

## STUDY THE RELATIONSHIP BETWEEN ENTREPRENEURIAL SKILLS AND ORGANIZATIONAL EFFECTIVENESS: ROBUST METHODS FOR ORGANIZATIONAL SUSTAINABILITY

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### ABSTRACT

Nowadays, organizations put an emphasis to increase their productivity. Achieving high productivity within organizations is possible through two ways, that effectiveness and efficiency have been mentioned as two important tools in increasing the productivity within organizations. The present research aims to examine determination of a relationship between entrepreneurial skills and organizational effectiveness in Castrol Iran Company. Descriptive research method has been used in this study as the research method. Further, the present research has been considered as an applied research type in sake of aim. The statistical population (90) consists of all the managers (CEO, vice presidents, general managers and heads of departments and supervisors) and staffs at Castrol Iran Company. Census method has been used for statistical populations. Library and field method has been used to collect data, that the questionnaire has been used in field method to collect data. Data analysis has been fulfilled via Pearson correlation coefficient, regression and Friedman test. The results from hypotheses testing indicated that there is a significant relationship between entrepreneurial skills and organizational effectiveness, that the entrepreneurial skills include personal, relational and process skills. Hence, there is a significant relationship between three skills of personal, relational and process skills and profitability and growth at market share in Castrol Iran Company.

**KEYWORDS:** entrepreneurial skills, organizational effectiveness, relational skills, process skills, personal skills

### INTRODUCTION

In today's changing world, prosperity belongs to those communities and organizations that make a significant relationship between rare resources and entrepreneurship capabilities in their human resources. In other words, community and organization can move forward in line with development so as to equip themselves with entrepreneurial knowledge and skill by creation of necessary infrastructures for the purpose of conducting other resources of community and organization towards creation of value and acquisition of growth and development via this valuable ability and achieving the considered effectiveness (Kord Naeij, 2006). Effectiveness has been described as "effect size" in dictionary, used for actions and individuals (Shirazi, 1996). Simply, effectiveness can be called fulfillment of proper tasks. Effectiveness implies degree and extent of achievement of determined aims. If the favorable aim of companies lies on acquisition of more market share expecting the increase in profitability and growth opportunities in the companies which have allocated more market share to themselves, change in market share will indicate performance of company, growth opportunities and increase of effectiveness (LevBaurch, 2003). With regard to unavoidable effect of entrepreneurship in improvement of effectiveness and efficiency in organizations and economic and social development of communities, the present research has aimed to investigate the relationship between entrepreneurial skills and organizational effectiveness in Castrol Iran Company. Thus in this research the relationship between entrepreneurial skills and organizational effectiveness in Castrol Iran Company has been studied.

### Literature Review

Entrepreneurship refers to a multidimensional concept which is examined at different areas. Currently creative and innovative individuals as entrepreneurs have raised great developments in organizations throughout the world. Notably, big world companies invoke to entrepreneurs to resolve their problems. Economic development improves through entrepreneurial development (Obiyai et al., 2011). Nowadays, entrepreneurship is accounted as one of major concerns for most of managers within organizations. Use of innovative ideas and thoughts of staffs and entrepreneurs can raise great developments in organizations and improve economic development (Partonia, 2013). Jahangiri believes that the management no longer can undertake the complicated duties in modern organizations through traditional methods. Today's world is the world of development and change. Hence, manager is obliged to mix his management style with entrepreneurship elements and provide necessary space for development and growth of entrepreneurship by supporting

from entrepreneurs. Entrepreneurship refers to a concept which grants space to dynamism of management (Jahan giri, 2008). However experience has shown that entrepreneurial characteristics in any person can raise great developments in economy, employment and development, access by managers within organizations and service and manufacturing enterprises to entrepreneurial skills is of great importance due to access to numerous financial and human resources in organizations and decision making process (Darban Astaneh, 2012). A theory which has been proposed by Arnold and Fieldman has been also used for measurement of organizational effectiveness as follows: 1-profitably, 2- growth in market share, 3-acquisition of resources, 4-the ability to adaptation, 5-innovation, 6-exploitation, 7-customer satisfaction, 8-staffs satisfaction (Arnold and Feldman, 1986). Understanding organizational aims is the first step that must be taken to achieve organizational effectiveness. Organizational aims should represent what the organization seeks to achieve (Mel Gill, 2005). Learning and innovation are vital for the organizations which seek survival and effectiveness, that most of organizations severely seek innovative and entrepreneurial strategies to improve their effectiveness, efficacy and flexibility (Seifi Saldehi et al., 2012). Without doubt, management is an important element for actualization, welfare and independence of organizations, yet actualization relies on group and organizational work, that group and organizational activities require an effective management. In today's competitive world undergoing complicatedness in skills, effectiveness of organizations seems impossible without modern management skills (Abyaei et al., 2011).

### **Research Background**

Darban Astaneh (2011) conducted a research entitled "overview of relationship between organizational performance and entrepreneurial skills ". The results of this research indicated that there is a positive significant relationship between entrepreneurial skills and performance. Results of research indicated that the individuals at higher education level attended in professional courses and engaged in suitable interaction with executive bodies will have more chance to achieve socioeconomic opportunities, whereby their entrepreneurial skills will increase.

Lajimi (2007) studied the effect of entrepreneurial actions on organizational performance and competitive advantage. He used four indicators of creativity, willingness to risk taking, independence, and taking advantage of opportunities to measure entrepreneurship and use four indicators of customer-orientation, financial resources, human resources and organizational effectiveness to measure organizational performance. Results of this study indicated that the contributing factors in entrepreneurship affect organizational performance and competitive advantage.

Moghimi (2003) conducted a research entitled "representation of an organizational model for non-governmental organizations via an entrepreneurial approach" to examine the entrepreneurial abilities and characteristics in non-governmental organizations, under which he has represented a favorable model for structural and behavioral factors in non-governmental organizations. With regard to the obtained results, design of information-based structures is required to change the organizational structure from bureaucratic and mechanical structure to organic and entrepreneurial structure.

Hezar Jaribi (2007) studies the entrepreneurship in community. In this study, it was proved that there is a significant relationship between entrepreneurial characteristics and personal skills. Further, there is a significant relationship between characteristics of entrepreneurs and individual motivation, risk taking, creativity, and needing to success.

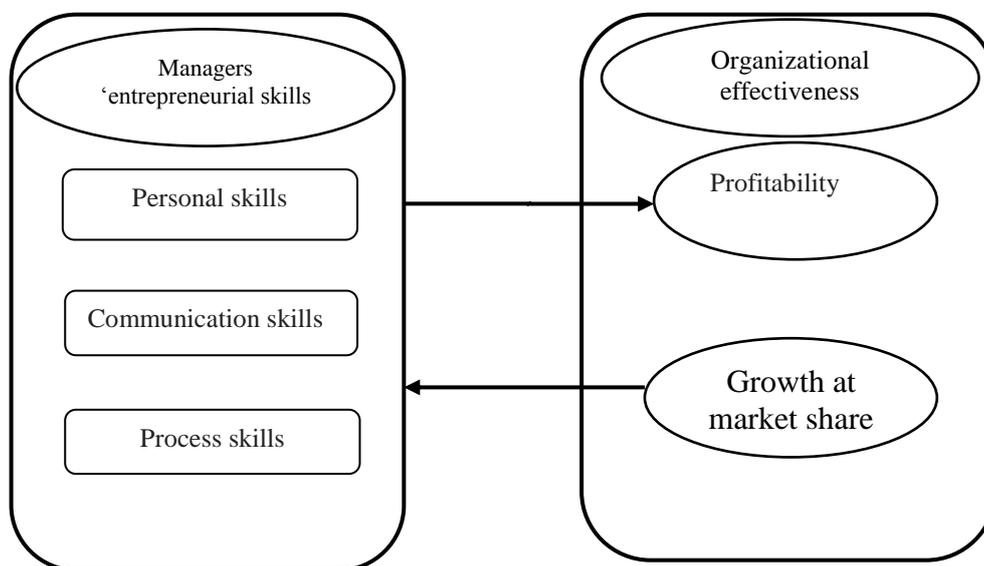
A research entitled "importance and priority of entrepreneurial skills" has been conducted by Galloway et al in four universities, that they have mentioned entrepreneurial skills during the studies in four universities as follows: the highest priority has been given to innovation (96.4%), indicating importance of this skill for entrepreneurs, and the next priorities have been given to relational skills, organizational skills, self-confidence, perseverance, people management skills, team skills and business sense (Lee Yoo Ri, 2003).

Chelland Haworth (1988) concluded that entrepreneurs are those ones who have the ability to observe and evaluate business opportunities, collect their required resources and access to the advantages and also those ones who can engage in proper actions to achieve success.

A research entitled "entrepreneurship and personality characteristics of entrepreneurs" has been conducted by Littunen Annu in metals industry in Finland, that the obtained results indicated that entrepreneurship affects personality characteristics of entrepreneurs. Reduction of cooperation among entrepreneurs reduces control by others. Increasing

the number of personal networks among entrepreneurs increases the achievement motivation. Diversity in entrepreneurs' skill causes increasing entrepreneurial resources, because they fill the probable gaps in education and experience of entrepreneurs (Lehtonen, 2000).

### Conceptual model



**Figure1. Conceptual model**

### Research hypotheses

There is a significant relationship between entrepreneurial skills and organizational effectiveness.

There is a significant relationship between managers' personal skills and growth at market share.

There is a significant relationship between managers' personal skills and profitability.

There is a significant relationship between managers' communication skills

And growth at market share.

There is a significant relationship between managers' communication skills and profitability.

There is a significant relationship between managers' process skills and growth at market share.

There is a significant relationship between managers' process skills and profitability.

### Research method

Descriptive research method has been used in this study as the research method. Further, the present research has been considered as an applied research type in sake of aim. The statistical population (90) consists of all the managers (CEO, vice presidents, general managers and heads of departments and supervisors) and staffs at Castrol Iran Company. Census method has been used for statistical populations. Data have been analyzed via Pearson correlation coefficient, regression and Friedman test. Castrol Iran Company is the place scope of this research, that it has been conducted in 2014.

### RESULTS

Correlation, regression and Friedman tests have been used to test research hypotheses. Pearson correlation coefficient has been used as the correlation test to determine the extent to which a relationship exists between two variables. This coefficient is used to examine the relationship between distance and relative variables, ranging from -1 to +1. If the obtained value be positive, this will imply that the changes in both variables occur at the same direction. If the obtained value be negative, this will imply that the changes in both variables move at the opposite direction. With regard to the

results from correlation test between independent variables and dependant variable, it can observe that there is a high correlation between validity variables and dependant variable of risk management.

**Table1. Relationship between entrepreneurial skills and organizational effectiveness**

Variables	Correlations	Entrepreneurial Skills	Organizational Effectiveness
Entrepreneurial Skills	Pearson Correlation	1	.890**
	Sig. (2-tailed)		.000
	N	90	90
Organizational Effectiveness	Pearson Correlation	.890**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation coefficient between entrepreneurial skills and organizational effectiveness has been calculated equal to +0.89. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables.

**Table2. Relationship between managers' personal skills and profitability**

Variables	Correlations	personal skills	profitability
personal skills	Pearson Correlation	1	.841**
	Sig. (2-tailed)		.000
	N	90	90
profitability	Pearson Correlation	.841**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation coefficient between entrepreneurial skills and organizational effectiveness has been calculated equal to +0.841. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more personal skills increase, profitability also increases.

**Table3. Relationship between managers' personal skills and growth at market share**

Variables	Correlations	personal skills	market share
personal skills	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	N	90	90
market share	Pearson Correlation	.887**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation coefficient between managers' personal skills and growth at market share has been calculated equal to +0.887. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more personal skills increase, growth at market share also increases.

**Table 4. Relationship between managers' communication skills and profitability**

Variables	Correlations	profitability	communication skills
profitability	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
	N	90	90
communication skills	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	90	90

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation coefficient between managers' communication skills and profitability has been calculated equal to +0.892. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more communication skills increase, profitability also increases.

**Table5. Relationship between managers' communication skills and growth at market share**

Variables	Correlations	growth at market share	communication skills
growth at market share	Pearson Correlation	1	.882**
	Sig. (2-tailed)		.000
	N	90	90
communication skills	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.000	
	N	90	90

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation coefficient between managers' communication skills and growth at market share has been calculated equal to +0.882. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more communication skills increase, growth at market share also increases.

**Table6. Relationship between managers' process skills and profitability**

Variables	Correlations	profitability	process skills
profitability	Pearson Correlation	1	.957**
	Sig. (2-tailed)		.000
	N	90	90
process skills	Pearson Correlation	.957**	1
	Sig. (2-tailed)	.000	
	N	90	90

Correlation coefficient between managers' process skills and profitability has been calculated equal to +0.957. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more process skills increase, profitability also increases.

**Table7. Relationship between managers' process skills and growth at market share**

Variables	Correlations	growth at market share	process skills
growth at market share	Pearson Correlation	1	.902**
	Sig. (2-tailed)		.000
	N	90	90
process skills	Pearson Correlation	.902**	1
	Sig. (2-tailed)	.000	
	N	90	90

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Correlation coefficient between managers' process skills and growth at market share has been calculated equal to +0.902. Positive sign of correlation coefficient indicates a positive direct relationship between these two variables, i.e. the more process skills increase, growth at market share also increases. Correlation coefficient is used to explore the

relationship between two or several variables, mentioned as an analysis method that represents the direction in relationship between two variables in addition to determination of weaknesses and strengths. This method has failed to elaborate casual relationship between variables and has failed to predict a variable through other variables. For this, regression methods are used for advanced analyses. In following, regression test and analysis of this rest are used to examine the research questions. Four variables are entered into regression equation in stepwise regression method. Indeed, four steps have passed in regression analysis, indicating that 0.97% of changes in effectiveness are elaborated via the changes in independent variables and 0.3% of the changes in effectiveness via other variables.

The entered variables at each step include:

- 1-personal skills
- 2-communication skills
- 2-process skills

The range of determined variance ( $R^2$ ) indicates intensity of relationship in regression analysis. Stepwise regression refers to a method in which the strongest variables are entered into the equation and this keeps going so far as the error at significance test reaches to 5%.

**Table9.** Prediction of dependant variable based on components of independent variable via determination coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949a	.900	.899	4.44593
2	.975b	.950	.949	3.14778
3	.985c	.970	.969	2.47732
4	1.000d	1.000	1.000	.00000

Results of data indicate that order of entering variables into regression equation is in this way: personal skills, communication skills, process skills. Personal skill is the first variable which has been entered into the equation, that the correlation coefficient with dependant variable has been obtained equal to 0.949 for this variable. At this step, the value of adjustment coefficient ( $R^2$ ) has been obtained equal to 0.900 and the adjusted determination coefficient ( $R_{AD}^2$ ) has been obtained equal to 0.899.

At the second step by entering the second variable "communication skills", multiple correlation coefficient(R) has been obtained equal to 0.975, the value of adjustment coefficient ( $R^2$ ) has been obtained equal to 0.950 and the adjusted determination coefficient ( $R_{AD}^2$ ) has been obtained equal to 0.949. At the second step by entering the third variable "process skills", multiple correlation coefficient(R) has been obtained equal to 0.985, the value of adjustment coefficient ( $R^2$ ) has been obtained equal to 0.970 and the adjusted determination coefficient ( $R_{AD}^2$ ) has been obtained equal to 0.969. At the fourth step, other effective variables in dependant variable have been entered into correlation equation, which the correlation coefficient, determination coefficient ( $R^2$ ) and adjusted determination coefficient ( $R_{AD}^2$ ) have increased to 1.

**Table10.** Regression results for predicting the dependent variable

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	personal skills	.410a	4.353	.000	.419	.105
	communication skills	.256a	7.971	.000	.645	.635
	process skills	.425a	9.515	.000	.710	.280
2	personal skills	.429b	7.463	.000	.623	.104
	communication skills	.177b	6.859	.000	.590	.551
3	communication skills	.244c	1.607E8	.000	1.000	.512
4	Etc.	.000d	.000	1.000	.000	.074

In other words, 0.899% of the changes in dependant variable(organizational effectiveness) are determined by means of the variable "overview of personal skills" and 0.949% of changes are determined by means of the variables of personal skills and communication skills via the adjusted determination coefficient; further, 0.969% of changes in organizational effectiveness are determined by means of the variables of personal skills, communication skills, process skills and 3% of changes are determined under influence of other variables which have not been examined in this research.

Table11. Results of ANOVA test

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15987.587	1	15987.587	808.831	.000a
	Residual	1778.967	70	19.766		
		17766.554	91			
2	Regression	16884.698	2	8442.349	852.031	.000b
	Residual	881.857	69	9.909		
		17766.554	91			
	Regression	17226.487	3	5742.162	643	c
	Residual	540.068	77	6.137		
		17766.554	71			
	Regression	17766.554	4	4441.639		d
	Residual	.000	67	.000		
		17766.554	71			

In this test, significance of variables is examined. Table above indicates that communication and personal variables are significant at 99%, entered into the regression equation due to their significance. Judgment on share and role of each of variables must be examined via beta values, because the beta-values provide standardized values and the possibility to compare and determine relative share of each of variables. In this table, the order for beta-value is consistent with the order for the data in other tables. Ranking effect of independent variables on the variable of profitability.

Table12. Ranking effect of independent variables on the variable of profitability

Variables	Mean Rank
personal skills	3.64
communication skills	3.36
process skills	1.72
profitability	1.28
Test Statisticsa	
N	90
Chi-Square	182.795
df	3
Asymp. Sig.	.000
a. Friedman Test	

Ranking effect of independent variables on the variable of profitability based on the results from Friedman test include: personal skills, communication skills, process skills. With regard to significance level under 0.01, the obtained result is determined at 99% confidence level.

Table13. Ranking effect of independent variables on the variable of market share

Variables	Mean Rank
personal skills	3.33
communication skills	1.72
process skills	1.28
market share	3.67
Test Statisticsa	
N	90
Chi-Square	181.483
df	3
Asymp. Sig.	.000
a. Friedman Test	

Ranking effect of independent variables on the variable of market share based on the results from Friedman test include: personal skills, communication skills, process skills. With regard to significance level under 0.01, the obtained result is determined at 99% confidence level.

### **Conclusion and Discussion**

Pearson correlation coefficient was used to test hypotheses. With regard to the results from findings, it can perceive that there is a significant relationship between entrepreneurial skills and organizational effectiveness in Castrol Iran Company. Hence, the primary hypothesis of research was confirmed and specified that:

- 1-there is a significant relationship between managers' personal skills and growth at market share.
- 2-there is a significant relationship between managers' personal skills and profitability.
- 3-there is a significant relationship between managers' communication skills and growth at market share.
- 4-there is a significant relationship between managers' communication skills and profitability.
- 5-there is a significant relationship between managers' process skills and growth at market share.
- 6-there is a significant relationship between managers' process skills and profitability.

Hence, all the secondary hypotheses were confirmed after the statistical analysis via correlation test.

### **Results pertaining to Friedman test**

According to point of view of respondents, results from ranking indicate that the priorities in turn have been given to personal skills (3.36), communication skills (1.72), and process skills (1.28). With regard to the obtained results, it can conclude that the highest priority has been given to personal skills than communication and process skills.

The results pertaining to regression analysis

The value of independent variables including personal skills, communication skills and process skills in relationship with dependant variable of organizational effectiveness equals to 0.307, 0.363 and 0.065, respectively. With regard to obtained results from regression analysis, independent variable of process skills has little effect on organizational effectiveness, i.e. variable of process skills has little effect on organizational effectiveness in Castrol Iran Company. Results indicate that there will be an increase to the extent of 30% in organizational effectiveness under personal skills and an increase to the extent of 36% under communication skill and an increase to the extent of 6% under process skills.

### **Research Suggestions**

- 1-with regard to the results from the relationship between entrepreneurial skills and organizational effectiveness, it is suggested considering entrepreneurial skills as an effective item in acquisition of human resources.
- 2-with regard to a strong relationship between managers' personal skills and profitability, it is suggested considering personal skills as one of the important factors in selection of managers. However, inherent characteristics of the individuals such as creativity, innovation, risk taking and seeking opportunities largely contribute in personality and performance of individuals, holding educational courses can raise these characteristics with changing the individuals' culture and insight and enhance them and shorten the way that the individuals reach to it by huge effort, mistake and passage of time.
- 3-with regard to the results from the second secondary hypothesis, it is suggested to consider managers' personal skills by acquisition of more market share. Persuasion of managers to accept change and seek opportunity to improve personal skills is of great importance. Managers will enjoy high courage and bravery in organizational decision makings regarding the personal entrepreneurial skills.
- 4-proper management of modern ideas proposed by staffs, welcoming the staffs' ideas or the members out of organization without executive positions are of great importance to enhance innovation and personal skills.
- 5-with regard to the obtained correlation coefficient between managers' process skills and profitability to 0.95, it is suggested putting a huge emphasis on the existing status. Hence, it is suggested to managers enhancing these skills by being equipped with management knowledge and employing specialized experts at the associated area.
- 6-with regard to the obtained correlation coefficient between managers' process skills and growth at market share to 0.90, it is suggested to managers to attend in professional seminars and courses to improve their knowledge, being equipped with modern skills and instruments for improvement of entrepreneurial skills of managers.
- 7-to create and enhance managers' process skill, managers should have an active role in the process of planning, organizing and evaluating.
- 8-with regard to correlation coefficient at 0.89 levels, it is suggested to pay a particular attention to communication skills including verbal and non-verbal skills.

9-since there is a strong relationship between communication skills and market share, it is suggested considering the area for effective relationship within organization and considering educational courses for effective communication.

10-with regard to the obtained results, it can deduce that the organization must put a huge effort to improve personal and communication skills and give a high priority to employment and education.

11-managers should avoid blaming the managers as much as possible so as to create a supportive space, otherwise a supportive space will never develop within company. If the managers undergo a defensive state, they will make an attempt for lack of cooperation, whereby this will result in reduction of organizational effectiveness.

12-considering clients' expectations and suggestions and meeting their needs can result in increasing their satisfaction and moving towards organizational aims.

13- Managers must provide the area for having a revision on the existing methods by encouraging the creative staffs. Managers and staffs should use those programs that cause increasing innovation, creativity and entrepreneurship in individuals, for which they are required to revise and the programs regularly and avoid sustaining on the programs that their efficiency has disappeared and improve the processes.

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