

RESEARCH ARTICLE

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The Combination of Organizational Factors Affecting the Performance of Organizational Accelerators

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Abstract

The phenomenon of accelerating start-ups in Iran is a new procedure in the field of entrepreneurship that is affecting universities, policymakers, and economic activists as well as the entrepreneurial ecosystem in society. It is an organization with a systematic review method. According to this technique, a detailed and in-depth review of the research literature on the issue of factors affecting the performance of organizations and especially accelerators has been done and finally, the findings of related qualitative and quantitative research have been integrated together. The research findings based on 26 final reviewed articles led to the extraction of 52 open codes for all organizational factors and seven central codes including 1- Establishing organizational communication 2. Team building 3. Performance improvement 4. Leadership ability 5. Improvement and development of managerial ability 6. Participatory management 7. The administrative capability has become. In the end, it is suggested that in order to improve the performance of organizational accelerators, it is necessary to pay practical attention to these main variables and related sub-variables.

Keywords: *Hypercombination, Organizational factors, Performance, Organizational accelerators*

Introduction

After the establishment of the first accelerator company in Iran in 2013 under the brand name Avai Tek Pardis in the Faculty of Technical Sciences of the University of Tehran, other accelerator companies started to operate in the field of universities and knowledge centers. Accelerated startups (Goodarzi et al., 2018). The emergence of incomplete, immature, and failed start-ups (Guardiet et al., 2022), or in other words start-ups with low investment rates, low income, and short lifespans is not only the main goal of accelerators, but part of it is employment. The

creation and development of non-governmental activities will not fulfill the needs, but will also waste a lot of resources (Gonzalez & Leatherbee, 2018). The development of innovation in the organization and its institutionalization in order to achieve sustainable competitive advantages has become an undeniable necessity today; A necessity in which achieving success requires accurate knowledge of possible tools and solutions and by choosing appropriate initiatives, one can be the leader of competing organizations (Chapardar et al., 2022). The

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best solution for the development of organizational innovation is an organizational accelerator. and the outside of the organization is to provide innovative ideas and develop the organization's business (Urbaniec & Zur, 2021). One of the most important factors in strengthening and expanding the culture of innovation, creativity, and entrepreneurship is the existence of appropriate organizational structures and organizations (Seyed Kalali & Heidari, 2021). The entrepreneurial organization grows, improves, and supports innovative efforts to provide new products and services and provides the platform for this dynamic (Crisan et al., 2021). The study on the performance of organizational accelerators in Iran is new and new. This has caused the study of the performance of organizational accelerators to become particularly important and necessary.

In recent years in the world, the need to grow the business environment to provide new employment opportunities for the young and educated generation, as well as the development of the activities of non-governmental sectors in the field of investment and entrepreneurship, paying attention to the category of acceleration as one of the new trends active in the field of entrepreneurship in the world (Gooderzi et al., 2017). In the last decade, accelerators have emerged and have become primary players in the entrepreneurial ecosystem (Colombo et al., 2018). The efficiency of these programs is very important for politicians, taking into account the benefits of accelerators for the economy and the entrepreneurial ecosystem, and they consider entrepreneurial activities necessary for the growth of the economy (Moschner et al., 2019). In fact, by choosing the accelerator solution, the organization provides organizational entrepreneurs with time to develop, test and grow new ideas outside of the organizational processes (Banc & Messeghem, 2020). Choosing this approach is suitable for organizations that believe that the internal capabilities of the organization are not the only way to go out and move towards

innovation, and that innovation should be part of the strategic plan, and for organizations that seek to establish a long-term innovation infrastructure (Steiber & Alange, 2020).

Considering the establishment and formation of accelerator centers in our country in recent years, research in this field is limited in our country, and considering the role and importance of organizational characteristics on the performance of the accelerators of organizations, and that a comprehensive and clear view in The organizational factors affecting the performance of accelerators located in companies have not been drawn for researchers and this issue has received less attention. The problem of the present research is to identify the organizational factors affecting the performance of organizational accelerators. It should be addressed. According to what has been stated, this research was conducted in line with the aim of answering and identifying organizational dimensions and factors affecting the performance of organizational accelerators.

Theoretical Framework and Research

Background

Accelerator

Accelerators are increasingly considered as well-known elements of growth infrastructures and play a key role in increasing growth-oriented entrepreneurial investments (Sihem et al., 2018, Pauwels et al., 2015). Accelerator refers to an organization Shodke intends to accelerate the success and progress of start-up companies by holding support courses (Moosavi Rashedi et al., 2021). Acceleration centers are responsible for helping startups; But some organizations also enter this process and set up an accelerator in their desired areas, the organizational accelerators are affiliated or belong to a larger company (Bliemel et al., 2018). Accelerators usually support a startup in the form of cash assistance, allocation of suitable work space, provision of office, laboratory and workshop equipment, invitation and presence of expert trainers to accompany the teams, intellectual and technical assistance,

support It is legal, legal, holding tours and events related to ideas and... (Shankar & Shepherd, 2019). Accelerators, along with the above support, depending on the stage of the idea of a start-up business, sign a contract with the executive department and take part of the startup's dividends (Bliemel et al., 2018).

The purpose of creating an accelerator in organizations is to create a centralized supportive environment in the organization with the aim of connecting its business body to innovative startups. The purpose of this connection is to benefit from the potential of open innovation in the entry of innovative and new technological knowledge into the company, and the possibility of creating new values from the inside out (Gutmannel et al., 2019). Launching a suitable acceleration program by a company can use the symbolic capital and reputation of that company to help young entrepreneurs and encourage and stimulate innovation in the surrounding community, value chain, and within the company (Shankar & Shepherd, 2019). The atmosphere of accelerators is usually very inspiring, with the participation and close collaboration of company employees in innovative projects with startups in the form of mentors or coaches, or by holding innovative challenge competitions, ideation events and reverse presentations, this atmosphere It enters the company's organizational culture and inspires and motivates employees towards innovation and entrepreneurship (Bliemel et al., 2018).

Performance

Performance is the expected value of organizations from individual behavioral events that people perform during a certain period of time (Gyeo et al., 2019) and organizational performance is an indicator that measures how an organization or institution achieves its goals. And it largely depends on the ability of employees (Jaafari et al., 2013). Organizational performance depends on the performance of human resources and their interaction with resources, facilities and technology available in organizations. On the

other hand, the performance of human resources is a function of their motivation and ability (Dursta et al., 2019).

Andersen et al., (2016) Two general measures of performance are: efficiency and effectiveness (Chul Hy et al., 2018). Moorhed and Griffin (2003) consider performance to be a set of job-related behaviors that people show. Robbins (2005) considers performance to be the qualitative characteristics and qualifications of a person against goals, values, success factors and other related indicators, believes that performance metrics can be divided into four categories: organizational or individual, result-oriented or behavioral. axis, internal or external, and objective or subjective (Nemati et al., 2017). Performance is not only what people achieve, but the method of achieving it is also considered performance (Singh et al., 2016). Optimum performance by doing, executing, completing, doing ordered or committed work, results with high performance are obtained from appropriate behavior, especially behavior with insight and effective use of the required knowledge, skills and competences (Gio and others, 2019). Employable people are those who meet their performance expectations. They can use their knowledge, skills and personal attributes to achieve the goals and standards specified for their roles (Dursta et al., 2019, Singh et al., 2016).

Research Methodology

The current research is qualitative in terms of developmental goal and in terms of methodology. Therefore, in order to achieve the goal of the research, which is the analysis of organizational factors affecting the performance of organizational accelerators, the meta-combination method has been used in this research. Metasynthesis is by providing a systematic approach for researchers, and with this method, it improves the current knowledge and creates a comprehensive and broad view of the issues (Bench & Day, 2010).

Reviewing past research not only creates a connection between past and future research, but also brings together, integrates and logically organizes numerous and scattered studies that have been conducted in a specific field (Zimmer, 2006).

The statistical population of this research included 138 documented articles, which were adjusted to 98 and 76 during three stages of screening and refining, and finally to 26 articles related to organizational factors affecting the performance of accelerators. The research variables included seven core codes and 52 open codes, which were finally analyzed with MaxQuda and SPS software. The analysis technique of the current research is the seven-step method of Sandelowski and Barroso on systematic review (metasynthesis), which is a type of qualitative study and is used to integrate several studies to create new findings and interpret them (Zimmer, 2006). For the method of data collection in the qualitative part, key words (organizational factors, factors affecting performance, performance of accelerators) were searched and examined from Persian-language databases and English-language databases.

Findings and Data Analysis

First step: Setting the research question

What are the dimensions and components of organizational factors affecting the performance of organizational accelerators?

To set the research question, the parameters: the studied community, what, when and how the method was used. (What (purpose): inferring the dimensions and components of organizational factors affecting the performance of accelerators, the studied community (who): articles, scientific-research theses, conference articles, books, when Time frame): from 2000 to 2020, and the method of Barroso and Sandlovski was used.

Second step: systematic literature review

At this stage, a systematic search of articles published in different journals is focused and related keywords in Persian (organizational factors, factors affecting performance, performance of accelerators) and English (Organizational factors, Factors affecting performance, Accelerators' Performance) have been selected. In order to answer the research questions in the first step, the following words from five English language databases (www.sciencedirect.com, www.emeraldinsight.com, www.springer.com, www.Scholar.google.com, www.tandfonline.com) and five Persian-language databases (www.sid.ir, www.Magiran.com, www.Noormags.com, www.ensani.ir, www.civilica.com with keywords defined between 2001 to 2020 were searched and reviewed.

Table 1

Search terms

Organizational factors
Factors affecting performance
Accelerators' Performance

Table 2

Searched databases

www.sid.ir	www.Magiran.com
www.Noormags.com	www.ensani.ir
www.civilica.com	www.sciencedirect.com
www.emeraldinsight.com	www.springer.com
www.Scholar.google.com	www.tandfonline.com

Third step: searching and choosing appropriate texts

The diagram below shows the process of searching and selecting appropriate texts based on the title, abstract and content of the evaluated articles. The summary of the mentioned contents in the form of indicators and primary criteria for the review of articles is shown in Table 3.

Table 3
Indicators and primary criteria for reviewing articles

Indicators	Acceptance criteria	Non-acceptance criteria
The time period of conducting the research	Articles and researches published from 2000 to 2020	The researches that were published before 2000.
Research language	Persian and English	Other languages except Persian and English
Type of articles	Researches published in scientific databases	Others (such as articles published in newspapers and blogs)
Topic	Accelerator performance and similar keywords	Issues other than performance
Journal type	Indexed in scientific databases	other

Using the mentioned materials, the researcher managed to find 138 articles in the end, and these articles entered the third step of meta-

synthesis for further analysis and final selection.

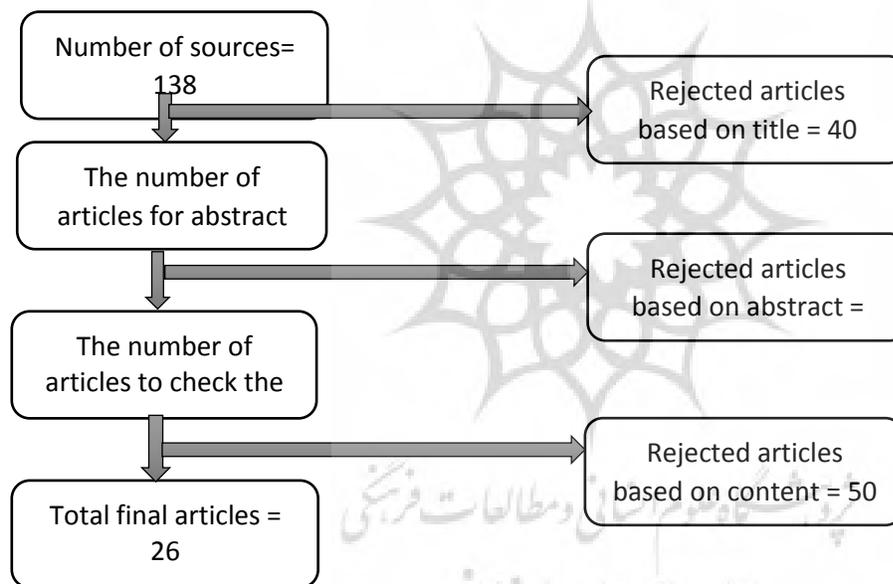


Fig 1. Algorithm for selecting final articles

Fourth step: extracting the results

Throughout the meta-synthesis, the researcher continuously reviews the selected and final articles several times in order to achieve the internal findings. In the current research, the information of the articles is configured in such a way that at the beginning, the reference of each article was recorded and then the codes that were related to the performance and accelerators were extracted

using the Maxqda software using the open coding method.

Fifth step: analysis and consolidation of findings

At this stage, open codes were considered for all the extracted variables, then based on them, the relevant core codes were determined. Based on the analysis and content analysis of the articles, 26 final articles were selected and a total of 7 core codes and 52 recodes for organizational components were discovered

and labeled. The findings at this stage showed that such a systematic study has not been done in previous studies, and one of the previous

studies only paid attention to a special aspect of the identification of organizational factors.

Table 4. *Codes and information sources*

Category	Axial coding	Open coding
Organizational capabilities	Establishing organizational communication	Intra-organizational communication (Yadollahi et al., 2009, Ezzati, 2012, Waleed, 2011, Daneshfard & Safari, 2015), Management Relationship (Hafezian & Adli, 2014), Group cooperation (Moussa Khani et al., 2016), The skill of using relationships Humanity (Moussi Khani et al., 2018), Solving emotional problems of employees (Mousa Khani et al., 2009), attention to employees (Soltani et al., 2013), Social capital (Khorasani & Sabet, 2017).
	Team building	Creating a teamwork culture (Koojeriha et al., 2015), Paying attention to team results (Koojeriha et al., 2015, Soltani et al., 2013, Blanchard, 2003)
	Functional improvement	Performance evaluation (Mousa Khani et al., 2009, Rahnavard, 2009, Koojeriha et al., 2015), Feedback (Mousa Khani et al., 2009, Etebarian et al., 2013), Proper control system (Yadoalahi et al., 2018), Rghts and Appropriate salary (Yaddolahi et al., 2018, Taher, 2014), Scope of supervision (Waleed, 2011), Reward (Hafezian & Adli, 2014), Performance analysis (Mohammadi Sabet et al., 2016), Executive performance analysis (Mohammadi Sabet et al., 2016), Skill in evaluation (Mousa Khani et al., 2009), Central justice (Mousa Khani et al., 2009)
	Leadership ability	Leadership skills (Mousa Khani et al., 2009), Leadership style (Koojeriha et al., 2015), Transformational leadership (Rahnavard, 2009)
	Improvement and development of managerial ability	Competitive analysis (Rahnavard, 2009), Change management and evaluation (Mohammadi Sabet et al., 2016), Support of managers (Yaddolahi et al., 2018, Sabet et al., 2017, Anastaise, 2019), organizational support (Anastasios, 2019), Marketing (Yaddolahi et al., 2018), Correct planning (Mousa Khani et al., 2009), Skill in organization (Mousa Khani et al., 2009), Perception analysis (Mohammadi Sabet et al., 2016)
	Participatory Management	Personnel participation in decision-making (Yadollahi et al., 2018, Rahnavard, 2009, Ezzati, 2012), Decision-making speed of managers (Yaddolahi et al., 2018), The validity of managers' decisions (Edaliyan et al., 2019), long-term or short-term attitude in decision-making (Hamdi, Haer, 2007), quality decision-making (Anastize, 2019), Implementation of decision-making (Anastasios, 2019), Paying attention to decisions (Mousa Khani et al., 2009), Consulting managers (Hamdi & Haeri, 2007), Managers' belief in consultation (Hamdi & Haerian, 2007), Collective wisdom (Ezzati, 2012), decentralization (Rahnavard, 2009), Holding joint meetings (Mousa Khani et al., 2009).
		Administrative bureaucracy (Daneshfard & Safari, 2015), Deregulation (Rahnavard, 2009), Clarification (Rahnavard, 2009), The degree of clarity of the role of employees (Anastasios, 2019), Communication of job descriptions

Category	Axial coding	Open coding
	Administrative ability	(Mousa Khani et al., 2009), Clear goals & obvious (Yaddolahi et al., 2018, Mousa Khani et al., 2009), The use of policies and strategies (Rahnavard, 2009, Mohammadi Sabet et al., 2016), Having international and national standards (Yadolahi et al., 2018, Koojeriha et al., 2015), Guidelines & procedures (Yaddolahi et al., 2018, Waleed, 2011), General guiding policy (Rahnavard, 2009)

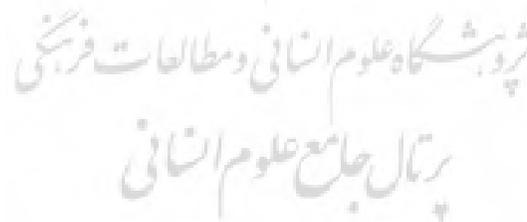
Sixth step: quality control of extracted codes

In order to control the extracted codes, a comparison of the opinion of the researcher with a group of 4 experts has been used. These experts have expressed their opinions about each variable in a face-to-face discussion session, and finally, based on their opinions and using SPSS 16 software, a significance level of 0.000 was calculated 0.801, which is shown in Table 5.

Seventh step: presentation of findings

Based on previous studies and the extracted codes, the main dimensions and components of organizational factors in seven key codes, 1. Establishing organizational communication 2.

Team building 3. Functional improvement 4. Leadership ability 5. Improvement and development of managerial ability 6. Participatory management 7. Administrative capacity and 52 open codes have been determined and introduced. At the end, after performing the meta-combining steps, the coded data listed in Table No. 4 were transferred to the Maxqda 2020 software for analysis and classification, and the conceptual model of organizational factors affecting the accelerator's performance. Organizational data including category and core codes and obtained open codes, which can be seen in Figure 2.



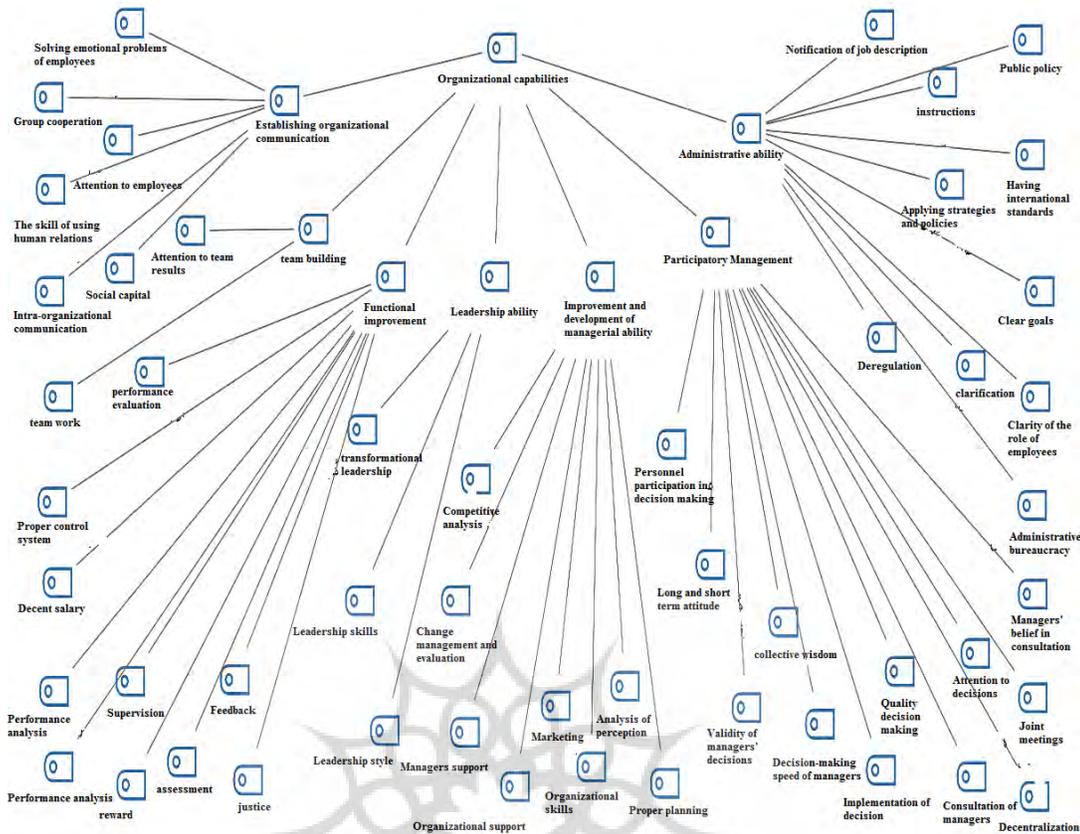


Fig 2. Research model

Validity and reliability of the model

The validity of the current model is achieved through content validity, which is done from two aspects. The first aspect is the use of the components and factors of the previously presented models, which itself leads to the validity of the model, and the second aspect is the formation of a focus group meeting and the presentation of the model in these meetings with 4 experts who Based on the criteria of the relevant academic field, having useful experiences, authoring and translating books and publishing scientific articles in the field of research, employment in the field of the research subject, it has been held that the lack of change in the model indicates the validity of the designed model. Is. Since in the stages of model design, the criteria of the previous

models were considered as codes, and by considering the semantic similarities between the codes, they have been merged and concepts have been created. Therefore, in order to measure the reliability of the designed model, Kappa index has been used. The Kappa method examines the amount of agreement and coordination of two individuals, phenomena or sources of decision-making that are measured separately. The Kappa index fluctuates between zero and one, and the closer the value of the measure is to one, it indicates that there is agreement between the raters (Zimmer, 2006). Considering the fact that the significant number is smaller than 0.05 in table number 5, the assumption of independence of extracted codes is rejected. Also, code extraction has had good reliability.

Table 5. Agreement size values

	Amount	Standard Deviation	Meaningfulness
Cohen's kappa coefficient	0.801	0.041	0.000
Number of valid items	52		

Conclusion and suggestion

With the increase in the number of organizational and corporate accelerators in the country, this question comes to mind that with all these costs and efforts, what factors affect the performance of these accelerators? In this research, by reviewing previous studies and analyzing them, it has been tried to introduce the dimensions and components of organizational factors that can be effective in the performance of organizational accelerators. By reviewing 26 internal and external articles and finding concepts and codes and categorizing them into core codes, researchers have identified and extracted seven influential organizational components of organizational indicators, which are:

1. *Creating organizational communication:*

Organizational communication is essential for the success of an organizational accelerator, and the failure of these organizations is often the result of ineffective communication, intra-organizational communication focuses on how the employees of the organizational accelerator interact with each other. Organizations need to ensure that they can establish the necessary professional bonds with each other by managing the relationship among employees. Group cooperation in an organizational accelerator helps people to work towards a common goal. The skill of using human relations is one of the minimum necessities of communication in the work environment in order to create clear relationships between employees and their managers in order to fulfill their duties. Solving the emotional problems of the employees and paying attention to the employees will create a bond between the members of the organization and maintain their unity in times of crisis. These results are

in line with the research of Goodarzi et al. (2017) and Bliemel et al. (2018).

2. Team building: The activities of creating a teamwork culture are very important because they help the overall development of each team member and in turn improve the performance of the organizational accelerator. Paying attention to the results of the team also strengthens the solidarity between the employees and it is felt that there is a motivation to work and achieve the goals to encourage the team members to work hard;

3. Functional improvement: The performance appraisal process helps managers create a framework for career development and training programs for organizational accelerator employees. The proper control system analyzes the strengths and weaknesses of the employees, and also finds a way to improve performance and productivity by having a proper process to receive feedback in the organization's accelerator. Adequate salaries, rewards, and equity-oriented incentives motivate employees and help them feel more involved and share in accelerating results. The scope of wide monitoring, performance analysis, executive performance analysis and evaluation skills help accelerator managers to gain a competitive advantage over competitors and make more rational decisions regarding the development and progress of the organization and the accelerator. These results are in line with the research results of Sihem et al (2018) and Pauwels et al (2015).

4. Leadership ability: With the process of improving leadership skills and competencies through various activities, accelerator managers are given the opportunity to lead and guide their teams correctly. Choosing appropriate leadership methods, especially transformational leadership, gives a general vision of goals to all employees and specifies

a specific time for the realization of each of these goals, and in this way supports and encourages them. Three indicators of leadership skill, leadership style and transformational leadership were extracted and categorized in the leadership ability component.

5. Improvement and development of managerial ability: How successful an organizational accelerator is in achieving its goals depends directly on the ability of its managers. The more powerful the manager is in dealing with the issues and problems of the accelerator, the more successful the accelerator is, and the less this power is, the more unsuccessful the accelerator will be and it will have problems in achieving its short-term and long-term goals. A capable manager, depending on the type of tasks and activities he performs or is expected of him, should cultivate and develop himself in the skills of competitive analysis, change management and evaluation, marketing, proper planning, skills in organization and perception analysis in order to be able to. When necessary, by using his savings correctly, he should make a correct decision as much as possible, accurate and taking into account the existing conditions, so that in the long term, he is responsive to the needs of the accelerator and is effective in achieving his goals. Of course, management ability also depends on factors such as the support of managers and organizational support.

6. Participatory management: using the expertise of employees in accelerator decisions allows employees at all levels to influence the accelerator's performance and goals. In order for employees to participate in decision-making, residents are first needed so that managers believe in consulting them, and because with a collective wisdom, the performance of the accelerator will be improved and better. By holding joint meetings, the managers can also consult with other people from the groups present in the

accelerator, and finally, at the appropriate time and with the necessary speed, taking into account the long-term and short-term attitude in the decisions, they can make a quality decision that Of course, all accelerator people must pay attention to the decisions made by managers and implement them carefully. The research of Urbaniec and Zur (2021) is also in line with these results.

Continuous economic growth depends on innovation, and the cultivation and expansion of a new idea requires money, which raises the problem of trust, while a mutual relationship based on trust must be established between the innovator and the investor. Setting up and creating accelerator centers is one of the main examples of the outside-in innovation process, and organizational accelerator centers have been created in line with the outside-in innovation process. The components and indicators presented in the present research can help the managers of organizational accelerator centers in the direction of better performance.

Considering the presentation of the components affecting the performance of organizational accelerators and their classification into seven core codes, it is suggested that by creating effective organizational communication, team building in the accelerator and Empowering the capabilities of managers and turning them into capable leaders to improve the performance of these centers. To the extent that the actions and performance of organizational accelerators in the direction of launching technological and innovative businesses can become a discourse at the community level, the knowledge-based economy will be more powerful and capable.

This research is innovative in that it is done for the first time on the performance of accelerators in the country.

Considering the presentation of the components affecting the performance of organizational accelerators and their classification into seven core codes, it is

suggested that by creating effective organizational communication, team building in the accelerator and Empowering the capabilities of managers and turning them into capable leaders to improve the performance of these centers. To the extent that the actions and performance of organizational accelerators in the direction of launching technological and innovative businesses can become a discourse at the community level, the knowledge-based economy will be more powerful and capable. Finally, it is suggested:

- Providing an interactive and structural model of factors affecting the performance of accelerators with mathematical and statistical techniques;
- Providing a model for evaluating the role of accelerators on the launch and success of startups.

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