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# Identify and Design National Entrepreneurial Making Culture Model By To Small and Medium Enterprises (SMES)

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**Abstract**
Development of modern economy without private sector and high vigilance entrepreneurs is vital to identify opportunities and use of opportunities around the world. In this regard, identifying the influencing factors on emergence and development of entrepreneurship culture can be effective to promote entrepreneurship in our country. For this purpose, the main issue in this study is to identify the elements of entrepreneurships making culture to support small and medium sized enterprises. To answer the question, the purpose of this study is to design a model for influencing factors on national entrepreneurship to support small and medium sized enterprises using literature review and experts opinions. To achieve the goal, Delphi Model was used. Delphi survey results showed reduction of bureaucracy in launching a business, raise the social status of entrepreneurs, social and economic justice, reform of popular culture and religious beliefs to work, reforming education and management structure in the country, government support, creating and the development of venture capital funds, targeted tax cuts, respect other people's capital, raising national security investment as factors influencing entrepreneurship in support of small and medium enterprises.

**Keywords:** *Small and Medium Sized Enterprises, Making Culture, National Entrepreneurship*

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## Introduction

Entrepreneurship and innovation is considered as critical components in country's economic development and growth process, they are mechanisms which communities convert information technology into product and service by it (learning FZLIC 3 GE, 2014). Small and medium firms, major supplier of innovation and entrepreneurship (Jiu & King, 1989) are considered as large and vital part of world economy (Oliver Halers, 2013; IFERA, 2003) and important part of the growth of large companies (3 GE learning FZLIC, 2014). Small and medium businesses are precondition of communities' economic development and growth (Audretsch, 2007). A conducted survey in 76 countries shows the amount of aid of SMES to national gross production in underdeveloped countries is 16%, in developing countries is 39% and in developed countries is 51% (Ayagari & et al, 2003, 26). In Iran, the share of small and medium businesses in economics is very impressive, so that, SMES make99.4% of existing businesses and it places more than 60% of private-sector workforce in itself and their share of value added is estimated equivalent to 34% in economics (Seyed Amiri, 2014). Amopetrin (1997) considered entrepreneurship development needy effort for development of an entrepreneurial culture in communities and he knows the first step in for development of an entrepreneurial process in various communities the promoting of an entrepreneurial culture (Petrin, 1997). Researchers based on the results of numerous research studies have found that individuals' cultural attitudes has effect on their entrepreneurial behaviors type in various communities and in some groups the relation between culture and entrepreneurship is stronger (Birley, 1987; Mc Grath et al, 1992; Kreiser et al, 2001). Therefore, cultural differences are known as one of the important and effective factors in determining the level of entrepreneurship development in various communities (Mueller & Thomas, 2001; GEM, 2004). Thus, a cultural environment which in it entrepreneurship is valued and respected and in it defeat in business is considered as useful learning experience will be guidance and supporter of entrepreneurship in a better way (OECD, 1998). Therefore, this research is trying to offer a comprehensive and practical model from effective components on national entrepreneurship with support approach of small and medium firms. To achieve this important goal, the structural arrangement of paper is included introduction and problem statement, theoretical foundations and research history, research goals, doing research process, formation and combination of Delphi panel, Delphi method implementation process, discuss about Delphi method results, designing of research conceptual model, conclusion and sources and references.

## Theoretical foundations

### Building culture concept

It can be known building culture a process which provides conceptualization, finding construct, social participation causes through community-oriented integration (Britannica encyclopedia, 2002: volume 16). Building culture creates through factors like family, workplace, society, university and media (Boonghee Yoo & Naveen Donthu, 2005) and it causes changing minds, beliefs, ideologies and data transfer and life styles in the process of matching people with environment (Bennet, 1981). Building culture is done in two ways of accept culture and cultural-integration (Carlsson et al 2008; Lull, 2000; Adorno, 1993).

### National entrepreneurship

Researchers often introduce entrepreneurship with three main features: innovation, risking and pre-oriented activities (Covin & Slevin, 1989; Miller, 1983; Miller & Friesen, 1982). They are defined risking including individuals' tendency rate to accept calculated risks, innovation including support and help to change and innovation in order to obtain a competitive advantage and pre-oriented activities including the amount and intensity of competition with rival companies (Covin & Slevin, 1988: 218).



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Accordingly, Engelen (2010) defines entrepreneurs' orientation as tendency rate of senior managers to accept risks related to business (Engelen, 2009). The emergence of entrepreneurial orientation was from interaction of social psychology and organizational management and its main attention was focused on determining features of entrepreneurs from non-entrepreneurs at first (Gartner, et al, 2007). Researches findings are mentioned the most important personality traits of entrepreneurs as achievement motivation, the need for independence, internal control source and low tendency to take risks (Brockhaus, 1980; Jennings & Zeithaml, 1983; Borland, 1975). Therefore, it was completed trait approach with by analyzing the impact of some demographic variables on entrepreneurial behavior and among demographic variables, age, gender, religion, ethnic group, education, socio-economic situation and/or professional experience has the greatest impact on entrepreneurial behavior (Cooper & Dunkelberg, 1987; Dahlqvist, et al, 2000; Cooper et al, 1994; Reynolds et al, 1994; Storey, 1994; Wagener et al, 2010). One of the positive aspects of this approach is meaningful relationship between personality and demographic traits with some entrepreneurial behaviors like innovation. This finding without a doubt has helped to implement some designed policies by governments to promote small and entrepreneurial businesses (Santos, 2004). Second effective approach on entrepreneurial behavior is cognitive approach, this approach is in this fact that anything which we say as human or do has been affected by mental processes like motivation, percept or attitude in the beginning (Krueger, 2003). Through this process, people obtain, store, convert information and they use it in doing various tasks including decision making or solving problems. Studies which for first time expanded cognitive approach to entrepreneurship were focused on motivation (McClelland 1961; Collins & Moore, 1964). Motivation is set of reasons which make people to a particular behavior (Shane et al, 2003). Also, individual perceptions are effective on entrepreneurial orientation (Joardar, et al, 2013). An individual perception is based on role model perception and self-perception which insists on social learning and continuously, it is estimated by researches with entrepreneurial cognitive approach (Krueger et al, 2000; Kolvereid, 1996; Bandura's, 1977, Linan & Chen, 2009). Role model perception explains learning process with benchmarking from other individuals' action like individuals who their parents are entrepreneur, entrepreneurial behavior is more in their children (Arenius & Minniiti, 2005). Based on this, Hofstede (2005) defines culture as a set of common fundamental values which leads to form people's behavior in a society (Joardar et al, 2013). And he knows benchmarking including a set of thought, feeling and action which individuals learn in life through factors like experiences with the target, personality, family, friends, TV, book and schools groups (Fishbein, 1996) and they share it in the social environment (Geletkanycz, 1997: 617). Hofstede (2005) calls these behavior patterns as "mind software" and he defines it as collective programming of the mind which distinguishes members of a group from other groups (Hofstede, 1980). Accordingly, culture on national entrepreneurship affects on creating business either through social legitimacy or through promotion a positive attitude to individuals (Wilken, 1979; Etzioni, 1987; Davidsson, 1995; Linan & Inglehart, 1997; Lumpkin & Dess, 1996; Miller, 1983). Behavioral science researchers usually are described culture based on a set of dimensions (Lytle et al, 1995). Among a number of competitive concepts, Hofstede's dimensions (1980) are accepted among management entrepreneurs and scientists (Marino et al, 2002). Hofstede (2001) describes national culture composed of four basic dimensions of power distance, avoid from uncertainty, individualism (versus pluralism) and manhood (versus femininity) (Hofstede & Bond, 1988). In Hofstede' researches (1980) was shown that national culture has direct and identifiable im-



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pact on entrepreneurs' behavior of small and medium companies (Krueger & Brazeal, 1994; Mueller & Thomas, 2001). According to Hofstede (Hofstede, 1980: 209) in a countries which individualism and power distance is low, economic growth and tendency to innovation and entrepreneurship is high (McGrath, MacMillan & Shane et al, 2003; Scheinberg, 1992) and in countries which power distance is high often have centralized hierarchical structure which is a dam against innovation and entrepreneurship (Hofstede, 1980). And conversely, countries with low power distance have a flat structure which is source of innovation and entrepreneurship. Societies which have lower avoidance from uncertainty are intended to accept risk and they resist against lower change and tendency to innovation and entrepreneurship is high in that countries (Mueller & Thomas, 2001: 61).

History and entrepreneurial orientation reference thermometers

It was examined research literature in order to identify effective factors on national entrepreneurship in support of small and medium firms. In table number (1) has been shown effective factors on national entrepreneurship in support of small and medium firms from the perspective researchers.

**Research goals**

Some of the most important goals of this research are as follows:

1- The identification of building culture components of national entrepreneurship in support of small and medium firms in perspective of research literature.

2- The identification of building culture components of national entrepreneurship in support of small and medium firms in perspective of intellectual and activists of small and medium businesses.

3- Incorporation of scientific and practical components on building culture of national entrepreneurship in support of small and medium firms.

**Research methodology**

The selection of research method is one of the most important and most technical stages which researcher should follow it with a special sensitivity, since, the selection of research method is affected by research goals, and therefore, researcher should select a method which guarantees achieving to research goals besides having maximum advantages and minimum disadvantages. In this research, building culture components of national entrepreneurship in support of small and medium firms is provided in format of comprehensive and conceptual model by help of Delphi method.

Doing research process

In figure number (1) has been shown doing research process which is based on Delphi method. As it is observed from figure number (1), doing research process at first is divided into two parallel sections. In the first section of doing research process which is clear on the right hand side of figure number 1, research literature has been used in order to identify building culture components of national entrepreneurship in support of small and medium firms. In second section, doing research process which is clear on the left hand side of figure 1, it has been shown the way of identification and formation of Delphi panel. After the formation of the working group on Delphi and doing 4 rounds of Delphi, it is designed building culture model of national entrepreneurship in support of small and medium firms.

**Formation and combination of panel**

Delphi method is done with participation of individuals who have knowledge and expertise in research's subject. These individuals are known with title of Delphi panel.

Selection of eligible members for Delphi panel is considered as the most important stages of this method, why so, the validity of work's results depends on competency and knowledge of these individuals. These individuals are not selected based on probability sampling unlike what is usual in quantitative surveys. Why so, this method is a mechanism for group deci-



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| Effective factors | Author and year | title |
|---|---|---|
| Reducing the bureaucracy procedure at the start of business | Taghavi, Mehdi (2014); Forozan Mehr (2012); Gem, 2010; Industrial managers association, 2014; Moghimi, Sayed Mohammad, 2008; Makvandi, 2012; Hofstede & Bond, 1988 | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. Entrepreneurship indexes; Laws related to reduce waste regulations; Business atmosphere indexes in Iran; The requirements of the national production; support the Iranian work and capital; Entrepreneurship orientation dimensions |
| Raising social status of entrepreneurs | Taghavi, Mehdi (2014); Forozan Mehr (2012); Entrepreneurs' assembly, 2013; Makvandi, 2012; Wilken, 1979; Etzioni; 1987; Davidsson, 1995; Linan & Santos, 2007; Inglehart, 1997; Lumpkin & Dess, 1996; Miller, 1983 | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. Supportive policies of Iran's entrepreneurs assembly; The requirements of the national production; support the Iranian work and capital; Entrepreneurial behavior orientation dimensions |
| Social & economic justice | Taghavi, Mehdi (2014); Forozan Mehr (2012) ;Gem, 2010; Naimi & et al, 2008; Khamenee, 2014; Makvandi, 2012 | The solutions of business atmosphere improvement in country; Entrepreneurship indexes; The investigation of entrepreneurship role in economic growth and stable development<br>Economic justice indexes and its effects in country in perspective of revolution supreme leader; The requirements of the national production; support the Iranian work and capital |
| Correction of general culture & religious beliefs to work & effort | Taghavi, Mehdi (2014); Forozan Mehr (2012); Jani Pour, 2011; Gorman et al, 1997; Kourislky & Walstad, 1998; Ahmad Pour, 2002; Makvandi, 2012 | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. The solutions of strengthening and development of moral and spiritual virtues in a society with emphasis on the role of mosques; The role and importance of entrepreneurship's training and promotion in the national development; The requirements of the national production; support the Iranian work and capital |
| The correction of country's structure of education, learning & research | Forozan Mehr (2012); Gem, 2010; Jani Pour, 2011; Grman et al, 1997; Kourislky & Walstad, 1998; Ahmad Pour, 2002; Makvandi, 2012 | Entrepreneurship culture is affected by society's culture. Entrepreneurship indexes; The solutions of strengthening and development of moral and spiritual virtues in a society with emphasis on the role of mosque; The role and importance of entrepreneurship's training and promotion in the national development; The requirements of the national production; support the Iranian work and capital |



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| | | |
|---|---|---|
| Aiming of national supports | Taghavi, Mehdi (2014); Forozan Mehr (2012); Makvandi, 2012 | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. |
| Creation & development of venture capital funds | Forozan Mehr (2012); Makvandi, 2012 | The requirements of the national production; support the Iranian work and capital |
| Targeted tax credits | Taghavi, Mehdi (2014); Gem, 2010; Forozan Mehr (2012); Makvandi, 2012 | The solutions of business atmosphere improvement in country; Entrepreneurship indexes; The requirements of the national production; support the Iranian work and capital; Entrepreneurship culture is affected by society's culture. |
| Respect to other's capital | Taghavi, Mehdi (2014); Forozan Mehr (2012); Makvandi, 2012; Gvereliuc, Dana, Gvereliuc, Alin (2014) | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. The requirements of the national production; support the Iranian work and capital; Symbolic capitals |
| Raising of investment's security | Taghavi, Mehdi (2014); Forozan Mehr (2012); Shakeri & et al, 2003 | The solutions of business atmosphere improvement in country; Entrepreneurship culture is affected by society's culture. The requirements of the national production; support the Iranian work and capital; Effective factors on private & public investment |

Table 1. Effective factors on national entrepreneurship in support of small and medium firms



sion-making and needs qualified specialists who have deep knowledge and understanding from research's topic. However, the number of panel' members is variable in various researches, but, when there is a congruence among panel's members, it is recommended about 10 to 20 members. Accordingly, the number of members of Delphi panel for this research was selected 25 as non-probability sampling and combination of targeted and judgment methods. These individuals were eligible for one or more features:

A) Faculty member and expert in the field of management and marketing.

B) Manager, expert and/or owner of small and medium firms.

Implementation process of Delphi process

In this research, Delphi method was conducted in four rounds overall. In first round, a list of building culture components of national entrepreneurship in support of small and medium firms which were extracted from previous researches (contained factors in table 1) was disposal to members.

Therefore, they were asked to offer their ideas about the factors which are not in this list. In second round, the factors set were proposed in first round were disposal to determine the importance. In third and fourth, members' opinion about the factors has been diagnosed important in first or second rounds were received again. Doing Delphi method is finished after doing fourth round and achieving to favorable opinion.

**Discussion about Delphi method' results**

The results of quad rounds of Delphi methods show that it is achieved the following reasons consensus among members' panel and it can be ended to repetition of rounds: the average of panel's members' opinions is 4 to the top and it indicates much and very much agreement among them. In first round of Delphi, we deleted variables which have the least average of responds (lower than 3.50) and we went to the second round of Delphi. In second round of

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| National entrepreneurship | Number of responds | Average of responds | Standard deviation | Kendall coefficient | Order of importance (based on average) |
|---|---|---|---|---|---|
| Reducing of bureaucracy process in start of business | 22 | 4.41 | 0.70 | 0.60 | 2 |
| Raising social status of entrepreneurs | 22 | 4.36 | 0.65 | 0.60 | 3 |
| Social & economic justice | 22 | 4.09 | 0.75 | 0.01 | 9 |
| Correction of general culture & religious beliefs to work & effort | 22 | 4.50 | 0.67 | 0.60 | 1 |
| The correction of country's structure of education, learning & research | 22 | 4.14 | 0.88 | 0.30 | 8 |
| Aiming of state's supports | 22 | 4.32 | 0.78 | 0.44 | 5 |
| Creation & development of venture capital funds | 22 | 4.36 | 0.65 | 0.60 | 3 |
| Targeted tax credits | 22 | 4.36 | 0.72 | 0.11 | 4 |
| Creation of virtual organizations in private section | 22 | 3.13 | 1.35 | 0.30 | 13 |
| Facilitating the flow of information in cyberspace | 22 | 3.95 | 1.04 | 0.05 | 11 |
| Respect to other's investment | 22 | 4.32 | 0.83 | 0.44 | 6 |
| Raising of investment's safety | 22 | 4.18 | 0.79 | 0.19 | 7 |
| Development of information technology | 22 | 4 | 1.02 | 0.04 | 10 |
| Promotion of knowledge and information of society | 22 | 3.18 | 1.33 | 0.19 | 12 |

Table 2. Results from doing first round of Delphi method about building culture components of national entrepreneurship in support of SMEs

Delphi also again we deleted variables which had the least average of responds (lower than 4) and we went to the third round of Delphi. In third round of Delphi, given that, the average of responds was higher than 4, none of the variables were not deleted and we went to the fourth round. In the fourth round of Delphi, also due to the repetition of average's score of third round and results' reliability and reducing of standard deviation of members' responds from 1.35 in first and second rounds to 80% in fourth rounds, it was obtained consensus among members, as a result, we stopped the repetition of Delphi rounds and results has been come in table (5) which is included importance order of each of the factors with correlation degree between factors which has been shown with Kendall coefficient.

Designing of research conceptual model

Research conceptual model is an analytical instrument which is specified research variables and relation between them by helping of it.

In this research, by combining consumer's nationalism building culture components in support of small and medium firms which was obtained by help of Delphi method, research conceptual model has been shown as contained in figure.



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| National entrepreneurship | Number of responds | Average of responds | Standard deviation | Kendall coefficient | Order of importance (based on average) |
|---|---|---|---|---|---|
| Reducing of bureaucracy process in start of business | 23 | 4.30 | 0.76 | 0.19 | 5 |
| Raising social status of entrepreneurs | 23 | 4.35 | 0.72 | 0.28 | 3 |
| Social & economic justice | 23 | 4.04 | 0.76 | 0.03 | 8 |
| Correction of general culture & religious beliefs to work & effort | 23 | 4.43 | 0.72 | 0.38 | 1 |
| The correction of country's structure of education, learning & research | 23 | 4.09 | 0.92 | 0.000 | 7 |
| Aiming of states' supports | 23 | 4.30 | 0.76 | 0.19 | 5 |
| Creation & development of venture capital funds | 23 | 4.35 | 0.64 | 0.28 | 1 |
| Targeted tax credits | 23 | 4.35 | 0.71 | 0.04 | 2 |
| Facilitating the flow of information in cyberspace | 23 | 3.78 | 1.24 | 0.00 | 10 |
| Respect to other's investment | 23 | 4.35 | 0.77 | 0.38 | 4 |
| Raising of investment's safety | 23 | 4.26 | 0.75 | 0.19 | 6 |
| Development of information technology | 23 | 3.65 | 1.11 | 0.09 | 9 |

Table 3. Results from doing second round of Delphi method about building culture components of national entrepreneurship in support of SMEs

| National entrepreneurship | Factor loading coefficients | Importance order of factors |
|---|---|---|
| Reducing of bureaucracy process in start of business | 0.67 | 5 |
| Raising social status of entrepreneurs | 0.77 | 4 |
| Social & economic justice | 0.80 | 8 |
| Correction of general culture & religious beliefs to work & effort | 0.75 | 1 |
| The correction of country's structure of education, learning & research | 0.79 | 7 |
| Aiming of state's supports | 0.83 | 2 |
| Creation & development of venture capital funds | 0.84 | 3 |
| Targeted tax credits | 0.77 | 4 |
| Respect to other's investment | 0.75 | 5 |



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| National entrepreneurship | Number of responds | Average of responds | Standard deviation | Kendall coefficient | Order of importance (based on average) |
|---|---|---|---|---|---|
| Reducing of bureaucracy process in start of business | 23 | 4.35 | 0.71 | 0.02 | 3 |
| Social & economic justice | 23 | 4.13 | 0.75 | 0.05 | 7 |
| Correction of general culture & religious beliefs to work & effort | 23 | 4.43 | 0.72 | 0.07 | 1 |
| The correction of country's structure of education, learning & research | 23 | 4.09 | 0.90 | 0.05 | 8 |
| Targeted tax credits | 23 | 4.30 | 0.76 | 0.00 | 5 |
| Creation & development of venture capital funds | 23 | 4.35 | 0.64 | 0.02 | 2 |
| Targeted tax credits | 23 | 4.35 | 0.71 | 0.02 | 3 |
| Respect to other's investment | 23 | 4.35 | 0.77 | 0.05 | 4 |
| Raising of investment's safety | 23 | 4.26 | 0.75 | 0.03 | 6 |

Table 4. results from doing third round of Delphi method about building culture components of national entrepreneurship in support of SMEs



**Conclusion**

To investigate model's fitness and testing variables' relations is used Smart PLS SOFTWARE structural equations with partial least squares approach. The results of factor loading coefficients is higher than the appropriate amount of factor loading coefficients, that's mean, 40% . Therefore, model was recognized appropriate in terms of reliability and determining significance, was used significant coefficient t, that's mean is there a positive relation between consumer's nationalism building culture by support of small and medium firms which its amount for this structure was equal to 22.971, since it is higher than 1.96, its significant was confirmed in confidence level of 95% and it is considered the most important factor in entrepreneurship building culture in terms of importance order of general culture correction and religious beliefs toward work and effort.

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| national entrepreneurship | Number of responds | Average of responds | Standard deviation | Kendall coefficient | Order of importance (based on average) |
|---|---|---|---|---|---|
| Reducing of bureaucracy process in start of business | 23 | 4.35 | 0.77 | 0.02 | 5 |
| Raising social status of entrepreneurs | 23 | 4.35 | 0.71 | 0.02 | 4 |
| Social & economic justice | 23 | 4.13 | 0.75 | 0.05 | 8 |
| Correction of general culture & religious beliefs to work & effort | 23 | 4.43 | 0.72 | 0.05 | 1 |
| The correction of country's structure of education, learning & research | 23 | 4.13 | 0.86 | 0.03 | 7 |
| Targeted tax credits | 23 | 4.39 | 0.72 | 0.02 | 2 |
| Creation & development of venture capital funds | 23 | 4.35 | 0.64 | 0.02 | 3 |
| Targeted tax credits | 23 | 4.35 | 0.71 | 0.02 | 4 |
| Respect to other's investment | 23 | 4.35 | 0.77 | 0.03 | 5 |
| Raising of investment's safety | 23 | 4.26 | 0.75 | 0.02 | 6 |

Table 5. Results from doing fourth round of Delphi method about building culture components of national entrepreneurship in support of SMEs



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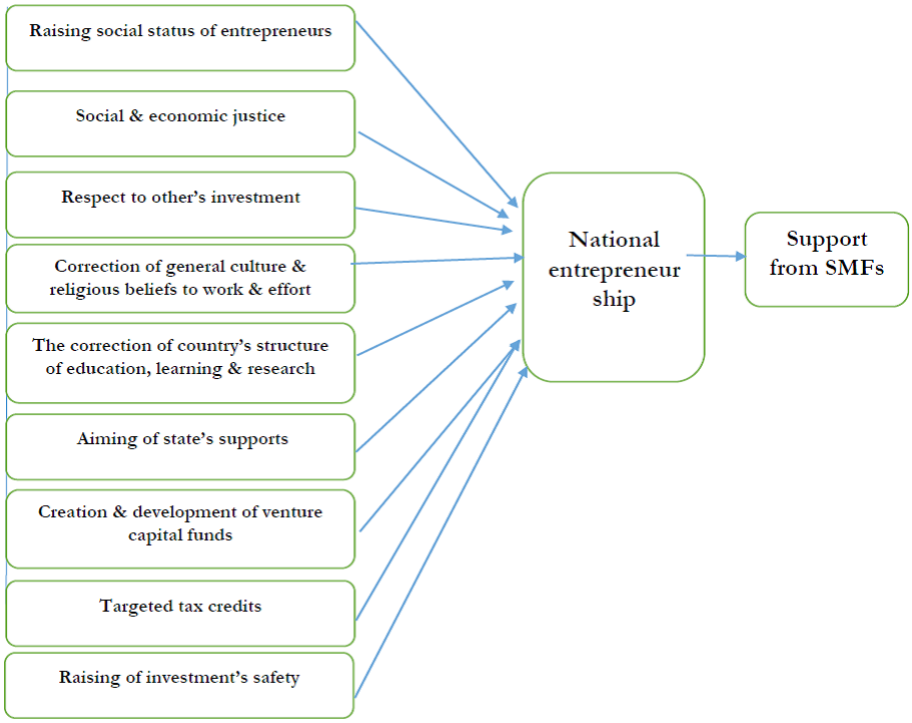
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