



## Reducing Organizational Anomie in Light of Entrepreneurial Behavior

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### Abstract:

The research aims to clarify the role of the main variable represented by the four dimensions of entrepreneurial behavior (creative, risk taking, seizing opportunities, proactivity), in Reducing the dependent variable of organizational anomie with the dimensions (Organizational Normlessness, Organizational Cynicism, Organizational Valuelessness).

The experimental, analytical method was adopted in the completion of the research, and an intentional sample of (162) individuals in the administrative levels (higher and middle) in the factory was taken. The questionnaire was also adopted as a main tool, which included (54) paragraphs, as (162) forms were distributed and 144 were retrieved from them, valid for statistical analysis from the total forms distributed to the factory.

The most important results of the research showed the effect of the dimensions of entrepreneurial behavior and directly on organizational anomie, and that the relationship of entrepreneurial behavior and at the total level was positive with organizational anomie. They ignore the values of work to achieve their goals, as well as the existence of a spirit of cooperation and one team among workers in the factory.

**Keywords:** entrepreneurial behavior, Innovativeness, Taking Risk, organizational anomie, Organizational Normlessness, Organizational Valuelessness, Organizational Cynicism.

## **1. Introduction:**

Entrepreneurial behavior is one of the positive organizational trends that must be available to working individuals, as it is a competitive advantage in itself because the organization will have efficient, creative and skilled individuals with professionalism that will enable it to face all forms of change and technology advancement, and it is one of the topics that has attracted the interests of both academic and professional sides. Because he tended to study human behavior, which includes finding and investing opportunities for the entrepreneurial process by searching for the new idea and developing it creatively.

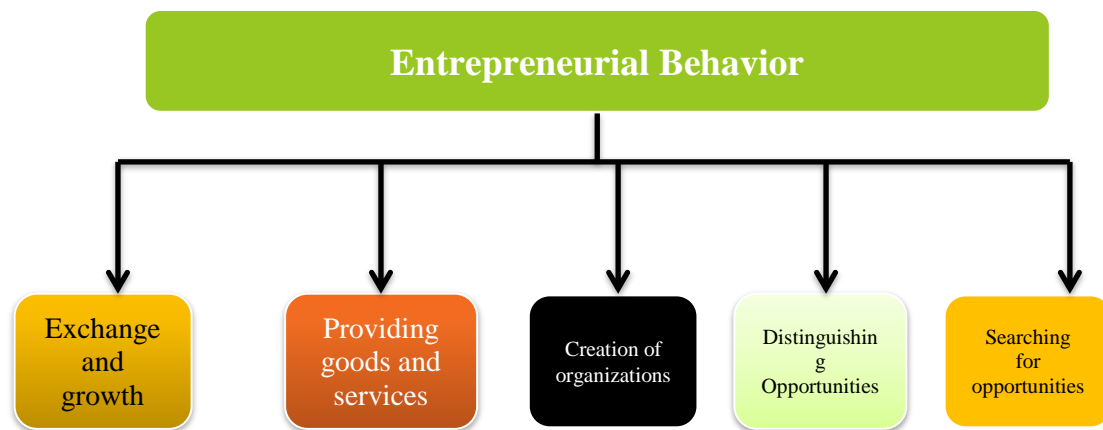
Organizational anomie arises as a result of the social structure being exposed to many economic, political and security fluctuations and other transformations that have cast strong shadows on the organizational reality from behavioral phenomena represented after adherence to standards, values and negative attitudes of employees in the workplace.

## **2. Entrepreneurial Behavior (EB)**

The most knowledgeable dictionary defines leadership. Derived from rod, pioneer or pioneer, or it means the intention of the thing: its request is a pioneer and the object is intended. The most important elements of the main concept of leadership is risk. The concept of the entrepreneur was used for the first time in the French language at the beginning of the sixteenth century to denote the risk that accompanies expeditions. It means (transfer) and thus becomes the word (transport - between), which in French means (the undertaker) (Ali and Daoud, 2017: 61).

Entrepreneurial behavior is the creative use of resources in order to invest opportunities, and it represents the ability to track and develop new ideas and creations from abstract ideas and theoretical thinking to the reality of implementation and real existence, and in terms of content, it means finding, forming or using unique (creative) ideas, addressing risks and dealing with cases. Uncertainty is considered a function of integrated entrepreneurial resources. It is the practice of pioneering thought through which individuals take risks and engage in creative work and proactive actions. It also constitutes a set of activities and practices through which individuals at multiple levels provide a combination of innovative resources to identify and invest new opportunities. His perception is that it is a set of joint activities and actions in realizing opportunities for new organizations, and it is an interactive behavior that consists of revealing opportunities and the individual's motivation to use them (Faeq and Abd al-Rahman, 2019: 49).

The researcher believes that the concept of entrepreneurial behavior is based on discovering and investing opportunities and based on previous experience and knowledge, in an appropriate manner, with the available capabilities and resources, in a manner that achieves benefit and profitability, through creativity and innovation methods to present products in a new way. As shown in Figure (1).



**Figure (1)** A conceptual view of what it means to be an entrepreneur  
(Figure prepared by the researcher)

### **3.The Dimensions of Entrepreneurial Behavior (EB)**

Research and studies related to determining the dimensions of entrepreneurial behavior varied. We find that each of the researchers (Saber, 2018) and Ojah, 2017) identified three dimensions of entrepreneurial behavior represented by (creative, proactive, and risk-taking) and they talked about that all researchers and writers have agreed that the dimensions are the basic and main for entrepreneurship, while (Hamad, 2018) identified five dimensions of entrepreneurship (discovery of opportunities, creativity, risk adoption, flexibility, vision), and (Al-Ajili, 2012) added to these dimensions the dimension (independence, offensive competition, and financial measurement) , which generated a conviction among the researcher that it is possible to choose among these dimensions in proportion to the nature of the current research.

#### **3.1 Innovativeness**

Most of the studies that dealt with creativity and entrepreneurship have resulted in the conclusion that Peter Darker is the first to develop a systematic study to diagnose the interconnected relationship between the two concepts. To give current resources as a force that enhances their wealth creation capabilities. It is worth noting that the knowledge base for the emergence of the intellectual roots of the concept of creativity according to the economic process by “creative destruction” is the optimal use of new technological opportunities in order to make the best products at the lowest costs from their current products. It is defined as “the efforts made by the employees of the organization to obtain new opportunities or improve technological processes” (Sabr, 254: 2018).

The researcher finds that the essence of entrepreneurial creativity is the renewal of any organization. Management scholars and administrative practitioners agree that the contemporary organization lives changing and complex conditions, which makes it in dire need of creativity, because it contributes to improving the capabilities of workers to generate ideas, keep pace with modern technical developments, find solutions to problems and contribute to setting appropriate decisions.

### **3.2 Taking Risk**

Risk means the ability to calculate the possible risks, psychological and economic confrontation, and then take the appropriate decision to overcome them. It can be said that the risk is the possibility of obtaining a reward, or achieving returns in the event of the success of the proposed project plan, and the assessment of the risk is from an economic point of view and is related to decision-making and is based on the principle of gambling and adventure and the resulting outcomes. There are no specific limits and framework for the risk behavior between organizations and people alike. As for new projects, the lower the risk, the person is a worker or an ordinary individual, and the higher the degree of risk becomes an entrepreneur. The tendency towards risk is related to the nature of organizations and people and the extent of the expected benefit from the amount of this risk, and then it is necessary to realize these risks, especially since organizations and individuals are part of society and the surrounding environment, where all circumstances and variables are read and analyzed (Al-Ta'i, 144:2016).

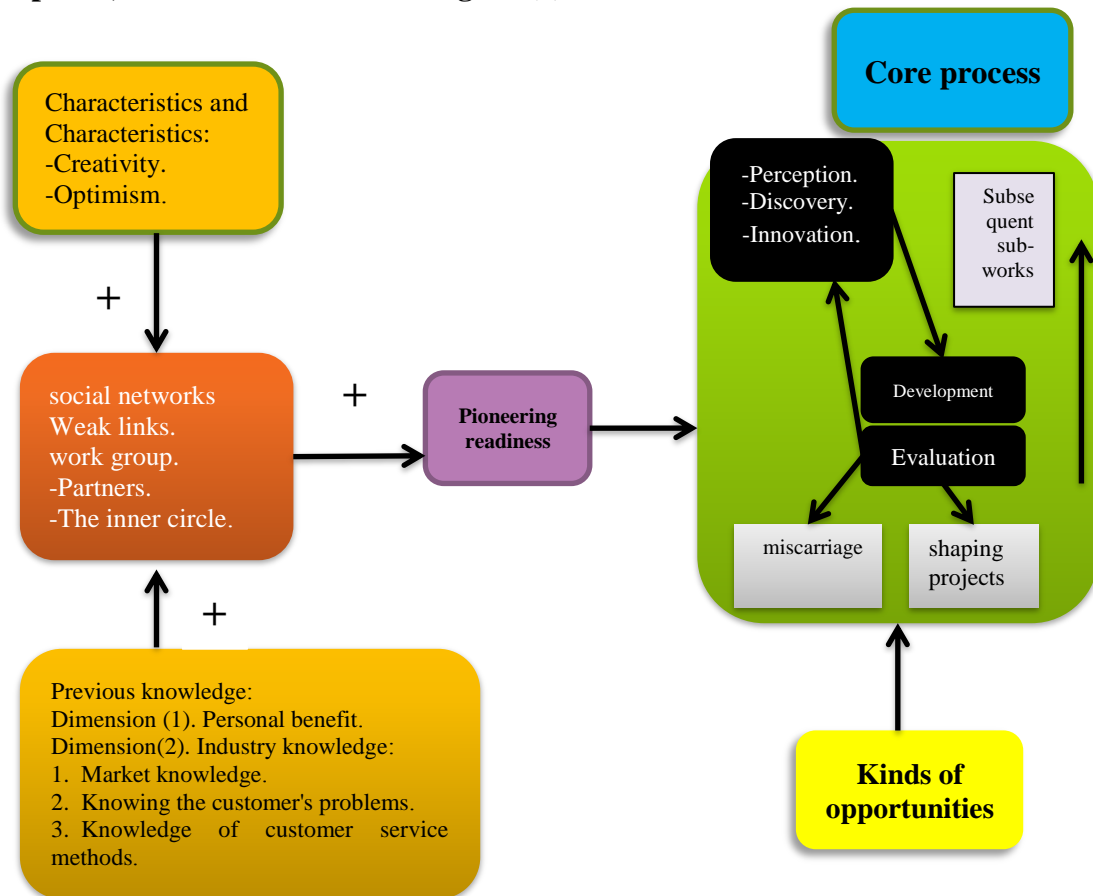
The researcher considers that risks are one of the external forces that stand in the way of the organization's progress to achieve its goals. The risk is also an inappropriate basic condition for the organization that exists in its external environment. It also represents the most important characteristics of strategic planning through which the organization must undertake basic tasks, including identifying the risks that faced.

### **3.3 Seize Opportunities**

It is represented in discovering, evaluating and investing the available opportunities, and that this concept plays a pivotal role in the study of entrepreneurship, as entrepreneurial opportunities depend on current resources. Therefore, the proposal of many definitions of the term opportunities includes references to three main characteristics: which is the potential economic value (i.e. the ability to generate profits and modernity (i.e. some products, services or technology that did not exist previously), that opportunity is a perceived means of generating economic value that is not currently invested by others, and that recognizing the opportunity is only the first step in a continuous process, and it is only in fact a process perceptions that involve recognizing complex patterns; in other words, stakeholders look at connections between unrelated and diverse events from which they derive specific business opportunities (Hamad and Muhammad, 2018: 82).

Entrepreneurship is defined as identifying and investing opportunities that were not previously invested. In fact, many theories and research have emerged about the realization and appreciation of the opportunity. Among the most important theories that show this fact is the theory (estimating and identifying entrepreneurial opportunities), as the model is built on the basis of

previous research based on a theoretical basis. For a group of overlapping disciplines, the model is shown in Figure (2) as follows:



**Figure (2) Model Theory (Estimating and Identifying Entrepreneurial Opportunities)**

(Source): Al-Issawi, Muhammad Hussein, Al-Ardi, Jalil Kazem, and Al-Abadi, Hashem Fawzi, (2012), "Sustainable Strategic Management: An Introduction to Managing Organizations in the Third Millennium", first edition, Dar Al-Warraq for Publishing and Distribution, Amman, Jordan.

### **3.4 Proactiveness:**

Proactivity is defined as improving the current conditions or creating new conditions, which involves challenging the status quo instead of negatively adapting to the current conditions (Crant, 2000). It also represents profitable opportunities and their investment by competitors, by providing a new good or service or entering into new markets, which requires entrepreneurs to develop their strategic vision and identify paths to connect and unify capabilities and capabilities in order to determine the right path to obtain and invest opportunities (Al-Bashqali, 2010: 16).

#### **4. Organizational Anomie(OA):**

Anomie (from Greek: an- [absence], and -nomos [law]) is caused by a social deficiency. This absence can cause people to become confused, anxious, isolated, and even misbehave. The effect of anomie on deviance has been extensively studied in forensic studies, but its presence in the regulatory literature is limited. According to Srole, each of his five-item scales represents a distinct aspect of anomie: (1) individuals feel that leaders are indifferent to their needs; (2) their perception of the social system as fundamentally volatile and unpredictable; (3) the opinion that they and their ilk are receding; (4) feeling that life is meaningless, and (5) realizing that their immediate personal relationships are no longer stable (Zoghbi, 2007:465).

##### **4.1 Dimensions of Organizational Anomie:**

The subject of anomie is characterized by being one of the topics with scant resources, but its use in research and various fields is adapted according to the researchers' trends, and this means that each researcher used a specific dimension or set of dimensions that fit the target sample in his research, where we find that (Srul) used or developed five measures in one of his research; he later added other dimensions to it in another research, and it seems that the addition of dimensions is taking place in a way that is derived from the reality we live in, and this can be seen in the research of (Serul, Jaklosky, and Sagar), where the researcher noted, that the addition of dimensions took place after extrapolating the reality from the social, economic, political and even psychological aspects, and recording the strange phenomena that occur, and then trying to analyze and know the causes of this phenomenon and reach its roots so that the best way to deal with it is developed in a way that guarantees the rights of individuals with the minimum number of negative cases in society.

##### **4.2 Organizational Normlessness**

Non-normativeness means the individual's feeling that illegal means are required and that he needs them to achieve goals, and this situation arises when social values and norms disintegrate and fail to control and control bad behavior (Ben Zahi and Lucia, 2007: 26). Derived from the Latin word "Anomie", anomie means lawlessness, lack of plan, mistrust or doubt. Some dictionaries have given the word "Anomie", to mean a state of disorder, disorder, uncertainty, or life without law. And when specialists in social sciences use it, they refer to a property related to the social structure, or to one of the social systems from which it is composed. Not a state of mind. It is an expression of the collapse of social norms that govern behavior, as well as the weakness of social cohesion. And when the state of non-normity is widespread among members of society, the rules governing behavior in it lose their effect or force (Halasa, 2017: 198-199).

##### **4. 3 Organizational Cynicism**

The ambiguous nature of the concept of organizational cynicism fuelled controversy among researchers and was directly reflected in the generation of many points of view to define it (Proefschrift, 2007:3), and sarcasm was from the beginning a lifestyle and philosophy as well. Cynics believe that people's habits are unnatural and should be avoided as much as possible. Within the framework of the progress that was taking place in life at that time, and within the framework of rejecting social norms, the cynics were wearing rags and drinking

liquids with their hands so that they would not take water cups as a means (Dean et al, 1998:342), and the studies that are considered among the most important that were put forward in the administrative literature were continued. She showed us how cynicism has developed among workers in the new millennium, and has become increasingly apparent, especially in corporate environments where distrust, scandals and opportunistic behavior are evident (Chiaburu et al, 2013:181).

#### **4.4 Organizational Valuelessness**

The researchers dealt with the concept of organizational values from multiple aspects, as they represent the organization's basic convictions about the endeavors and ways to perform its work, and it works to translate these convictions into relatively permanent practices (Mohammed and Asad, 2018: 171), and they refer to recognized and accepted standards that guide the behavior of individuals at all levels and therefore are considered values for the organization itself (Abdel-Fattah, 519: 2020), and the concept of values is one of the concepts that many researchers have been concerned with in various fields such as philosophy, economics, sociology and other scientific disciplines; it is the heart of organizational culture because it is an appropriate standard to direct desired or undesirable behavior (Al-Mulla and Ahmed, 2016: 93).

#### **5. Research Methodology**

The problem of the research is the workers' lack of awareness of the risks of anomie and their lack of awareness by their higher management of its risks. And the extent of its danger to their factory and its dire consequences that will cast a shadow on the senior management's dealings with them, and on their relations with each other, despite the existence of good relations between them. But the appearance of anomie will explode and destroy all these positive connections.

Where anomie is considered a negative condition that is difficult to remove from society and the organization, as it has become rooted in the Iraqi social structure, as it appeared due to changes and transformations, as well as wars that contributed to the emergence of a set of problems and complications on the social, cultural and economic levels, so it was and still is a factor in the lack of security, intellectual rivalry, political and religious violence.

The research relied on the analytical experimental method by collecting and analyzing the necessary data, as this method focuses on polling the opinions of the research sample and its directions, and the use of the descriptive method to describe the reality of the studied variables. Its basis is the adoption of recommendations.

The importance of the issue of entrepreneurial behavior is in directing and improving the level of ideas of higher management in dealing with organizational anomie as soon as it appears in the factory.

It is focusing on the importance of the dimensions of entrepreneurial behavior (creativity, taking risks, seizing opportunities, and being proactive). The subject of the research is characterized by an attempt to link its variables with modernity at the level of the Arab world and Iraq through reviewing the studies and research in the various research methods that have been viewed.

It is attempting to educate workers about the importance of the individual having an entrepreneurial behavior, in order to harness their potential and the ability to be creative and innovative, and to generate new ideas for products and according to the customers' request, through discussions and meetings with their senior management.

The exchange of constructive views and proposals between the president and his subordinates in order to turn towards organizational anomie and bear more burdens that managers should not be without.

Table (1) Characteristics of the research sample members

S	Variables	Categories	Repetition	The ratio %
1	Gender	Male	89	61.8
		Female	55	38.2
		<b>Total</b>	<b>144</b>	<b>100.0</b>
2	Social status	Married	113	78.5
		Unmarried	24	16.7
		Absolute	3	2.1
		Widower	4	2.8
		<b>Total</b>	<b>144</b>	<b>100.0</b>
3	Age	Under 25 years old	4	2.8
		-25Less than 35 years old	17	11.8
		-35Less than 45 years old	44	30.6
		-45Less than 55 years old	60	41.7
		<b>Total</b>	<b>144</b>	<b>100.0</b>
4	Qualification	Diploma	28	19.4
		Bachelor	100	69.4
		Higher Diploma	8	5.6
		M.A.	4	2.8
		Ph.D.	4	2.8
		<b>Total</b>	<b>144</b>	<b>100.0</b>
5	Job position	Agent/Advisor	8	5.6
		Director general	12	8.3
		Assistant general manager	19	13.2
		Director of the Department	58	40.3
		Assistant department manager	47	32.6
		<b>Total</b>	<b>144</b>	<b>100.0</b>



6	Number of years of service	Less than 5 years	15	10.4
		-5Less than 10 years old	3	2.1
		-10Less than 15 years old	16	11.1
		-15Less than 20 years old	55	38.2
		20Years- or more	55	38.2
		<b>Total</b>	<b>144</b>	<b>100.0</b>
7	Training courses	Yes	124	86.1
		No	20	13.9
		<b>Total</b>	<b>144</b>	<b>100.0</b>

### 6. Results of the statistical description of the sample:

By using statistical methods like arithmetic mean, five levels of answers are shown:

1.1.79 – 1 very low

2.1.8 – 2.59 low

3.2.6 – 3.39 moderate

4.3.4 – 4.19 high

5.4.2 – 5 very high

Dispersion scales including (standard deviation, and mean difference coefficient) are used to indicate the importance of each item on basis of mean difference coefficient.

The results of the statistical description of the Entrepreneurial Behavior:

As for the first axis (the first main variable) (entrepreneurial behavior X), the total arithmetic mean of the variable reached (3.15), which indicates the option (neutral), and with average consistency in the answers, and it is confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, its value reached (0.72), (22.89) between the hypothetical mean (2.60 - 3.39) on the scale area, and this result indicates that the researched sample does not fully agree towards the entrepreneurial behavior X in the positive direction, and the relative importance reached (62.97%), which is a medium percentage.

Table (2) The arithmetic mean, standard deviation, coefficient of variation and the relative importance of the main variables of entrepreneurial behavior X

Item	S	Arithmetic mean	standard deviation	Variation coefficient	Relative importance
entrepreneurial behavior X	1	3.15	0.72	22.89	62.97

As for the third axis (the third main variable) (organizational anomie Y), the total arithmetic mean of the variable reached (2.66), which indicates the option (neutral), and with average consistency in the answers, and it is confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, its value reached (0.73), (27.44) between the hypothetical mean (2.6

- 3.39) on the scale area, and this result indicates that the researched sample is completely incompatible towards organizational anomie Y in the positive direction, and the relative importance reached (53.13%), which is a medium neutral percentage.

Table (3) The arithmetic mean, standard deviation, coefficient of variation and the relative importance of the main variables of organizational anomie Y

Item	S	Arithmetic mean	standard deviation	Variation coefficient	Relative importance
organizational anomie Y	1	2,66	0,73	27,44	53,13

### 7.The hypothesis of the research:

According to the questions raised in the problem item, these hypotheses might arise:

a. There is a significant correlation relationship between the dimensions of entrepreneurial behavior and organizational anomie, from which the following sub-hypotheses emerge: there is a significant correlation between creativity and organizational anomie, there is a significant correlation between risk taking and organizational anomie, there is a significant correlation between seizing opportunities and organizational anomie, and there is a significant correlation between proactive and organizational anomie.

b. There is a significant effect between the dimensions of entrepreneurial behavior and organizational anomie, from which the following sub-hypotheses emerge: there is a significant effect between creativity and organizational anomie, there is a significant effect between the adoption of risk-taking and organizational anomie, there is a significant effect between seizing opportunities and organizational anomie, and there is a significant effect between proactive and organizational anomie.

Table (4) The influence of entrepreneurial behavior on organizational anomie

Independent variable	Dependent variable	Constant value $a$	Beta coefficient t value $\beta$	R coefficient t value $R^2$	The calculated F value	Indication level - (0.01) (0.05)
Entrepreneurial behavior X	Y organizational anomie	4.830	-0.690	0.466	123.801	moral

According to which the dimensions of entrepreneurial behavior X (creativity X1, risk adoption or tendency to take risks X2, seizing opportunities X3, proactiveness X4) collectively affect both morally and positively and inversely the researched organizational anomie. It is clear from Table (4) that the calculated (F) value reached (41.100), which is greater than the tabular (F) value of (3.46) at a significance level of (0.01), with a significance (0.000) and a degree of freedom (4,139). The result means that there is a statistically significant effect of the responsive variable (the sum of the dimensions of (X) entrepreneurial behavior) on the dependent variable (the organizational anomie Y) in the research sample. As for the value of the coefficient of determination (R<sup>2</sup>), it was

(0.542), and this means that (the sum of the dimensions of (X) entrepreneurial behavior) explains (54.2%) of the contributions made to (organizational anomie Y), and that (45.8%) is explained variance from factors that did not enter the regression model. Therefore, these results provide sufficient support for accepting the fifth major research multiple-effect hypothesis, which states that (there is a significant effect of the sum of dimensions (X) combined, the entrepreneurial behavior X in organizational anomie Y.

Table (5) The multiple effect of the total dimensions of (X) entrepreneurial behavior in organizational anomie Y

Y . organizational anomie							Entrepreneurial behavior X
The decision	Morale	F calculated	The coefficient of determination $R^2$	Morale	t calculated	Regression coefficients	
There is an effect	0.000	41.100	0.542	.000	21.538	5.003	fixed limit
				.061	-1.891	-.157	Creative X1
				.006	-2.805	-.256	Adoption of risk or inclination to take risks X2
				.000	-5.803	-.447	seize opportunities x3
				.057	-1.918	-.161	Proactive X4

## 8. Conclusion:

Entrepreneurial behavior has received many definitions that reflect different views of a large number of researchers who have dealt with this topic, and this is an indication that this term has wide uses in various fields.

The term organizational anomie is strange and relatively unknown, and this is an indication of the novelty of this topic and the urgent need to delve into it and pay attention to its danger to working individuals.

The ratio of males to females was high out of the total sample members, due to the nature of the factory's work, and the working age groups varied, which explains to us that the organization possesses diverse cadres, not specific to a specific age group, and this means taking the opinions of most of the age groups in the organization and that the vast majority of the sample members hold a bachelor's degree, and this indicates that the majority of the sample members enjoy a good culture, and have sufficient scientific ability to answer the questions of the questionnaire, which makes the answers more accurate and objective.

Indicators of organizational non-normative dimensions, organizational cynicism, and lack of organizational values decreased, despite the presence of signs of cynicism, because factory personnel do not ignore work values to achieve their goals, as well as the existence of a spirit of cooperation and teamwork among factory workers.

The most important results of the research showed the effect of the dimensions of entrepreneurial behavior and directly on organizational anomie, and that the relationship of entrepreneurial behavior and at the total level was positive with organizational anomie. They ignore the values of work to achieve their goals, as well as the existence of a spirit of cooperation and one team among workers in the factory.

### **9. Further Work:**

The necessity of placing the entrepreneurial behavior at the center of researchers' attention because of the great importance it contains for organizations, and for its encouraging elements and an opportunity for working individuals to show and develop their skills.

It opens up a wide field of research for organizational anomie, especially since it is a recent topic and is spreading in the environment of organizations without paying attention to the seriousness of its effects on organizations.

It strives to motivate the workers and direct their attention to the importance of creativity in accomplishing the work and raise their awareness through the establishment of workshops and training seminars to develop their capabilities.

The need for the factory management to study, analyze and review its plans and decisions to avoid financial and material losses when thinking about developing strategies and adopting risks.

It develops special programs to familiarize employees with the importance of proactiveness in work and innovation when manufacturing products, and how to formulate the idea in a way that brings benefit to the factory.

Senior leaders celebrate their workers due to low non-normativeness, organizational cynicism, and lack of organizational values, because this means their compliance with values, instructions and regulations, and not exceeding instructions to achieve their personal whims.

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## الحد من الانومية التنظيمية في ظل السلوك الريادي

الباحث/ لميس عدنان عزيز  
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## المستخلص

يهدف البحث الى بيان دور المتغير الرئيس المتمثل بـ السلوك الريادي بأبعاده الاربعة ( الابداعية، تبني المخاطرة، اقتناص الفرص، الاستباقية)، في التقليل من المتغير التابع الانومية التنظيمية بأبعاده (اللامعيارية التنظيمية، التهكم التنظيمي، انعدام القيم التنظيمية) في مصنع القطنية التابع للشركة العامة للصناعات النسيج والجلود احدى تشكيلات وزارة الصناعة والمعادن.

جرى اعتماد المنهج التحليلي التجريبي في إنجاز البحث، وجرى اخذ عينة قصدية بلغ قوامها (162) فرداً في المستويات الادارية (العليا والوسطى) في المصنع عينة البحث، ووزعت على عينة قصدية مكونة وأظهرت أهم نتائج البحث تأثير أبعاد السلوك الريادي بشكل مباشر على الانومية التنظيمية، وإن علاقة ارتباط السلوك الريادي على المستوى الاجمالي كانت ايجابية بالانومية التنظيمية، كما انخفضت مؤشرات ابعاد اللامعيارية التنظيمية والتهكم التنظيمي وانعدام القيم التنظيمية، وذلك بسبب ان افراد مصنع القطنية لا يتجاهلون قيم العمل لتحقيق اهدافهم، فضلا عن وجود روح التعاون والفريق الواحد بين العاملين في المصنع. المصطلحات الرئيسية للبحث: السلوك الريادي، الابداعية، تبني المخاطرة، الانومية التنظيمية، اللامعيارية التنظيمية، التهكم التنظيمي، انعدام القيم التنظيمية.

\*البحث مستل من رسالة ماجستير