

Identification of entrepreneurship barriers in organizations

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Abstract: The main aim of this article is to identify the entrepreneurship barriers in organizations. In this regard, the 3 branches model of mirzayee ahranjani has been used that include three structural behavioral and environmental components. The research is applicable and is conducted in survey researches framework. In order to collect data, the questionnaire form that is compiled based on literature review has been used. The kronbach alpha coefficient has been calculated in order to determine the questionnaire persistency which in this research it is equaled with 91 percent that imply appropriate persistency research instrument. The questionnaire content validity has been confirmed by poll from experts and professors. In order to collect data and achieving goals that are related to the research, 132 persons from the employees of noshahr port administration were selected by the categorized accidental sampling method. The resulted data were analyzed by descriptive and inferential methods. Due to findings, the structural barriers have the most negative affect on creating organizational entrepreneurship in organizations. The behavioral and environmental berries in this field play the avoiding role. Among the structural barriers, the standardization and among the behavioral barriers, the manager motivation and among the environmental barriers, the government regulation plays the most avoiding role on the entrepreneurship in organizations.

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Keywords: entrepreneurship, organizational entrepreneurship, barriers analysis, structural factors, behavioral factors, environmental factors.

1. Introduction

In the current era, the management in the organizations depends on conditions inside and outside of institutes and its changing and environmental evolutions should be considered (zomorodiyani,1373). The concept of these swift evolutions is that the organizations no longer can achieve their goals by relying on pervious methods and accomplish their mission. The accelerated changing, increasing complexity and high competition cause that the organization vitas to be subjected haphazard and finding solution to be considered as a thought challenge for organizations managers (joday, zanjani,1380).

By influencing administrative process and beurocracy on our organizations culture, in 1960 And 1970 decades, the entrepreneurship in organizations has been paid attention by organization senior managers in order to be able to innovate and commence new products and services.

Today the most of the organizations recognize the organizational entrepreneurship requirement and consider the entrepreneurship as the growth engine of development in the organizations and communities (Moghimi,1383). Here, the importance of creative human resource and organizational entrepreneurs has got salient. The suitable room for entrepreneurship

activities in the organizations and existence of supportive external environment for such activities is the most important organizational entrepreneurship factors (Joday, Zanjani,1380).

In addition nowadays organization can not overcome on their competitive companies by few creative persons and entrepreneurs. They should create the situations in which all employees can create the entrepreneurship moral for theirs and can perform the personal and collective entrepreneurship activities easily. creation of such organization need to key factors like recognition of environmental conditions, recognition of status que consequences, and feeling need to principal evolution, recognition of properties and importance of entrepreneur, recognition of entrepreneur organization and creating the suitable bed for entrepreneur attraction (samad aghayee,1378). This research aims to analyze the entrepreneurship barriers in the organization in order to propose some suggestions for their solution while examination of organizational entrepreneurship barriers and problems. In this regard, by accepting the expressed problems, the main question of this research is what is the most important barriers of organizational entrepreneurship in the structure of organizations?

2-Literature and background

2-1-Entrepreneurship and organizational entrepreneurship:

The entrepreneurship term has been derived from the French term ENTREPREND meaning commitment. Based on Webster dictionary, the entrepreneur is someone who promises to accept, organize, handle the risks of a economic activity. The entrepreneurship term was invented in French language before forming the entrepreneurship general concept in today language. in the first years of 16th century, someone who guided the army mission was called entrepreneur. Since then the term was used for all kinds of risks with some limits (Ahmadpour,1387,4). “shumpeter” believes that the entrepreneurship is the trigger engine for economic development and entrepreneur role is to innovate and create new combination of materials (Palmer,1987,47).

Entrepreneurship is the process for earning profit by new combination, exclusive and valuable of resources in the environment accompanied with ambiguity and uncertainty. Entrepreneurship means commencing or growing a newcomer company through innovative management (Ahmadpour,1387,26). “Fera” believes that entrepreneurship is a process which need to encouragement, reinforcement and endorsement in order to be survived. Organizational entrepreneurship is the process which lead to innovation in products and process by inducing the entrepreneurship culture in an organization.

2-2-Types of entrepreneurship:

in a division, “Prokopenko and Pavlin”, depending on entrepreneurship activity level, divide the all kinds of entrepreneurship to 5 types:

1-»executive« entrepreneurship: in such type of entrepreneurship, the products, process and new methods development and existed items are in high priority and are known as the new investment among technical and scientific personnel and managers and executives.

2- »Opportunistic« entrepreneurship: this approach emphasize on evaluation and spread of inside and outside technologic innovations. Existence of a top product is the sign of a opportunistic approach toward entrepreneurship.

3- »Acquisitive« entrepreneurship: in this case, the entrepreneurship would be accomplished by acquisition of technical capability of other companies by participation, advise or contracting them in order to achieve to their technologic aims.

4-»incubative« entrepreneurship: this requires creating some mid independent units in existed companies in order to think, commence and reinforce the new companies. Due to high risk of innovation in

commercial activities, the mid independent units contribute to inside organizational entrepreneurship.

5-»initiative« entrepreneurship: in this approach the innovation is limited to imitate or create simple changes in packing or designing (Prokopenko & Pavlin, 1991,19).

In a categorization, samad aghayee divides the entrepreneurship to 3 fields or patterns and can be observed in the chart (samad aghayee, 1387,15).

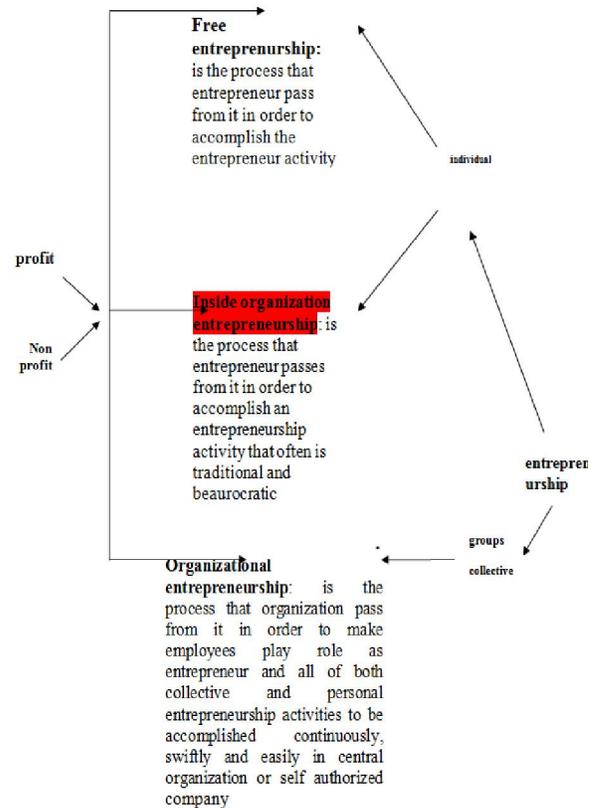


Diagram (1): indicators of Entrepreneurship

2-3-organizational entrepreneurship patterns: the most significant ones are.

2-3-1-The organizational entrepreneurship patterns of Kornoval and Perlman: This pattern indicates the organizational entrepreneurship framework based on strategic management (Kornoval and Perlman, 1990, 20). In such pattern, first of all, the entry information from the external and internal environment of organization help to determine and evaluate the market attractive opportunities and since then the overview, mission, aims and strategies are determined and then executed. Finally the results from performance are compared with elementary aims and missions and required changes would be done in order to modify deviations in each steps.

2-3-2- The organizational entrepreneurship pattern of Akhels and Nek: this pattern indicates the

organizational capability for survival in an full of

innovation environment (Akhels and Nek, 1980).

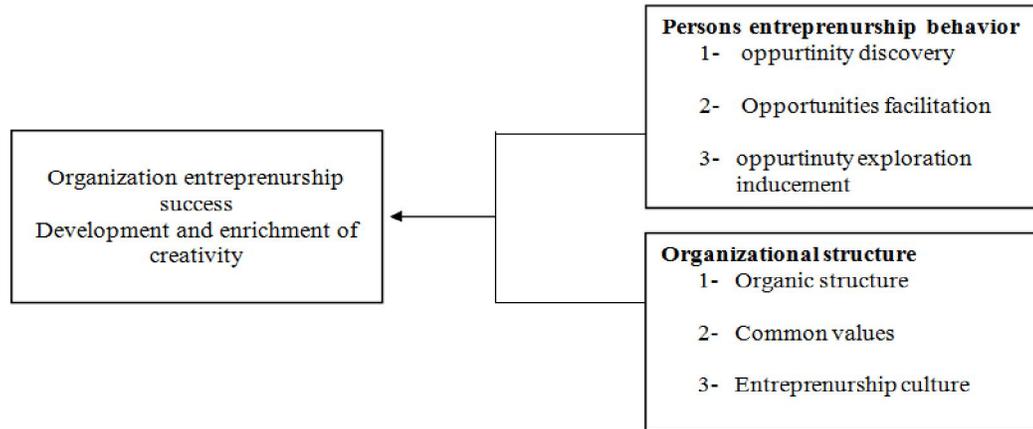


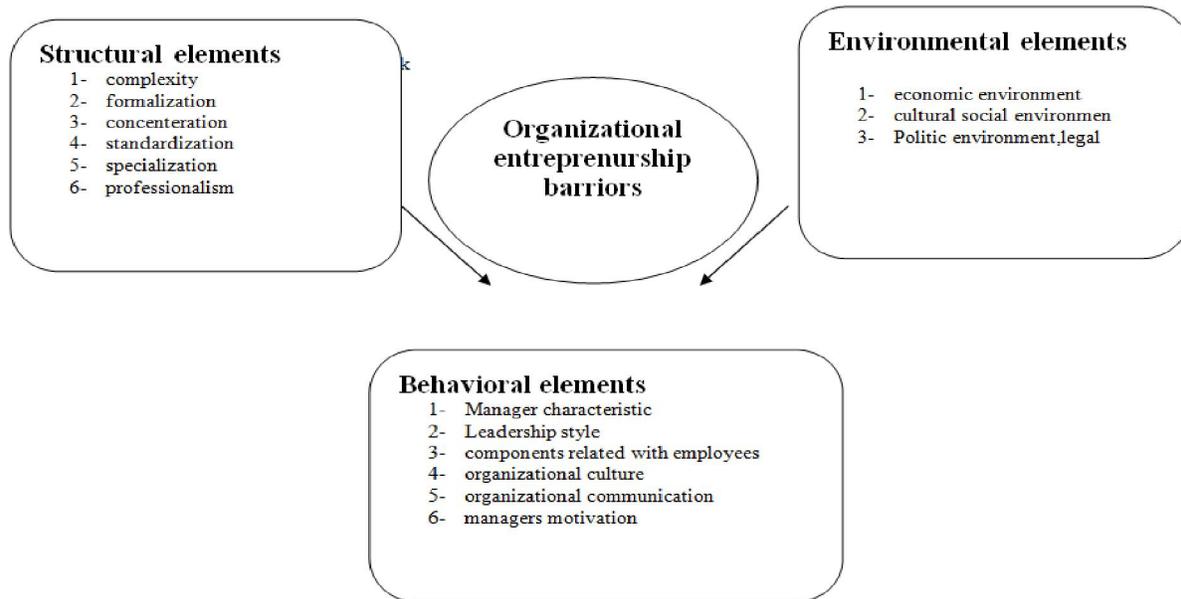
Figure 1: organizational entrepreneurship model of Akhels and Nek (shah hoseyni,2009,105)

2-4-Research theory framework

All of research studies are based on a conceptual framework that determines the considered variables and relationship among them (Edvardz et al,1379,23). Since each survey need to mental map and conceptual model that is mapped in suitable analytical tool, variable and relationship among them, in this research

using of 3 branches pattern including structural factors, behavioral factors and environmental factors, the framework was designed (Mirzaeei ahranjani,1375,11).

Due to research theoretic basics, following framework was used.



3-methodology

Aim of this research is to identify entrepreneurship berries in organizations. due to population that are 200 persons from the noshahr port administrations, using of categorized accidental sampling method, the sampling has been done and the statistical sample volume of this research using of Morgan table (Moemeni,1389,226) are 132 persons which from, 116 persons returned the questionnaire.

Current research is descriptive that has been conducted using of survey studies branch. In this research, using of questionnaire and likewise the interview techniques, observation and exploration of documents, some questions have been considered and data has been collected

Structural factor are known as organizational entrepreneurship barriers?

Behavioral factors are known as organizational entrepreneurship barriers?

Environmental factors are known as organizational entrepreneurship factors?

In order to determine the questionnaire validity, research questionnaire has been executed on 30 persons group of sample that alpha was 0.76 that indicate the good persistency for questionnaire. Based on the results, some modifications in questionnaire has been considered and some quizzes were removed or modified and some were added so that after final collection of questionnaire, again the kronbakh alpha was calculated and alpha was 0.91 that this indicates the high persistency for questionnaire. For determination of content validity, the initial questionnaire was given to group of experts and managers and their point of views were asked from them.

In this research, various methods of inferential and descriptive statistic were employed. In descriptive method, the binominal test for exploration of research questions were used and the freedman test for grading and coefficient determination of each organizational entrepreneurship indicators that were considered as barrier, was used. Data were analyzed in SPSS.

4-findings and research results

Research data were analyzed in 3 steps as following.

Step one-analysis and determination of organizational entrepreneurship indicators barriers.

In this step using of binominal distribution results, median and mode, indicators that are considered as entrepreneurship barriers in the organization are calculated as followed (Figure 1) .

Table 1-The results of descriptive statistics

Component	indicator		spectrum	number	Observed ratio	Test ratio	mode	median	
Structural	Complexity	Group 1	3=>	70	60.	60.	3	3	
		Group 2	3<	46	40.				
	formalization	Group 1	3=>	80	69.	.60	2.83	3	
		Group 2	3<	36	31.				
	Standard	Group 1	3=>	112	97.	60.	2	2	
		Group 2	3<	4	03.				
	Focus	Group 1	3=>	57	49.	60.	3.33	3.33	
		Group 2	3<	59	51.				
	Specialization	Group 1	3=>	106	91.	60.	3	3	
		Group 2	3<	10	09.				
	Professionalism	Group 1	3=>	27	23.	60.	4	4	
		Group 2	3<	89	77.				
Behavioral	Employees characteristics	Group 1	3=>	12	10.	60.	3.67	3.50	
		Group 2	3<	104	90.				
	Organizational culture	Group 1	3=>	40	34.	60.	3.67	3.33	
		Group 2	3<	76	66.				
	Leadership style	Group 1	3=>	57	50.	60.	3	3	
		Group 2	3<	59	50.				
	Organizational communication	Group 1	3=>	23	20.	60.	4	3.50	
		Group 2	3<	93	80.				
	Manager characteristic	Group 1	3=>	59	51.	60.	3	3	
		Group 2	3<	57	49.				
	Manager motivation	Group 1	3=>	75	65.	60.	3	3	
		Group 2	3<	41	35.				
	Environmental	Cultural Social	Group 1	3=>	54	47.	60.	3	3.33
			Group 2	3<	62	53.			
		Regulations	Group 1	3=>	87	75.	60.	3	2.75
			Group 2	3<	29	25.			
		Economical	Group 1	3=>	18	15.	60.	4	3.66
			Group 2	3<	98	85.			

Complexity due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 3 and median is 3 too and due to observed ratio of group 1 to group 2 that is 60 percent to 40 percent. It means majority of respondents are in group 1 category and since the observed ratio is lower than test ratio, this indicator that is considered as one of structural component sets is considered as one of the entrepreneurship barriers in the organization.

Formalization according to a survey done is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is Less than 3 and median is 3 and due to observed ratio of group 1 to group 2 that is 69 percent to 31 percent. It means majority of respondents are in group 1 category and since the observed ratio is (31%) lower than test ratio (60%), this indicator that is considered as one of structural component sets is considered as one of the entrepreneurship barriers in the organization.

Standard due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 2 and median is 2 too and due to observed ratio of group 1 to group 2 that is 97 percent to 3 percent. It means majority of respondents are in group 1 category.

Focus is not known as entrepreneurship barriers in the organization because mode of this indicator is 3.33 and median is 3.33 too and because the observed ratio of group 1 to group 2 is 49 to 51 percent it means majority of respondents are in group 2 category therefore the focus is not known as entrepreneurship barriers.

Specialization due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 3 and median is 3 too and due to observed ratio of group 1 to group 2 that is 91 percent to 9 percent. It means majority of respondents are in group 1 category.

Professionalism the exploration shows that this indicator is not considered as entrepreneurship barriers in the organization since the mode and median of this indicator is 4 and observed ratio of group 1 to group 2 that is 23 to 77 percent. It means majority of respondent are in group 2 category. Likewise since the observed ratio is 77 percent it implies that professionalism In noshahr port because that test ratio is more than 60 percent is not a barrier for the entrepreneurship.

Employees characteristics the exploration shows that this indicator is not considered as entrepreneurship barriers in the organization since the mode of this indicator is 3.67 and median is 3.50 and observed ratio of group 1 to group 2 that is 10 to 90

percent. It means majority of respondent are in group 2 category. Likewise since the observed ratio is 90 percent it implies that Employees characteristics In noshahr port because that test ratio is more than 60 percent is not a barrier for the entrepreneurship.

Organizational culture the exploration shows that this indicator is not considered as entrepreneurship barriers in the organization since the mode of this indicator is 3.67 and median is 3.33 and observed ratio of group 1 to group 2 that is 34 to 66 percent. It means majority of respondent are in group 2 category. Likewise since the observed ratio is 66 percent it implies that Organizational culture In noshahr port because that test ratio is more than 60 percent is not a barrier for the entrepreneurship.

Leadership style is one of the entrepreneurship barriers in the organization since the mode of this indicator is 3 and median is 3. likewise the observed ratio (50%) imply that the leadership style indicator in noshahr port is considered as entrepreneurship barriers because it is lower than test ratio (60%).

Organizational communication: the exploration shows that this indicator is not considered as entrepreneurship barriers in the organization since the mode of this indicator is 4 and median is 3.50 and observed ratio of group 1 to group 2 that is 20 to 80 percent. It means majority of respondent are in group 2 category. Likewise since the observed ratio is 80 percent it implies that Organizational communication In noshahr port because that test ratio is more than 60 percent is not a barrier for the entrepreneurship.

Manager characteristic due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 3 and median is 3 too and due to observed ratio of group 1 to group 2 that is 51 percent to 49 percent. It means majority of respondents are in group 1 category. Likewise the observed ratio (49%) imply that the Manager characteristic indicator in noshahr port is considered as entrepreneurship barriers because it is lower than test ratio (60%).

Manager motivation due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 3 and median is 3 too and due to observed ratio of group 1 to group 2 that is 65 percent to 35 percent. It means majority of respondents are in group 1 category. Likewise the observed ratio (35%) imply that the Manager motivation indicator in noshahr port is considered as entrepreneurship barriers because it is lower than test ratio (60%).

Social and cultural environment is not considered as one the entrepreneurship barriers in the organizations because mode of this indicator is 3 but the median is 3.33 and the average is 3.20 and

observed ratio of group 1 to group 2 that is 47 percent to 53 percent. It means majority of respondents are in group 2 therefore the indicator of social and cultural environment is not known as entrepreneurship barrier.

governmental regulations due to exploration is considered as one of the entrepreneurship barriers in the organizations because the mode of this indicator is 3 and median is 2.75 and due to observed ratio of group 1 to group 2 that is 75 percent to 25 percent. It means majority of respondents are in group 1 category. Likewise the observed ratio (25%) imply that the governmental regulations indicator in noshahr port is considered as entrepreneurship barriers because it is lower than test ratio (60%).

The economical environment is not known as a barrier of entrepreneurship because the mode of this indicator is 4 and median is 3.66 and observed ratio of group 1 to 2 that is 15 percent to 85 percent. It means the majority of respondents are in group 2 category.

Likewise the observed ratio of economical environment indicator to test ratio is higher.

As we observed due to indicators analysis and data extraction 8 factors are determined as organizational entrepreneurship barriers in the organization from the respondents view that are 4 indicators complexity, formality, standard, specialization of structural components, 3 leadership style indicator, manager characteristic, manager motivation of behavioral component and a law indicator are included in environmental components.

Second step-determination of extracted indicator importance coefficient as organizational entrepreneurship barriers.

Due the determination of 8 indicators as organizational entrepreneurship barriers in the organization, the Friedman test were used for importance coefficient of each above indicators that results are based on following table:

Table 2-The Results of Friedman test

Entrepreneurship barriers Indicators	Average rating	priority
complexity	5.29	7
formality	4.50	4
standard	2.75	1
Being specialized	3.71	2
Leadership style	5.26	6
Manager features	5.37	8
Motivation manager	5.19	5
rules	3.93	3

As we observed in above table the standardization with rating 2.75 is considered as first priority from the entrepreneurship barriers point of view in the organization. In the other word standardization has the highest negative affect on entrepreneurship creation in the organization and manager characteristics by 5.37 rating is considered as eighth priority. It means the manager characteristics play the lowest avoiding role in the organizational entrepreneurship as barrier.

The third step-analysis of organizational entrepreneurship barriers components.

In this step the entrepreneurship components are analyzed. In fact in this step we seek to respond to 3 research quizzes and for response to such quizzes the binomial test has been employed.

The first quiz: The structural factors are considered as organizational entrepreneurship barriers in the organizations?

H0: The structural factors in the organizations is not considered as employees entrepreneurship factor

H1: The structural factors in the organizations is not considered as employees entrepreneurship factor.

Table 3-The Results of Binomial test of the structural components.

	spectrum	number	Observed ratio	Test ratio	significance level
Structural Group 1	3=>	70	6.	60.	.510a
Group 2	3<	46	4.		
Total		116	1.0		

Because the observed ratio of group 1 to group 2 is 60 percent to 40 percent it means most of respondents are in group 1. Therefore the structural factors are known as entrepreneurship barriers. Likewise since the observed ratio (40%) is lower than test ratio (60%) and significance level is higher than 0.05 then the H_1 would be refused and H_0 would be confirmed. Structural factors in the organizations are considered as entrepreneurship barriers.

	spectrum	number	Observed ratio	Test ratio	significance level
Behavioral Group 1		32	3.		
Group 2	3=>	84	7.		
Total	3<	116	1.0	60.	.000a,b

And since the observed ratio of group 1 to group 2 that is 30 to 70 percent it means majority of respondents are in group 2 category therefore the behavioral factors are not known as entrepreneurship barriers. Likewise since the observed ratio (70%) is higher than test ratio (60%) and significance level is lower than 0.05 then H_1 would be confirmed and H_0 would be refused. The behavioral factors in the organization are not considered as entrepreneurship barriers.

	spectrum	number	Observed ratio	Test ratio	significance level
Environmental Group 1		32	3.		
Group 2	3=>	84	7.		
Total	3<	116	1.0	60.	.000a,b

And since the observed ratio of group 1 to group 2 that is 30 to 70 percent it means majority of respondents are in group 2 category therefore the Environmental factors are not known as entrepreneurship barriers. Likewise since the observed ratio (70%) is higher than test ratio (60%) and significance level is lower than 0.05 then H_1 would be confirmed and H_0 would be refused. The environmental factors in the organization are not considered as entrepreneurship barriers.

5- Suggestion

1- Results show that complexity is the structural barriers of organizational entrepreneurship in the organizations. therefore it is proposed that in order to solve this problem avoid from increasing organizational cycles or job titles and geographical spreading by special solutions like self authorized companies, self manager units, performance freedom

The second quiz: The behavioral factors are considered as organizational entrepreneurship barriers in the organizations?

H_0 : The behavioral factors in the organizations is not considered as employees entrepreneurship factor

H_1 : The behavioral factors in the organizations is not considered as employees entrepreneurship factor.

The Third quiz: The Environmental factors are considered as organizational entrepreneurship barriers in the organizations?

H_0 : The Environmental factors in the organizations is not considered as employees entrepreneurship factor

H_1 : The Environmental factors in the organizations is not considered as employees entrepreneurship factor.

and empowerment of employees in fact the hierarchy would be flatten

2- The research results show that formality is the structural barriers of organizational entrepreneurship in the organizations. Therefore it is proposed that in order to solve this problem the instruction level, task description, manuals, methods and organization written policies to be reduced and managers try to enhance the pride and ownership sense in employees and create self managing units create more suitable bedding for innovation and risk for employees. While risking, delegate the making decisions power and competency judgment Organization should try to their members and authorize employees for using of personal creativity. When this would be occurred that instruction level, policies and operational standard to be reduced and opportunity for capability manifesting to be offered to employees.

3-The research results show that standardization is one of the structural barriers of organizational entrepreneurship in the organizations. Therefore it is proposed that in order to solve this problem, the compilation and explanation of affairs method to be decreased in order to employees not to be worry about task description and its accomplishment.

4-Research results show that specialization is the structural barriers of organizational entrepreneurship in the organizations. Therefore it is proposed that in order to solve this problem, to delegate each employee multiple task and make him or her to do spread rang of duties.

5-The research results indicate that leadership style is the behavioral barriers of organizational entrepreneurship in the organizations. therefore it is propose that in order to solve this problem leaders should provide the independent opportunity for the employees and create more situation and managers make the employees participate in making decisions and empowerment level to creative and innovative employees to be increased, managers welcome to taste variation and conflict in the organization, the suggestion system to be deployed in the organization and managers act so that support from their subordinates.

6-Research shows that characteristics of the manager are the behavioral barriers of organizational entrepreneurship in the organizations. Therefore it is proposed that in order to solve such problem managers should reinforce the change and oppurtinutism and risking in themselves. Managers should be capable to work long time and managers should increase the creativity innovation futurism and tendency to pioneering and negotiation in themselves and welcome to challenges and team works.

7-Research shows that manager motivation is the behavioral barriro of organizational entrepreneurship in the organizations. Therefore it is proposed that in order to solve this problem managers act so that create motivation in the tasks and induce the employees toward creative activities and create idea for doing duties and support from innovative and test plans.

8-Research indicates that governmental regulations are the environmental barriers of organizational entrepreneurship in the organizations. Therefore following suggestions toward improvement of regulative and politic environment about organizational entrepreneurship:

Making the governmental regulation efficient.

Emphasis on competency in governmental employment system.

De-publicizing from the administrative system in government social and cultural scope.

Improvement of employment regulations.

Empowerment of manager's policymaking.

Creating security for investment in development of various units of organization.

Tax laws should be regulated so that creates required motivation in order to accomplish entrepreneurship activities.

Purchasing of entrepreneurship companies products and other interior products should be supported by organization so that while motivating the interior products the competitiveness of products to be noticed.

Likewise organization management should be capable to identify good regulations and increase the yield and efficiency. Regulations would determine the structure of governmental organization board but not determine the relationship between management of governmental organization and government and the details would not be cleared. Therefore the notes of regulation should be salient and reflected in executive procedures.

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