions are not an exception and by relying on entrepreneurs can increase their competitive advantage and stability, dynamics and enable continued innovation in organizations. Identifying opportunities and its use in cultural activities are subjected to the administrative, cultural, and entrepreneurial perspectives in cultural and artistic institutions. Hence cultural entrepreneurs and entrepreneurial cultural institutions moved with changes and try to discover and exploit the opportunities created by these changes. In an entrepreneurial small firm, employees gradually learn how to cooperate in equal positions, and propel this cooperation towards a win - win situation. Cultural entrepreneurs have a positive relationship with the community. They discover the opportunities to deliver the cultural goods and services which are invisible or have a limited field. Cultural entrepreneurs are also looking to discover the highest quality and lower price. This collaboration, increasing wealth and mobility of the free market and for most people makes life more interesting. They are making cultural industry out of recession and creating new opportunities and higher wages for employees to make them grow. In the entrepreneurial cultural institutions, employees can go looking for unknowns and experience new ways. Cultural entrepreneurs are creating things that make cultural diversity and changing the beliefs and values of millions (Bagheri, 1391: 64).

### **Hypothesis:**

- 1- It seems that personal factors are impeding cultural entrepreneurship in Social Security Organization of Kohgiluyeh va Boyer-Ahmad.
- 2 - It seems that organizational factors are impeding cultural entrepreneurship in Social Security Organization of Kohgiluyeh va Boyer-Ahmad.

3 - It seems that environmental factors are impeding cultural entrepreneurship in the Social Security Organization of Kohgiluyeh va Boyer-Ahmad.

### **Research Methodology**

This research is based on the nature of the research method of descriptive - survey and of the field branch.

### **Statistical Society**

The population of this research consisted of the social security organization's employees of Kohgiluyeh va Boyer-Ahmad and it is estimated that over 195 people, and because of accessing to the entire population, the method of entire accounting is used.

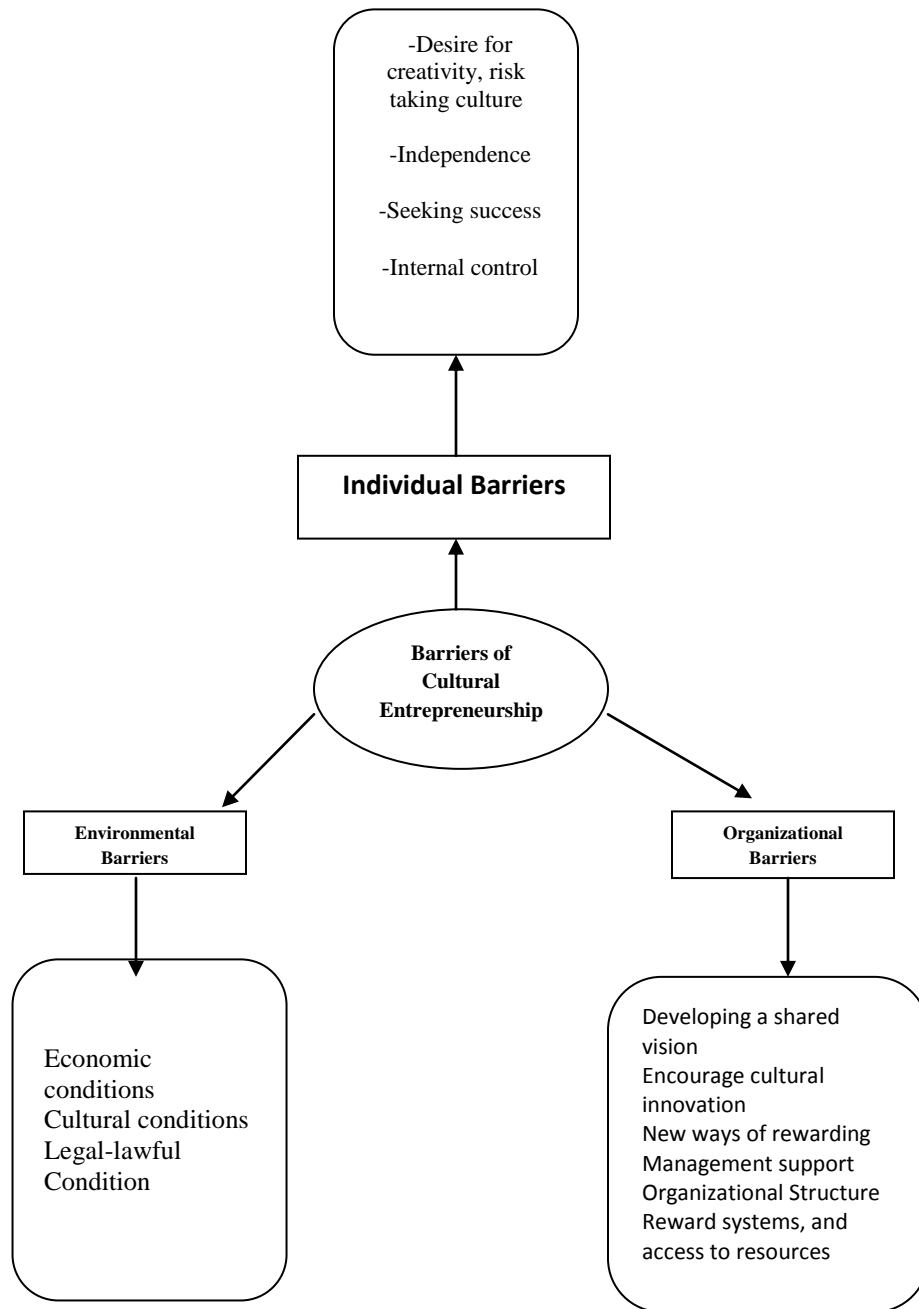
### **Data Collection**

Data collection methods associated with the assumptions used by material census questionnaires, interviews, library, internet, and reviewing reports documents.

### **Research variables**

Variables in this study include:

### Barriers of Cultural Entrepreneurship



#### Reliability and Validity

The questionnaire used in this study has been made by researchers to measure cultural barriers of entrepreneurship. In this study the face validity of the questionnaire is used. In accordance with these principles in order to get the validity of questionnaire, professors and experts were asked to study the question of reform and apply them. By collecting opinions and summarized and apply them again, they were laid to give questionnaires and after running again, finally

answered a questionnaire which was approved by professors and scholars arrived. And for determining the reliability of the questionnaire, the Cronbach Alpha method was used.

$$r_a = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \delta_j^2}{\delta^2} \right)$$

Alpha value for each factor was calculated from the output of statistical software SPSS. Cronbach's alpha coefficient in this study indicates acceptable consistency of asking questions and taking responsibility for same. Cronbach's alpha coefficient in this study was a pilot study with the 30 questionnaires distributed among employees and it can be described by following table:

**Table: Reliability of Research variables**

Cronbach's alpha	Factors / variables
0.80	Personal Factors
0.79	Organizational Factors
0.83	Environmental Factors
0.82	Total

**Methods of Data Analysis**

The Kolmogorof - Smirnov test is used for normal distribution of study variables, analysis of variance to assess differences in variables and Friedman test is used to examine the differences between variables to support the research. And then we investigated variables by using single-sample t-test. Both descriptive and inferential analysis of the data was examined.

**First hypothesis: It seems that personal factors impede cultural entrepreneurship in the Social Security Organization.**

**Table (4-10) one-sample t-test of the first hypothesis**

P	Freedom Rate	T	Average	First hypothesis
0.07	194	2.2	3.1	Individual Factors

According to Table (4-10) t value was not statistically significant due to the significant level of less than 0.50. Therefore the hypothesis will not be approved. Therefore, personal factors are not a barrier to cultural entrepreneurship in Social Security Organization.

**Second hypothesis: It seems that organizational factors impede cultural entrepreneurship in Social Security Organization.**

**Table (4-10) one-sample t-test of the second hypothesis**

P	Freedom Rate	T	Average	Second Hypothesis
0.04	194	6.8	3.2	Organizational Factor

According to Table (4-10) t-values are statistically significant base on the significance level of less than 05 /. The hypothesis is confirmed. Therefore, organizational factors are impeding cultural entrepreneurship in Social Security Organization.

**Third hypothesis: It seems that environmental factors impede cultural entrepreneurship in Social Security Organization.**

**Table (4-10) one-sample t-test of the second hypothesis**

P	Freedom Rate	t	Average	Third Hypothesis
0.000	194	8.09	3.4	Environmental Factors

According to Table (4-10) t-values are statistically significant base on the significance level of less than 05 /. The hypothesis is confirmed. Therefore, environmental factors are impeding cultural entrepreneurship in Social Security Organization.

**Suggestions:**

**A)** Because it is based on the results of study on organizational factors that impeding cultural entrepreneurship in the Social Security Organization in Kohgiluyeh va Boyer-Ahmad; in this section, the following items are recommended to improve these parameters:

- Setting goals for the work by the members of the organization.
- The need for legal permits for new investment in the field of culture.
- Performing educational programs related to cultural entrepreneurship in academic centers of country.
- Performing educational programs related to cultural entrepreneurship in training centers of country.
- Access to credit and financial institutions in the new cultural projects.
- Knowing worth both work and effort in the field of culture.

**B)** Because it is based on the results of study on environmental factors that impeding cultural entrepreneurship in the Social Security Organization in Kohgiluyeh va Boyer-Ahmad; in this section, the following items are recommended to improve these parameters:

- Having a clear picture of the long term goals of the organization.

- Material and spiritual support of the managers of organizations for the individual who provides new cultural ideas.
- Welcome the people with cultural thoughts and ideas.
- Suitability of the rewards granted to the members of the organization to the rate of their efforts.
- Encouraging employees to the expected risks and threats in the field of culture.
- paying attention to the positive and negative effects of accolades.

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