



فصلنامه مدیریت شهری

(ویژه نامه لاتین)

Urban management

No.43 Summer 2016

■ 95 - 106 ■

Received 12 Oct 2015; Accepted 2 Jan 2016

## **survey on the relationship between structural Interventions and soio-cultural elements and entrepreneurs' success in Iran**

**Roohangiz Namdari<sup>1</sup>** - *Department of Management, Abadan Branch, Islamic Azad University, Abadan, Iran*

**Khadijeh EidanTorkzadeh**- *Department of Management, Abadan Branch, Islamic Azad University, Abadan, Iran*

**Ahmad Danesh**- *Department of Management, Abadan Branch, Islamic Azad University, Abadan, Iran*

**Ali Salemi**- *Department of Management, Abadan Branch, Islamic Azad University, Abadan, Iran*

### **Abstract**

Improving employment opportunities for people and reducing the economic burden on government requires a broad and concentrated effort on private sectors. Private sector growth is a key engine for creation jobs. The major advantage of private sector is its employment potential at low capital cost. These sectors are the nursery of entrepreneurship, often driven by individual creativity and innovation. Entrepreneurs seek opportunities and innovations often provide the instrument for them to succeed. However, certain social, cultural and structural factors are inherent within a society which can affect entrepreneurial activity. The purpose of present paper is exploring a set of positive and negative factors which can result in either stimulating or damping the activity of entrepreneurs in Iran. The statistical population includes successful entrepreneurs of Iran's provinces in 2014 that were selected as sample randomly. The result shows that success achieved by the entrepreneurs is positively correlated with their risk taking abilities. The overall conclusion clears that the family and government support influence the success levels gained by entrepreneurs.

**Key Words:** *entrepreneurship; entrepreneur's success; Socio-cultural factors; Structural interventions.*

1. Corresponding Author, Tel: 09387539171, Email Address: namdari52@gmail.com

## Introduction

Entrepreneurship and innovation process is one of the most common governing flows of human life at the beginning of the third millennium that is the base and paves the way for changes and development. People, organizations and societies that cannot adopt themselves with these rapid developments will suffer stop, inactivity and vanishing. Considering the complexity of organizations, technology growth, organizations' knowledge modernity and originality, managers are obviously trying increasingly to find how to make their organizations creative and entrepreneur to cause their organizations' growth and development (Taheri et al, 2010). Creative industries are one of the economic sectors which are developing rapidly and are widely communicating with society to achieve competitive advantage in an unsecure environment which belongs to entrepreneurs (Chen et al, 2015). Rapid changes are in workplace and with promoting the perception of individual, communicational, structural and organizational factors (Ghosh, 2014). Numerous market and economic factors can cause motivating and training entrepreneurial activities generally and organizational entrepreneurship more specifically. Some of these factors are increasing focus on capital formation, governmental support programs, re-evaluation of intellectual property, lifestyles procedures, an organization's geographical position and demographic changes, customers' characteristics and their interaction with the organization (Haqshenas et al, 2007). Speed of economic globalization is the result of increasing trade activities' flexibility, global human force with international experiences which have valuable aspects for people and companies (Lee & Kartika, 2014). Economists consider economic conditions as the cause of entrepreneurship. Entrepreneurship role's economic theories have been noted. Against that psychologists investigate entrepreneurs' psychological characteristics with the goal of proposing theories based on

personality traits and also with differentiating among entrepreneurs, managers and non-entrepreneurs and consider the existence of specific features as necessary condition for entrepreneurship realization. Achievement, willing to accept moderate risks, ambiguity tolerance, independence, internal control center, energetic, motivated and committed can be mentioned as their agreed most important traits (Golrad, 2005). Stoner et al believe that economic development, products, services and new technologies efficiency through research and development entrepreneurial activities are the most important benefits of entrepreneurship (The same source). Entrepreneurship is considered as the center of the work and progress in the modern era and it isn't an inherited art, it is a trainable thought and principled attempt. Without adequate attention to development of entrepreneurial culture issue, we cannot achieve growth & development indices which are obtained through production, progress and technical and industrial power in economy (Navabakhsh and Zare, 2010).

## Cultural-social factors

According to Castano et al, a lot of factors are effective on decisions of entrepreneurs for continuing new business. These effective factors are divided into three categories of economic, cultural and social (Castano et al, 2015). Within the organization factors are dramatically effective for achieving organizational goals (Qureshi & Wook, 2015). Managers and staffs also can be the main factors of concentration on new creativity and innovation (Sarooghi et al, 2015). World has been replaced with the word of village but despite it, our mistakes in decision making are based on our perceptions from different cultures (Choi, 2010). Organizational culture exists in two levels of organization:

- 1) In higher and visible level which includes the way people behave, the kind of dressing, signs, celebrations and so on which organization's members meet them.
- 2) Underneath level with principled and fun-

damental values that are: principles, beliefs, thinking processes that create real culture. Organization's culture can be likened to personality in a human being (Nahid, 2009).

Governing culture on entrepreneurship organizations must be founded in a way that can be institutionalized in each one of that organization's members and all organization's members achieve a common and equal perception despite cultural and attitudinal differences in goals, missions and organization's policies. In such as this mood, implementing the thought of entrepreneurship and creating suitable culture will be imaginable for that so cultural in above conditions will be able to persuade the other structural aspects for keeping with the entrepreneurial wave. Culture is that very beliefs, values and cultural institutions of a nation. The culture and behavioral patterns' infrastructures of society will develop by passing the time and under the influence of ideology and environmental condition. Innovation and entrepreneurship development needs an appropriate culture field. Nearly all human activities are done in the guise of cultural otherwise their success will be impossible but some of issues are more dependent on culture, against many innovative activities, they don't have very big financial cost. If society doesn't accept the reasonable and logical level of risk, all the time avoid changes because fear of possible failure. The existence of participatory culture and a wide, coherent organizational structure can pave the way for staffs' innovation and entrepreneurship. With decreasing hierarchy and removing boarders there are more relationship based on participation and mutual understanding. The existence of a mutual relationship between innovation organizational culture and entrepreneurship is what has been proved that each one is affected by the other one and also affects that. Innovation and entrepreneurship can develop in the field of and important factor of culture (Kiakajoori and Deylami, 2012).

Social accountability has been increasing since

1990 with more sensitivity in companies, governments and societies. There is a relationship between the philosophy of social accountability and entrepreneurship processes (Gonzalez et al, 2015) and in fact a good perception of a big society's negative aspect help us to evaluate the objective effects which exist in that society (Li et al, 2013). There are a lot of social factors which are considered as necessary conditions for forming an entrepreneurial culture. Specifically, societies which have great emphasis on social movement, independent thought and material values, tend entrepreneurship more in terms of nature and encourage independency and pioneering.

### Intervening Structural factors

Future progress and development is affected by economic, environmental and social factors and these factors must be evaluated (Jarvis et al, 2015). There have been some researches on entrepreneurship organizations that explain how actors' social position in organizations will affect their methods for organizational change and organizational training. In this situation, entrepreneurs use organizational changes for developing their social status (L. Waldron et al, 2015). Done researches by Histrisch and Peters show that in addition to creating schools and universities for teaching entrepreneurship in the US, all governmental facilities such as reducing corporate and the newly established institutions tax, giving communicational facilities, consulting supports, legal supports, bank facilities of all society's facilities are used for teaching and encouraging people to entrepreneurship (Navabakhsh and Zare, 2010). The effects of structural factors on the behavior of organizational co-operation are investigated in many researches (Dayan & Dibbenetto, 2010).

Governments make development policies and also programs for promoting business and developing entrepreneurship because creativity and support infrastructures encourage innovation and business development and are seen in valuable national investments for future

economy success. All social layers play role in developing countries' political approaches (Ahl & Nelson, 2014). Government's policies can have significant effect on entrepreneurship by changing the rules of game in different institutional environments. The role of entrepreneurship in creating welfare, employment, economic development and governmental challenges are in different levels that create the way of creating powerful political infrastructures for developing entrepreneurship facilities (Lee et al, 2013).

## Entrepreneurship

Nowadays, spreading entrepreneurship is one of economic development in developing countries that in our country is also involved in this issue. Based on the global declaration of entrepreneurship, there is a strong correlation between national economy growth and organizational national level of entrepreneurial activity (Naqavi and Fallah, 2012). The relationship between theories such as entrepreneurship or creating new business and innovation has been appeared in studies in recent years that combine the aspects of different scientific approaches (A. Belso et al, 2013).

Organizational flexibility changes resources from primary mode to display mode and play an active role in organizational entrepreneurship and also in contracts (A. Covaleski et al, 2013). The concept of entrepreneurship in this current meaning first was used by Joseph Schumpeter. This Austrian economist who is also called the father of entrepreneurship science believed that economy development will be possible in a system when people in other society's crowds innovates with risk taking and through this replace new and efficient methods with previous inefficient methods (Naqavi and Fallah, 2012). Entrepreneurship aspects in Moqimi's point of view include below cases:

1. Structural factors: they include all elements, factors and physical and non-human situation of an organization which make organization's frame or physical and material part of organi-

zation with order, rule and specific and interconnected order. Therefor all material, financial, informational and technical resources will run in general body of organization (Dehqan, 2012).

2. Underlying factors: they are environmental factors and conditions outside the organization that surround organization's environment, have mutual effect with organization and are out of organization's control (the same source).

3. Behavioral factors: they include human factors and relationships in organization that form behavioral norms, informal relationship and specific and interconnected patterns and organization's main content. These content factors are in fact considered as organizational dynamicity and each kind of factors and variables which are directly related to human force are placed in this branch (the same source).

## Research history

No similar research has been done inside or outside the country related to the subject of this study but there are some researches about the relationship with investigated variables that are:

“Ghosh did a research named analyzing organizational, structural, communicational and individual factors in 2014 and determined the value of organizations' growth and staffs' development for today competitive market. Due to this he investigated each one of organizational, structural, communicational and individual factors and proposed some recommendations for research and organizational duties”.

Another research named the effect of structural factors on constructing product's development teams was done by Dayan and Benedetto in 2010 and this study investigated the effect of new production's development teams on teams' performance. 93 product's development projects in Turkey have been investigated. The results have shown that structural factors such as contract justices and also intra personal honesty are effective on team's

success. Rasario et al investigated a research named social, economic and environmental aspects in social accountability and their role in potential entrepreneurship. The results show that knowledge can be very useful for companies that are necessary for achieving social goals. Haqshenas et al did a research named the pattern of organizational entrepreneurship in governmental sector of Iran in 2007. In this study, they investigated the state of entrepreneurship in the central offices of state service. Based on this, inside and outside organization different factors were determined and their role and effect were studied in state of entrepreneurship of study organizations. Yadollahi Farsi et al did a research named investigating the relationship between structure and organizational entrepreneurship in 2009. They studied 106 managers of central offices of private banks. The results have shown that there is a significant relationship between organizational structural aspects and organizational entrepreneurship aspects. Dehghan et al did a research named a research about effective factors on innovation and organizational entrepreneurship in country's medical science universities in 2012 and based on the results, three categories of structural, behavioral, underlying factors are effective on innovation and organizational entrepreneurship in medical science universities that their general status is average.

### Problem statement

There have been many researches up to now about organizational factors which can promote organizational entrepreneurship activities or prevent them. In these categories of studies, organization inside factors such as control and motivation systems of companies, organizational culture, organizational structure, management supports and organizational values and communication are specifically noted (Yadollahi Farsi, 2009).

Government's activities and decisions affect the method of activity and organizations' performance. Changes create new opportunities

and threats in legal obligations and judgmental and political process and affect the way of giving services. The legal aspect of organizational entrepreneurship includes rules and governmental policies that train specific behaviors and prevent the appearance of other behaviors (Haqshenas et al, 2007).

Organizational culture is effective on all structural aspects and elements and penetrates in rules, goals and policies of organization so the existence of appropriate or inappropriate culture has a direct relationship with the rate of entrepreneurship or lack of entrepreneurship in organization. If organizational culture isn't flexible and prepared enough for acceptance of change in structure, cooperation and interaction among sectors will fall to the lowest point and this causes the reduction of entrepreneurship (Nahid, 2009). If organizational culture isn't flexible and prepared enough for acceptance of change in structure, cooperation and interaction among sectors will fall to the lowest point and this causes the reduction of entrepreneurship (KiaKjouri and Deylami, 2012).

Many researches consider accessing to the sources as the most important effective factor on organizational entrepreneurship and based on this many factors communicate financial system in evaluating organizational entrepreneurship. In entrepreneur organizations the process of allocating budget has been fast and easy and entrepreneurial projects have various financial supports. Prioritizing financial support of research cost and developing and marketing products and new services are the other features of financial systems of entrepreneur organizations (the same source). Entrepreneurship barriers and problems in Iran especially in its organizational sector can be investigated from three aspects:

### 1. Anti-motivational factors of entrepreneurship

The most important anti-motivational factors are being afraid of losing personal capital, fear of disability in providing finance for running a

business, being worried about the lack of providing legal obligations, being worried about lack of social security, official corruption, fear of not having appropriate experience and skill (Nahid, 2009).

## 2. Legal barriers of entrepreneurship development

From the most important legal factors, bank regulations, tax regulations, business regulations, work regulations, existence of governmental monopoly of regulations, customs regulations, and municipal regulations and so on can be mentioned (the same source).

## 3. Failure environmental factors

The lack of trade, specialized and professional required infrastructures of new and developing companies, lack of supporting social and cultural norms of entrepreneurship, lack of physical infrastructures for new and developing companies, lack of adequate financial support for new and developing countries and lack of emphasizing educational system on entrepreneurship development can be mentioned as the most important failure environmental factors (the same source).

Considering above factors, this research mainly seeks if there is a relationship between structural Interfering factors and social cultural factors with Iran's entrepreneurs' success.

## Methodology and collecting data tools

The effective factors on entrepreneurship have been investigated; research is functional

in terms of goal. On the other hand this research is testing hypothesis in terms of collecting data method and descriptive as conclusion. This study also is sectional in terms of the way of collecting data that during 2014 data were collected and done sectional. Researcher made questionnaire has been used for collecting data tool that its reliability has been evaluated in table 1 through Cronbach's alpha and Coder Richardson.

## Statistical population and sampling method

Present research's statistical population includes successful entrepreneurs of country's provinces in 2014 that some of them were selected as sample randomly. In current research considering the nature of study's subject, simple random sampling has been used.

## Research hypotheses

1. First main hypothesis: Cultural factors (religion) and social (family support) have significant effect on entrepreneurs' success.
2. Sub-hypothesis 1-1- religious-cultural factors have significant effect on entrepreneurs' success.
3. Sub-hypothesis 1-2- social factor of family supports has significant effect on entrepreneurs' success.
4. Second main hypothesis: entrepreneurs' personal traits have significant effect on their success.
5. Sub-hypothesis 2-1- entrepreneurs' risk tak-

Factors (variables)	Number of questions	Cronbach's alpha coefficients	Coder - Richardson coefficients
Innovation and creativity factor	4	-	0.685
Religious (cultural) factors	7	0.791	-
Risk taking factor	7	0.734	-
Skill factor	4	0.660	-
management skills factor	2	0.623	-
Support factor	2	0.711	-

▲ Table 1. Obtained reliability coefficients for each one of questionnaire's aspect

ing traits have significant effect on their success.

6.Sub-hypothesis 2-2- entrepreneurs' innovative and creative traits (such as 1 Finding customers and new markets, 2 New methods of business, 3 using new technologies, 4 making new products) have significant effect on their success.

7.Sub-hypothesis 2-3- entrepreneurs' general skills have significant effect on their success.

8.Third main hypothesis: Structural interfering factors have significant effect on entrepreneurs' success.

9.Sub-hypothesis 3-1- accessing others' experience have significant effect on entrepreneurs' success.

10.Sub-hypothesis 3-2- governmental regulations and supports have significant effect on entrepreneurs' success.

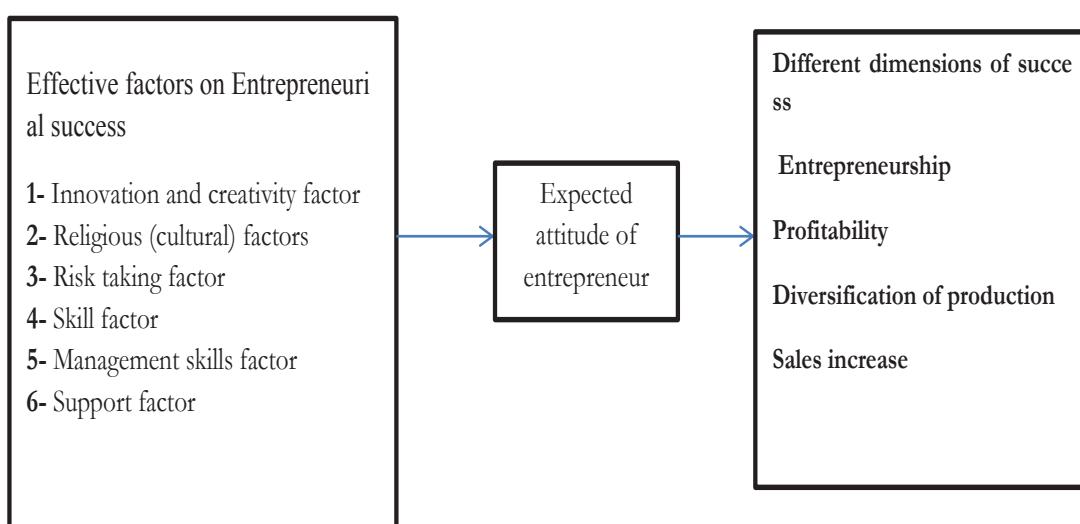
11.Sub-hypothesis 3-3- entrepreneurs' skills' levels have significant effect on their success.

### Analyzing data

Since, with discussed hypotheses we seek to identify the effect of study independent variables on dependent variable so it will be done through correlation analysis and correlation coefficient and regression analysis. Since used independent variables in this research is a combination of different nominal, ordinal

scales and dependent variable of entrepreneurial success is ordinal so linear regression models cannot predict dependent variable accurately based on independent variables therefor a model is needed to be chosen that besides compatibility with variables' scales, be capable of predicting dependent variable accurately as well. Ordinal regression model is a kind of models that is capable of predicting qualitative measures. Obtained positive coefficients for family supports variable show that there is a positive direct relationship between mentioned variable and dependent variable of making a profit (low and medium levels) and with increasing the rate of supports, success will increase in making profit. In another word employers who have family support will be more likely among people who have made average and high profits. As it can be seen with increasing the rate of family supports, estimated coefficient for this variable will be bigger either (from 1.19 to 3.35).

For other variables also (except religious beliefs) obtained coefficients are positive and will have similar interpretation. Being negative of religious beliefs means that there is a negative direct relationship between that and making profit and with increasing religious beliefs, the level of making profit of entrepreneurs



▲ Dia 1. Research conceptual model

will reduced (or vice versa).

Related column to the level of significance (sig) shows that almost all variables (except creativity and family supports) are in the level of confidence 95% ( $P<0.05$ ) and are meaningful in terms of statistics. In ordinal regression models, WALD statistic is the most important one for testing the significant existence of each independent variable in model. This statistic is equal with t statistic in linear regression. As it can be seen WALD statistic of all variables have been bigger than 2 and considering their level of significance, it is the sign of confirming the existence of mentioned independent variables in final model. As it can be seen in table, almost all variables, are significant in level of 95% and justify dif-

ferent levels (ordinal) of dependent variable in an appropriate way. Therefore, in the end with doing parallel lines test, it is tried to test the assumption of similar parameters for all reasonable levels as well. Obtained results of this test showed that model is valid enough in terms of mentioned information. Null hypothesis in this test is if equality of parameters (i.e., regression coefficients) is reasonable for different levels of response variable (success in making profit), this hypothesis was confirmed with high validity. So the most common effective factor on entrepreneurship success in the field of making profit is the combination of all three main factors means culture (religious) and social factors, employer's personality traits, structural interfering factors which

	Levels of independent and dependent variables	Estimated coefficient (B)	Standard deviation (SE)	Wald statistic (WALD)	Significance level (Sig)
Threshold value coefficients	Success in profit (average)	-3.894	1.836	4.237	0.042
	Success in profit (high)	-1.231	1.121	3.760	0.012
Location coefficients	Family support (average)	1.196	0.679	8.388	0.0073
	Family support (high)	3.357	1.116	6.415	0.001
	Religious beliefs (low)	-2.789	2.526	3.296	0.039
	Religious beliefs (average)	-1.369	0.481	4.416	0.000
	Medium risk taking (neutral-risk)	3.287	1.678	9.364	0.017
	High risk taking (risk taker)	4.449	0.894	3.113	0.000
	Creativity and innovation (offering new products to the market)	3.213	0.901	12.116	0.066
	Creativity and innovation (Find new markets)	1.198	1.249	7.863	0.055
	Level of skills training (skilled)	5.463	0.826	5.326	0.004
	Use and inspiration from others (family-acquaintances)	1.227	0.796	6.001	0.000

▲ Table 2. Ordinal regression model coefficients (entrepreneurs' making profit)

have gotten significant in ordinal regression. As following, a new regression was evaluated for investigating effective factors on entrepreneurs' success in the field of turnover (second characteristic of entrepreneurial success) that its results are as follows:

Positive obtained coefficients for all variables (except high risk taking variables and general skills of management) show that there has been a direct and positive relationship with dependent variable of success in turnover's growth (average and high levels) so with increasing innovation and creativity in mentioned fields, success level will increase in growth of turnovers. In another word it is very likely that entrepreneurs who have been

highly or averagely growing in turnovers are a part of people who have used mentioned innovations and creativity. Negative coefficient of risk taking variable and general skills means that there is a negative and reverse relationship between turnover growth and mentioned variables. The related column to the significance (Sig) shows that almost all variables (except general skills and using new technologies) are statistically significant in confident level of 95% ( $p < 0.05$ ).

Positive obtained coefficients for all variables (Except three variables of semiskilled level of skill, being sure of family supports, being sure of high income) show that there is a positive direct relationship with dependent variable of

	Levels of independent and dependent variables	Estimated coefficient (B)	Standard deviation (SE)	Wald statistic (WALD)	Significance level (Sig)
Threshold value coefficients	Success in the growth of turnover (average)	-7.749	1.919	5.812	0.031
	Success in the growth of turnover (high)	-3.512	0.781	7.789	0.02
Location coefficients	High risk taking (risk taker)	-2.216	0.411	3.359	0.001
	General Management skills	-1.137	0.217	2.197	0.071
	Creativity and innovation (Find new Customers and markets)	0.912	0.050	4.529	0.000
	Creativity and innovation (Using new methods of business)	0.781	0.274	3.736	0.019
	Creativity and innovation (using new technologies)	1.347	0.379	2.237	0.065
	Creativity and innovation (offering new product)	0.678	0.112	0.051	0.033

▲ Table 3. Ordinal regression model coefficients (Growth in turnover)

success in making diversity (average and high levels) and with increasing these variables in mentioned fields, success levels in creating diversity will increase either. Similarly, negative coefficients of semiskilled level of skill, being sure of family supports, being sure of high income means that there has been a negative and reverse relationship between success in creat-

ing diversity and mentioned variables. The related column to the significance (Sig) shows that almost all variables (except high risk taking, educational skill level (very skilled), educational skill level (semiskilled) and being sure of high income) are statistically significant in confident level of 95% ( $p < 0.05$ ).

### Conclusion and discussion

	Levels of independent and dependent variables	Estimated coefficient (B)	Standard deviation (SE)	Wald statistic (WALD)	Significance level (Sig)
Threshold value coefficients	Success in creating diversity (average)	-3.749	1.126	3.226	0.031
	Success in creating diversity (high)	-2.512	0.872	6.451	0.016
Location coefficients	High risk taking	2.461	1.476	2.780	0.075
	Creativity and innovation (access to markets and new buyers)	14.176	1.624	7.226	0.000
	Creativity and innovation (new methods of business)	3.671	1.572	5.455	0.020
	Creativity and innovation (using new technologies)	3.569	1.667	4.586	0.032
	Creativity and innovation (offering new product)	2.768	1.348	4.216	0.040
	Level of educational skills (very skilled)	9.537	3.269	3.139	0.076
	Level of educational skills (skilled)	8.879	4.691	2.875	0.042
	Level of educational skills (semi skilled)	-3.228	2.531	3.384	0.066
	Ensure the support of family and acquaintances	-7.388	1.247	3.290	0.039
	Ensure a High income	-1.822	0.770	2.012	0.071

▲Table 4. Ordinal regression model coefficients (making diversity and variety)

Organizational entrepreneurship exists in different shapes and each organization must create an appropriate and special pattern for itself but general proposed structure and necessary conditions for developing organizational entrepreneurship in culture, social and personality factors is in this way that entrepreneurship culture has to be developed and entrepreneurs should trust this subject that they can work in their favorite fields with governmental social supports such as facilitating regulations. They should strengthen the culture of tolerating failure, hazard and mistake in terms of personality. Organizational structures should be organic. In such a this mode some characteristics such as risk taking, tending to innovation and being hyperactive in organization will be encouraged and teamwork and entrepreneurial behavior will be converted to organization's main norm. Environmental conditions of country such as technologic, cultural and political situations are effective on developing entrepreneurship. Cultural factors show the society's attitude toward of entrepreneurship in two aspects of formal or informal. Iranian entrepreneurs can change the attitude of society toward of their abilities greatly with having characteristics such as risk taking, beliefs and values, social factors, family supports, accessing to other's experiences, governmental regulations and educational courses and remove many informal culture limitations and barriers and develop their entrepreneurial activities.

## References

- 1.Haghshenas Asghar, Jamshidian Mahdi, Shaemi Ali, Shahin Arash, Yazdanshenas Mabdi, *Model of organizational entrepreneurship in the public sector of Iran*, Second year, NO. 8 2007
- 2.Dehghan Reza, Talebi Kambiz, Arabiun Abolghasem, *Research on effecting factors of innovation and organizational entrepreneurship on Medical Sciences University of country*, Faculty of Paramedical Journal of Tehran university of medical science, Vol. 6, No. 1, 2012
- 3.Kiakojouri Davoud, Deilami Hoda, *Experimental theoretical study of the role of innovation in organizational entrepreneurship* National Conference on entrepreneurship and business management of knowledge based, 2012
- 4.Golrod Parvanch, *Effecting factors on the development of Iranian women entrepreneurship*, Research for women, Vol.3, No. 1, 2005
- 5.Nahid Mojtaba, *How and why entrepreneurship and organizational entrepreneurship at a glance*, Business survey, No. 34, 2009
- 6.Naghavi Seyed Ali, Fallah Hamed, *Design and development of organizational entrepreneurship strategy by using a combination model of Balanced Scorecard and fuzzy Multi Criteria Decision Making*, National Conference on entrepreneurship and business management of knowledge based, 2012
- 7.Navarbakhsh Mehrdad and Zare Harafteh Marzieh, *Evaluation of socio-cultural factors affecting on entrepreneurial culture*, Cultural Management Magazine, Fourth year, No. 7, Spring 2010
- 8.Yadollahi Farsi Jahangir, Azizi Ziarat Omid, Khastar Hamzeh, *Investigate the relationship between structure and organizational entrepreneurship*, Entrepreneurship Development, Seond year, No. 5, 2009
- 9.A.Belso Martinez, Jose, F.xavier Molina morales, Francisco Mas-verdu, *Combining effects of internal resources entrepreneur characteristics and KIS on new firms*, Journal of business research, 66(2013)2079-2089.
- 10.A.covaleski mark, w.Dirsmith mark, M.weiss jane, *The social construction challenge and transformation of a budgetary regime: The endogenization of welfare regulation by institutional entrepreneurs, accounting organizations and society*, 38(2013)333-364.
- 11.Ahl Helene, Teresa Nelson, *How policy positions women entrepreneurs A comparative analysis of state discourse in Sweden and the united states*, Journal of business venturing,2014.
- 12.Castano maria-soledad, maria-teresa mendez, miguel-angel galindo, *The effect of social cultural and economic factors on entrepreneurship*, Journal of business research,2015
- 13.Chen Ming-Huei, Chang Yu-Yu, Chia-Yu Lee, *Creative entrepreneurs guanxi networks and success Information and resource*, Journal of business research, 68(2015)900-905.

14. Choi Woo-sik& danny, *structural model of effects of cultural factors on escalation of commitment through antecedents, agency and negative framing effects*, 2010.

15. Dayan, Mumin & Dibenedetto C. Anthony, *The impact of structural and contextual factors on trust formation in product development teams*, *Industrial marketing management*, 39(2010)691-703.

16. Ghosh Rajashi, *Antecedents of mentoring support a meta-analysis of individual relational and structural or organizational factors*, *journal of vocational behavior*, 84(2014) 367-384.

17. González rodríguez M.Rosario, M.carmen diaz Fernández, biagio simonett, *The social economic and environmental dimensions of corporate social responsibility The role played by consumers and potential entrepreneurs*, *International business review*, 2015.

18. Jarvis diane, Stoeckl natalie, Liu Hong bo, *The impact of economic social and environmental factors on trip satisfaction and the likelihood of visitors returning*, *Tourism management*, 52(2016)1-18.

19. Waldorn, Theodore fisher greg, Navis chad, *Institutional entrepreneurs social mobility in organizational fields*, *Journal of business venturing*, 30(2015), 131-149.

20. Lee seung hyun, W.peng mike, Song sangcheol, *Governments, entrepreneurs and positive externalities a real options perspective*, *European management Journal*, 31(2013)333-343.

21. Lee li-yueh, Kartika nurullaili, *The influence of individual, family and social capital factors on expatriate adjustment and performance the moderating effect of psychology contract and organizational support, expert systems with applications*, 41(2014)5483-5494.

22. Li yongqiang, Wang xuehua, Huang Lily, Bai Xuan, *How does entrepreneurs social capital hinder new business development? A relational embeddedness perspective*, *Journal of business research*, 66(2013)2418-2424.

23. Qureshi sheheryar, Kang changwook, *Analysing the organizational factors of project complexity using structural equation modelling*, *International Journal of project management*, 33(2015)165-176.

24. Sarooghi hessamoddin, libaers dirk , Burkemper Andrew, *Examining the relationship between creativity and innovation: a meta analysis of organizational* cultural and environmental factors, *Journal of business venturing*, 2015