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**THE STUDY AND IDENTIFY OF ORGANIZATIONAL INFLUENCING
FACTORS ON ENTREPRENEURIAL IDEAS AMONG THE
EDUCATORS/TEACHERS (CASE STUDY: TEACHERS OF ARDABIL
EDUCATION OFFICE DISTRICT 1)**

***Shahab Sayed Hatami¹ and Siros Saber²**

¹*Farhanghiyan University of Ardabil*

²*Ardabil Education Office*

**Author for Correspondence*

ABSTRACT

Entrepreneurship is the process or concept that in which the entrepreneur with new and creative ideas and by identifying the new opportunities, creates new business and innovative organizations. The current article will study the influencing inter-organizational factors on entrepreneurship idea among the educators. In performing this research by using the available ideas and perspectives in this field, five inter-organizational factors were identified. The sample of study was Ardabil education office teachers where 200 participants were chosen randomly. For data collection we used the questionnaire where in hypothesis test the Pearson correlation coefficient, t-Test, ANOVA and multi-variable regression were used. The results showed that about 50 percent of teachers have good entrepreneurial ideas. Based on the research findings, all the five factors (organizational structure, organizational culture, human resource management, management support and organizational strategy) have a meaningful and significant relationship with teachers' entrepreneurial ideas. The multiple variable regression tests showed that the reward system, management support and organizational culture have the greater explanatory power. Therefore, any change in the field of entrepreneurship requires paying attention to the human forces that teach and train the young and effective people in the society. By creating the proper organizational culture in the schools' level and reinforcement of rewarding systems of the creative entrepreneurial persons we can make effective progress in this area.

Keywords: *Entrepreneurial, Inter-organizational Factors, Organizational Culture, Human Resource Management, Organizational Strategy*

INTRODUCTION

From the beginning of human creation and with all aspects of his life, the entrepreneurship was present and it was the basis of human developments and progress. In a broad definition the entrepreneurship can be defined as follow: entrepreneurship means the acceptance of risk, pursuing the opportunities, achieving the needs and necessities through the innovation (Kiyakajoury and Elham, 2010), and the entrepreneur is the person who by accepting the risk, chooses a business, organizes it and takes any action based on the specific knowledge skills and clear energies (Jahanghiri and Kalantary, 2008).

Today, the entrepreneurship as a new phenomenon in the economy plays an important an efficient role in the economic development of countries (Nahid, 2009). Paying attention to entrepreneurial in the society, causes the dynamism and promotion efficiency and in the level of community, enhances the value of work and increases the spirit of trying and effort in the body of society. Attention to the entrepreneurship encourages the society to do the creative and entrepreneurial activities and this has led to the growth and development of the community (Saeedikia, 2006). Entrepreneurship is the foundation and basis of development which by economic and spiritual values creation for individuals, organizations and society in national and International levels, and also by having the economic, social, cultural and political consequences, it could answer to many of the challenges of the society (Saljohi, 2009). Entrepreneurship is one of the most important factors of job creating (Kurek and Rachwal, 2011). Other aspects of the economic development which come from the entrepreneurship grown are: efficient use of resources, the variety in manufacturing and exports, promotion of surplus value, and the competition based on

Research Article

competencies and knowledge of the relative advantages at the national level (Saljohi, 2009). For this reason, many of the governments, accepted the entrepreneurship as one of the national development strategy and have done many actions for its development, too.

The behavior patterns, motives, goals and the success level of the people who are involved in entrepreneurial ideas, have much many varieties among the individuals, organizations, industries, nations and other geographic areas, and this issue can be rooted in the context of the environment that the entrepreneurial happens within it. Willing to take risks and innovation doesn't exist inherently in a society or in an organization, it doesn't happen randomly or by chance, but it can be said that entrepreneurship is influenced by environment and organization that the person work in it (Morris and Lewis, 1995).

Current views of management schools, in every paradigm are based on the one principle which is called the systematic view. The principle states that no organization can operate and work in a vacuum. All organizations are surrounded in an environment and more importantly whether the organizations want or not they have interactional relation with this environment. If the environment isn't compatible with the entrepreneurial activities, it will be the biggest barrier for entrepreneurship so a supportive environment encourages the entrepreneurs to pursue the business opportunities (Salarzehi, 2011). In Karorid and Abledj opinion, understanding of a supportive and rich environment is very vital for entrepreneurs in pursue of opportunities. Abti believes that entrepreneurs should choose an area to work with all the key elements for success or they are actively in developing (Lin *et al.*, 2006).

Due to system perspective, every organization has both the internal and external environment. External or macro environment refers to the variables that contribute to the company's performance or many damage it while the internal environment which is known as micro environment assesses the organization's strengths and weakness (Nandan, 2007). Internal environment variables indicate the environment that the work is done in it. These variables are as the structure, culture and financial resources of an organization. Therefore the members of the organization investigate their activities very carefully to take the rational decisions based on its talents and needs. On the other hand, empirical studies also have shown the influence of organizational factors on entrepreneurial ideas. So with this assumption that the organization factors affect the formation of entrepreneurial ideas, this study wants to investigate the relationship between organization factors and entrepreneurial ideas among the teachers/educators and tries to answer to questions and hypotheses in this field.

The Meaning of Entrepreneurship and Entrepreneur

"Entrepreneurship" is the concept that considered by psychologists and sociologists by understanding the role of entrepreneurs in economy for identifying their behavioral characteristics and patterns. Sociologists consider the entrepreneurship as a social phenomenon and try to examine the interactional relationship between the entrepreneurs and other groups of society. The management scientists have managed to explain the entrepreneurial management and the creation of the entrepreneurial environment in organizations.

The entrepreneur is a person that sets up a business or through of innovative ways improves it. Peter Dracker the theorist of management science about the entrepreneur person believed that the entrepreneur is a person who is always searching the changes; s/he reacts against them and knows them as a chance (Nahid, 2009).

Jean Batiste believes entrepreneurship is a factor that combines all the means of production and it is responsible for value of productions and recovery of the total capital, s/he knows the value of wages, profit and the rent also its beneficiary (Ahmadpour, 2000). Collins and Moore (1970) say the entrepreneur is a person that can't accept the authority and attempts to escape from it. In addition, they believe there are differences between administrative entrepreneur and innovative entrepreneur. They believe that innovative entrepreneur is a person who started a business and the administrative entrepreneur is a person who goes up and promotes from the ladder of organization hierarchy (Ahmadpour, 2000).

Internal Factors Affecting Entrepreneurship

The impact of entrepreneurial activities on the success and performance of organization led to researches about the effective organizational factors (Haghshenas, 2007). Research findings suggest that the internal

Research Article

factors play a particular and main role in encouraging entrepreneurship (Dunphy *et al.*, 1994). Here the researchers identified some key variables influencing the entrepreneurship which the most important ones are: reward and control systems, culture, organizational structure and administrative support. These factors whether individually or in combination are important prerequisite for organizational entrepreneurial efforts, because they affect the organization's internal environment. According to the researches and studies about the organizational internal factors influencing entrepreneurship, Mackenzi's S7 model was considered as a comprehensive model. Mackenzi's S7 model is a kind of management model that determines and describes seven organizational factors in a holistic approach. In general these factors indicate the formation of an organization's activities. This model was presented by Tom Peters and Robert Waterman in collaboration with Richard Pascal and Anthony Athos the members of the Mackenzie's consulting firm in 1978.

Internal factors discussed in this model are: organizational structure, personnel strategy, systems, management style, skills and common values (culture). This model is a useful tool for understanding the organizations and concerned with rational, hard and soft aspects of the organizations. This model studies the organizations based on the combination of these factors (Zahra and Covin, 1995).

The Organizational Structure

Traditional organizations are based on the traditional structures. The characteristic of the bureaucratic structure, limit the organization capacity to foster the entrepreneurship. The entrepreneurial organization structural dimension characteristics are as, less formality, less importance of hierarchy, low complexity, low concentration and the availability of professionalism. Due to the characteristics it is clear that the structural type of entrepreneurial organizations is organic (Samad, 2003). Slovin & Kevin (1990) suggest that the organic structure, the flexibility, open-communication, decentralized and flexible structures prompt the entrepreneurship.

The Strategy of Organization

One of the characteristics of the entrepreneur organization is, having a clear, flexible, customer-oriented and formulated mission in such a way that encourage the growth of the organization through new initiatives and risky actions. In fact one of the most important factors in the formation of entrepreneurial organization is that all the employees of the organization understand the mission and goal of the organization and work hand to achieve them. Miles and Snow, divides the organizational strategies into four categories: prospective strategy, defensive strategy, analyst strategy and passive strategy. Based on Miles and Snow's classification, the prospective strategy is compatible and consistent with the organization entrepreneurship more than the other strategies (Haghshenas, 2007).

Leadership Style

Leadership style refers to the extent that a leader is task-or human- oriented. Management scholars believe that management practices and leading an organization in terms of their dealing with colleagues and the manager attitude toward the organization are effective in reactions and in internal reactions of staffs. The style of entrepreneurship management is beyond the traditional or bureaucratic management which creates the innovation atmosphere in organization. Entrepreneurship management is the process of discovering by creating an opportunity and using it to make values through innovation. However, in this way maybe there are some defects and deficiencies (Haghshenas, 2007). So the entrepreneurship leading management with its suitable style will improve these deficiencies.

Organization Culture

Traditional culture of organization generally supports the conservative decision making while it is based on a hierarchical approach. In contrast organizational entrepreneurship culture emphasizes on the growth of vision, goal setting, planning, creativity, innovation, collaboration, freedom and responsibility: it is based on the team or networking approach. Pinka (1985) cites some indicators of organizational entrepreneur culture which the free choice and autonomy, tolerance of risk and failure, and tolerance of multitasking teams for the establishment of entrepreneurship culture and to foster the intrinsic and spiritual rewards, entrusting the responsibility and avoiding the strict controls are the necessary affairs (Haghshenas, 2007).

Research Article

Organizational System

Organizational system involves with the trends, processes that determine the way of things and affairs organizing in an organization. Financial systems, human resources systems, information systems, research and development systems are the core organizational systems. In the field of organizational systems, human resources, financial resources and information systems are discussed. Also there is a need to a system that can obtain useful and meaningful information from data and then provide this information in useful from (Haghshenas, 2007).

Review of Literature

Skouyan (2012) in a research as “the study of inter-organization factors on organizational entrepreneurship” found these results that the organizations should use the new methods in their services, to promote the customers and staffs’ satisfaction and by employing of appropriate work-forces in organization take some action in establishing, creation and development of entrepreneurship in their organization so that never can be away from the completion with other organizations and are not doomed to destruction (Skoueyan, 2012).

Salmanzadeh and Ansari (2009), in examining the psychological characteristics of entrepreneur showed that the achievement properties, internal control, self-esteem, emotional stability, creativity, determination, independence and risk-taking can be attributed to entrepreneurs (Salmanzadeh and Mohammadtaghi, 2009).

Yadollahi (2009) conducted a research as “the study of relationship between organizational structure and entrepreneurship” (Case Study of Tehran private banks). The results show that there is a meaningful and significant relationship between the organization structure dimensions (i.e., the formality, complexity and organization- centralization) and organization entrepreneurship dimensions (i.e., innovation, risk-taking and pioneering) (Yadollahi *et al.*, 1388).

Sharifzadeh *et al.*, (2009), in a study as “the designing and elaboration of effective factors’ pattern on academic entrepreneurship” got this result that the structural factors, content factors and substantive factors play a major role in academic entrepreneurship (Sharifzadeh *et al.*, 2009).

Russell (2008) in his research concluded that the entrepreneurship environment is created with macro-economic, cultural, social and political factors that affect the willingness and ability of people in choosing the entrepreneur activities (Russell and Kerry, 2008).

Due to the current study review of literature and its theoretical basis, the organizational influencing factors on entrepreneurship idea can be classified into five groups that have interactional relationship with each other which ultimately cause to the production of entrepreneurship idea. These organizational factors are: organizational structure, organizational culture, human resources management, organizational Strategy and Rewarding and support management. So in summarizing the presented materials the conceptual model of research which is based on the research hypotheses are as follow.



Figure 1: Conceptual model

Research Article

Research Hypotheses

- There is a relationship between the organization structure and development of entrepreneurial idea among the teachers/ educators.
- There is a relationship between the organization strategy and development of entrepreneurial idea among the teachers/ educators.
- There is a relationship between the organization culture and development of entrepreneurial idea among the teachers/educators.
- There is a relationship between human resources management in organization and development of entrepreneurial idea among the teachers/educators.
- There is a relationship between the rewarding system and management support with development of entrepreneurship idea among the teachers/educators.

MATERIALS AND METHODS

Methodology

The current study is correlative. The sample of study is the teachers of Ardabil education office, district one who are teaching in secondary schools. The participants were 800 subjects. Based on Cochran formula 200 people were selected as the sample of study and the data collected from them. The method of the research was simple random sampling. For data collection the questionnaire was used and for hypotheses testing we used the correlation coefficient and multi-regression. Also for the questionnaire reliability Cronbach's Alpha Coefficient was applied where its value was 0/84 which indicates that they have reliability.

RESULTS AND DISCUSSION

Findings

Among the 200 teachers 134 people (67 percent) were male and 66 people (33 percent) were female. About their level of education (university degrees) the results show that 20 people (10 percent) were BS, 104 (52 percent) BA, 76 (38 percent) MA.

Table 1: The description of study variables

Situation	Very favourable		favourable		average		Unfavourable		Very Unfavourable	
study variables	Perc ent	freq uenc y	Perc ent	freq uenc y	Perc ent	freq uenc y	Perc ent	freq uenc y	Perc ent	freq uenc y
Entrepreneurship idea	24%	48	26%	52	16%	32	19%	38	15%	30
Organizational structure average	20%	41	31%	62	22%	44	15%	30	11%	22
organizational culture average	21%	42	27%	54	20%	40	21%	42	11%	22
Human resources management average	19%	38	26%	52	17%	34	25%	50	13%	26
management support average	21%	42	25%	50	21%	42	20%	41	13%	26
Organizational strategy average	18%	35	22%	45	18%	36	28%	56	14%	27

The idea of entrepreneurship means interesting to new and innovative things, the creation of new ideas, and the ability of problem-solving in difficult situations, the ability and talent to training students. This concept has measured by using 16 questions that the results show that in 24 percent of teachers the

Research Article

entrepreneurship is very high while in 26 percent it is high, so it can be said that 50 percent of teachers have good and suitable entrepreneurship idea where 15 percent is very low and 19 percent is low, totally 34 percent of teachers haven't good and suitable entrepreneurship idea.

Five factors were identified as influencing factors on teacher's entrepreneurship idea. These factors are: organizational structure, organizational culture, human resources management, management support, organizational strategy.

As the result of table 1 shows 11 percent of teachers evaluated the organizational structure condition, very unfavourable and 15 percent unfavourable, in general 26 percent believes that organizational structure is unfavourable for the creation and development of entrepreneurship idea, while 20 percent says it is very favourable and 31 percent believes it is favourable, it means that in general more than 50 percent of teachers feel that organizational structure condition for entrepreneurship is favourable.

In field of organizational culture the results indicate that in average about 21 percent of teachers evaluated the organizational culture very good and 27 percent good while 21 percent consider this condition very unfavourable and 21 percent very unfavourable.

Human resource management is a factor that if it proper it be proper, will be very effective in creation of entrepreneurship idea and also in development of creativity. About 19 percent of teachers evaluated the human resource management very good and 26 percent good while 13 percent believe that it is very unfavourable and 25 percent considered it unfavourable.

Rewarding system and management support are the main effective factors on entrepreneurship idea development. About 36 percent of teachers evaluated them unfavourable while 26 percent believe that the management support is favourable.

Hypotheses Test

For the research hypotheses test the Pearson correlation coefficient and multi-regression were used.

Table 2: Correlation coefficient in variables

Hyp o no.	Hypothesis statement	Test type	Relation value	Sig	Hypothesis test
1	There is a relationship between organizational structure and teachers entrepreneurial idea development.	Pearson	.699	.000	confirmed
2	There is a relationship between organizational strategy and teachers entrepreneurial idea development.	Pearson	.572	.000	confirmed
3	There is a relationship between organizational culture and teachers entrepreneurial idea development.	Pearson	.689	.000	confirmed
4	There is a relationship between human resources management and teachers entrepreneurial idea development.	Pearson	.604	.000	confirmed
5	There is a relationship between rewarding system and management support with teachers entrepreneurial idea development.	Pearson	.623	.000	confirmed

According to table 2 results the correlation coefficient between organizational structure and entrepreneurial idea development is .699, organizational strategy and entrepreneurial idea development is .572, organizational culture and entrepreneurial idea development is .689, human resources management and entrepreneurial development is .604 and rewarding system with entrepreneurial idea development is .623. Paying attention to the significant level of standard deviation for certain level of 99% is less than 01%, so it can be said that all the five hypotheses are confirmed and there is a meaningful relationship

Research Article

between organization structure, organization strategy, organization culture human resources management and rewording system with teachers entrepreneurial idea development .

Testing the Effect of Background Variables an Entrepreneurship Idea Development

The impacts of such variables as gender, age, education and work experience have been measured where their effects on entrepreneurial idea are shown in table 3.

Table 3: The results of background variables management on entrepreneurial idea development

Variable	Test-type	The test statistic	Test-value	Significant level	Result
Gender	t- test	t	.675	-.407	Rejected
age	correlation	r	-.081	.254	Rejected
education	Variance analysis	F	8.897	.000	confirmed
experience	correlation	r	.320	.000	confirmed

About the effect of gender the t-test value is .675 which based on the significant level it can be said that the gender has no effect on the promotion of teacher's entrepreneurship.

In field of age effect, the correlation coefficient is -.081 where based on the significant level it can be said that the age has effect on the teachers entrepreneurship development.

The teachers' education level is divided into three diploma, Bs and BA, MA and higher degrees. To test the effect of this variable the One-way ANOVA was used. F-statistic value is 8.397 which due to the significant level its effect is confirmed. The results of variance analysis showed that the teachers who are MA and higher degrees, compared to the others have high entrepreneurship idea. Also the entrepreneurship idea is high in BS teachers comparing to BA ones. To test the effect of the work experience on the development of entrepreneurial idea, the Pearson's correlation coefficient was used. The value of calculated coefficient is .320 which it is statistically significant. So they who have much work experience comparing these who are less experienced have high entrepreneurial idea.

Multi-regression

In regression equation for determining the coefficient of determination (r^2) and the weight of each variable (beta), the set of all the independent variables entered in the equation. It needs to remember that, in order to determine the contribution of every variable in explaining the entrepreneurial idea based on the multi regression, the enter method was used. In this method all the independent variables simultaneously are analysed and their effects on the dependent variable is determined.

Table 4: Summary of multi-regression results

Std. Error of the Estimate	Adjusted R Square	R Square	R	Independent variables	Dependent variables
10.551	0.581	0.598	0.773	Organizational structure - human resources management- organizational strategy - organizational culture- age- work experience- gender	Entrepreneurial idea development

Due to multi-regression results, multiple correlation coefficient for entrepreneurial idea development is $R=0.773$, in the sense that all the above variables are correlated with the development of the entrepreneurial idea in 0.773. Coefficient of determination is $R^2=.598$ and the justified coefficient is $R^2_{adj}=0.581$. So the above variables determine 58.1 percent of all the dependent variables variance.

Research Article

Table 5: The results of multi-variable regression test

Regression test	Sum of Squares	df	Mean Square	F	Sig
Regression	31637.121	8	3954.640	35.519	0.000
Residual	21265.599	191	111.338		
Total	5292.720	199			

The value of F is 35.519 which in $p=0.000$ is significant and it shows that the effect of all the above variables in explaining of dependent variable is significant.

Table 6: Standard coefficient of beta

Dependent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	beta		
(Constant)	15.682	4.639	-	3.380	0.000
Organizational structure	1.990	0.626	0.298	5.180	0.000
Organizational culture	0.656	0.431	5.180	7.520	0.000
Human resources management	0.303	0.038	7.520	5.997	0.000
Management support	0.538	0.062	9.617	9.617	0.000
Organizational strategy	-1.393	0.204	6.839	6.839	0.000
Gender	0.415	0.089	1.689	1.689	0.132
age	-0.292	0.036	4.197	4.197	0.084
experience	0.867	0.812	2.292	2.292	0.022

According to results of table 6 the studied variables have significant effect on entrepreneurial idea development. Rewarding system and management support with 0.619 beta values have the explanatory power more than other variables; therefore the reinforcement of rewarding system and managers high support of creative and entrepreneur people have much more effect on the development of entrepreneurship among the teachers in comparison with other variables. Then organizational structure with 0.568 Beta value is located. Any evolution in the field of entrepreneurship needs to the improvement of organizational culture and more support of entrepreneur teachers. Among the studied variables, the age and gender can't explain the dependent variable.

Based on the mentioned results it can be said that education ministry for the development of entrepreneurship among the teachers must have the suitable rewarding system, it should change the organizational culture and human resources management. Attention to these factors can have effective role in promotion of creation among the teachers and also the development of entrepreneurship idea.

Discussions and Conclusion

Based on the findings of current study, the organizational factors are effective in the development of entrepreneurship idea among the teachers. Especially the inter-organization factors play the main role in encouraging the organizational entrepreneurship (Dunphy *et al.*, 1994).

Reviewing the different theories and idea, five inter-organizational factors were selected and studied. Research findings indicate that organizational culture is one of the most effective factors in the development of entrepreneurship idea. This finding is consistent with the results Samad (2003) and Salmanizadeh and Ansari (2009) researches.

Traditional organization culture supports the conservative decision-making in general, so it is based on the hierarchical approach. In contrast organizational entrepreneurial culture emphasizes on the growth of vision, purpose, planning, innovation, creativity, cooperation, freedom and responsibility, it focuses on networking and teamwork approach. Rewarding system and management support are other variables that recognized as the main effective variable in the multi regression analysis. Based on the obtained results

Research Article

the organizational strategy is effective in the development of entrepreneurship idea. These results are consistent with Jafarnejad *et al.*, (2011) and Salmanizadeh and Ansari (2009) research findings. One of the characteristics of entrepreneurial organization is, having a clear, flexible, customer-oriented and modern mission and visions in a way that encourage the growth of organization through the new and risky actions. In fact, one of the most important factors in organizational entrepreneurship formation is that, all the employees of the organization should understand the mission of organization and should attempt to achieve it. According to Mile's and Snow's classification, the prospective strategy more than other strategies is consistent with organizational entrepreneurship.

In today's dynamic and competitive economy, entrepreneurship is one of the main categories of development, because the main feature of a dynamic economy is the availability of changing ideas, products and services where the entrepreneurship is in the centre that makes some models and patterns to confront and adapt it with the new situations. Also paying attention to the increasing of new competitors and creation of distrust sense in companies to the traditional management methods, the necessity of entrepreneurship in organizations is felt. In this field it is the duty of dynamic organizations to discover and nurture the creative and entrepreneur people and appropriate employing of them to stay in the competition field with other organizations. This is especially important in organizations that are responsible for the educating of future generation. According to the research findings about 50 percent of teachers haven't appropriate entrepreneurial idea so it is recommended that to run training courses in subject of new methods and techniques for reinforcing the entrepreneurial spirit among the teachers and or in educational plans the entrepreneurial idea should seriously be noticed. Even the encouraging of entrepreneur and creative people with new ideas can be the appropriate point in strengthening the foundations of entrepreneurship in education ministry. According to the conducted analysis, the availability of rewarding system and management support from new and creative ideas are the explanatory factor in the development of creativity idea.

Therefore, it is suggested that in the "teachers promotion and ranking program" there should be special rates for entrepreneurial teachers. Also the managers should make the essential resources and materials. Through this we can see the achieving of creative and entrepreneurial ideas. Organizational strategy is also one of the factors that based on the research finding is effective in the development of entrepreneurship idea, especially in the prospective organizations. So, it is necessary to consider the organizational future plans and designs to enhance the quality of the organization. Encouraging the employees to be innovative and creative is the core of entrepreneurship where the innovation in organizations is a bottom-up process. Organizational entrepreneurship only occur when employees have lower levels of innovation. But only when the staffs have the necessity choice and encouragement, the organizational can show itself.

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Research Article

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