



Investigating the status of entrepreneurial business development components affecting the governance model

Abulfazl Ansari

1. Ph.D. student, Department of Management, UAE Branch, Islamic Azad University, Dubai, United Arab Emirates.
mohammadreza.ansari@alum.sharif.edu

Fereydon Rahnema Rudpashti

2. Professor, Department of Management, Tehran Science and Research Branch, Islamic Azad University, Tehran, Iran.
(Corresponding Author)
roodposhti.rahnema@gmail.com

Gholamreza Memarzadeh Tehran

3. Professor Department of Management, Tehran Science and Research Branch, Islamic Azad University, Tehran, Iran.
gmemar@gmail.com

Fatemeh Hamidi Far

4. Assistant Professor, Department of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.
fatemehamidifar@gmail.com

Submit: 07/09/2023 Accept: 17/09/2023

ABSTRACT

Entrepreneurship as a modern phenomenon in economy plays an effective role in economic development in our country. Today, entrepreneurship in a competitive and market based economy has a pivotal role, in other words, in a dynamic economy, ideas, productions and services are constantly changing and herein entrepreneurs and entrepreneurship organizations bring on a pattern for confrontation and compatibility with new conditions. The purpose of the current research was to investigate the status of entrepreneurial business development components that are effective on the governance model. The research method was the structural equation model method using a quantitative method, and the research population consisted of all managers of government centers and the private sector of large entrepreneurs in 1400, 292 people were selected using Cochran's formula. The research tool was a researcher-made questionnaire. The analysis of the collected data was done in two descriptive and inferential methods using SPSS 16 and Smart PLS software. The results showed that the current situation and the desired situation are not at the same level and have differences, thus it was determined that the gap between the current and desired situation should be reduced.

Keywords:

governance, business development, entrepreneurial business.

1. Introduction

Entrepreneurship as a modern phenomenon in economy plays an effective role in economic development in our country. Today, entrepreneurship in a competitive and market based economy has a pivotal role, in other words, in a dynamic economy, ideas, productions and services are constantly changing and herein entrepreneurs and entrepreneurship organizations bring on a pattern for confrontation and compatibility with new conditions. In the meantime, one of the main branches of entrepreneurship is organizational entrepreneurship which certainly has a remarkable role in promotion and development of organizations. Organizational entrepreneurship is a concept based on organization not individuals and on cultures and organizational processes. organizational entrepreneurship contains learning and grows up through cooperation, creativity and commitment. (Dianati and Zare Zady, 1396). Regarding today's dynamic and ever changing environment and serious competition over getting stable competitive advantage, organizations should achieve creativity and innovation. One of the most important way of achieving this advantage is organizational entrepreneurship by which organizations continue their growth and survival. On the other hand, entrepreneurship efforts in organization through intellectual capital which is intangible and valuable organizational asset, can be more effective and improve overall functions of the company. (Khaluzade Mobarake and colleagues, 1394). In recent year intense competition among organizations and changes in industries, has compelled organizations toward innovation in order to be able to successfully compete in markets. Therefore, organizations not only for its own promotion and quality increase but for compatibility and survival, constantly need creativity and innovation. Such conditions have boosted organizational entrepreneurship or intra-organizational entrepreneurship which contains creating entrepreneurial culture in business and increasing innovative capacity. In fact, when entrepreneurship activity is done by an individual or entrepreneur group within an organization, that is called intra-organizational entrepreneurship. In this case the individual or the entrepreneur group uses the facilities of the organization and starts entrepreneurial activity as organizational activity. During the last three decades few but growing number of researches about

the relationship between the human resource management practices and organizational entrepreneurship have been carried out. (Dehqan Dehnavi and colleagues, 1390). Human force is considered the most precious source for organization to develop talents and achieve continuous excellent function. Leading employers facing the pressure of the new competitive environment try to develop their human force talents. The reflection of their attempt is seen at their slogan such as: "human force is the most important asset of the organization". and: "our employees are what distinguishes our organization from others". Such confessions are repeatedly brought up on newspapers, visual advertisements, annual reports, educational contents, executive directors' speech and organizational newsletters. All these prove the existence of one special perception and cognition: If the organization, even with a clear mission and optimal strategies and efficient organizational structures, wishes to completely achieve its goals, it will need capable and committed human force as well. Today the pressure of the global competition and social changes have led to a kind of revolution in human resource management which affect all organizations. The point to consider is that the developments cause by this revolution are persistent and really affect the current situation. (Rezaian, 1379). The importance of innovation in economy and development cannot be ignored. Environmental changes and rising competition among business organizations are the reasons for organizations to insist on continuous innovation. In this context organizations may achieve the flexibility and competitive advantage through raising entrepreneurial spirit in their employees. (Arman and Khordadian, 1394).

2. literature and theoretical foundations

Entrepreneurship

Entrepreneurial activity is considered as one of the most important economic advantage forecasting and innovation capabilities. (Galindo and Mendez, 2014; Pagano Petrucci and Bocconcelli, 2018; Rotger and colleagues 2012). According to studies and researches entrepreneurial education on the global level had a meaningful impact on economic development. (Brush, Bruin, Katz, 2003).

Entrepreneurship and entrepreneurial foundations

Regarding the importance of economic development topic and consistent growth of business, entrepreneurial education has been one of the most important priorities of many governments. In this study which is based on researches, results and findings of Xihua and colleagues, 3 main components: curricular, regulatory environment and social environment resources have been considered as the most important and efficient study references on entrepreneurial education. (Squkurriah Idrusa , 2013). Entrepreneur is to combine all production tools and takes over the responsibility of production value, recovery of spent capital and due cost and benefit. Researchers consider the entrepreneurs as the main driving force in economic development and in their view they have an exclusive role in the organization which leads to innovation. (Samadi, 1391). Traditionally entrepreneurship concentrates on entrepreneur. Daring and creative people take all opportunities and resources provided by environment, start new business or expand the current status successfully. Entrepreneurs raising the internal resources of the organization optimize the current opportunities. The word entrepreneur is credited to those who are the economic engine of the company and are in charge of processes, new innovative production and job creation. (Hartog and colleagues, 2007). In their researches, Hartog and Brink (14, 17,20, 52) state that there is a significant difference in entrepreneurial features of women versus men in Europe. Men seems to consider entrepreneurship as a tool for development and solving financial constraints while women consider it as a tool to show their personal capabilities. In the beginning of the industrial revolution entrepreneurs used to be middlemen who rarely entered into production, then they turned into cornerstone of economic development and with risk taking started production and innovation. Furthermore, entrepreneurs are known as those who had a great impact on economy and social development of nations. (Ozbilgin, 2009).

Different definitions of entrepreneurship

Today entrepreneurship is a component of economic growth and development. In west and some other countries, the last two decades has been called the golden era of entrepreneurship. Entrepreneurship is

important and endless resources of all human nations. The resource which depends on human creativity that is on one hand inexpensive and on the other hand very precious and topless. (Nayebi and colleagues, 1390). Regarding entrepreneurship Peter Draker states: many things that you hear about entrepreneurship and that you consider the U.S the pioneer of management thought, is no longer exorbitant, neither it is a magic nor related to women. Entrepreneurship is a science and like other sciences we can learn it. (Koratgo and colleagues, 1393). Entrepreneurship is a process which leads to satisfaction or new demands. Entrepreneurship is a process of value creating through forming a set of unique resources to take advantage of opportunities. (Saeedik 1397).

Furthermore, entrepreneurship is considered as a process of value creation along with unique resources to take advantage of an opportunity. (Shhrakipour, 1389). The concept of entrepreneurship consists of a wide range of definitions such as; tolerance of uncertainty, utilizing new combination of production resources, filling the market shortage through the completion input activities, capacity to deal with imbalance and ability of decision making and judgment about coordination in utilizing scarce resources. (Safakyari, 2012). Entrepreneurship is the action of innovation and creativity which is the missing link between investment on a new science and economic growth. I present one practical definition of entrepreneurship stated by Sirek Moknic: entrepreneurship is an activity which contains discovery, assessment and seizing opportunity to introduce products and new services, organizing market and process methods and existing raw materials.

Entrepreneurial opportunity

When the relationship between individuals, companies and environment arises, it means that entrepreneurship starts with opportunities. If someone intends to enter into entrepreneurial activities he should first have his own lying ahead opportunities. Identifying and taking advantage of opportunities have always been the valuable advice of the noble Imams of Islam. Imam Sadeq says: nobody succeeds unless he bears hardship and if someone loses current opportunity to gain a better opportunity passing time will take away that better opportunity. From Kerzner (2013) point of view taking advantage of entrepreneurial opportunity during

economic imbalance will lead to stability and balance in economy. He believes that opportunities can be found anytime and anywhere but only vigilant people may identify them. Vesper (2013) considers opportunity as a gap between current and future situation which entrepreneurial proceedings can fill this gap. Boron (2013) defines entrepreneurial opportunity as new, reasonable, feasible, legal, market appealing and profitable ideas. Identifying opportunity is the most important phase in the entrepreneurship process. Many terms have been offered for description of understanding of opportunities: discovering opportunity, creating opportunity, identifying opportunity and more broadly recognition of opportunity. From Kristansen and colleagues (2009) view recognition of entrepreneurial opportunity is understanding of conditions for potential profitability through establishing new business or improving the existing one. Boygrive (2009) sees recognition of opportunity as understanding of an opportunity and creating an organization to follow it. Recognition of an opportunity is ability to recognize a good idea and transfer it to business so that to boost value added income. Recognition of entrepreneurial opportunity originates from different sources, here I mention some important of them.

Social media:

Social media channels are set of communicative patterns among individuals, groups and organizations which can facilitate the connection of entrepreneurs with resources, information and opportunities. A lot of researches have been carried out about the role of social media in entrepreneurial opportunity recognition. Social media provide entrepreneurs with information which helps them in offering ideas and identifying opportunity.

Educators:

Educators provide entrepreneurs with guidelines, counselling necessary knowledge and experience. Educators are very useful for newbie entrepreneurs since they help them to avoid risks ahead of them and learn helpful knowledge and skills as well. Kachun and Kottun (2017) believe that most successful entrepreneurs benefit from educators. According to social media theory, having an educator may help people in connection and social behavior with suppliers, customers and investors and raise special knowledge in the related business. Therefor attaining a set of experience and skills through educators provide

educators with resources, tools and necessary information and increase the chance of identifying entrepreneurial opportunities. In other words, educators make entrepreneurs aware of the opportunities of the new business and facilitate the opportunity recognition.

Information literacy:

Opportunity discovery contains the knowledge which entrepreneur enjoys in decision making and often roots in his prior experience and information. Most researches on opportunity recognition prove the basic role of information in this process. All agree that entrepreneurs should collect, interpret and use information related to specific industry, technology, market and government policies if they intend to create new business through opportunity recognition.

Changes:

Entrepreneurial opportunities arise in the atmosphere of rapid changes in business unique environment, technologies and rules and regulations of business. Changes feed the opportunity by providing better methods for doing activities and facilitate the market entry.

Discontinuity:

Discontinuity and instability in business leads to selling goods and services lower price and faster delivery.

Market advantages:

Life style and demographic changes create entrepreneurial opportunities. The changes that open the markets are: privatization, tariff reduction, expiration of invention registration right and legal procedures.

Review of the evolution of the industry.

The evolution of the industry is considered as a source of opportunity as well. Not all industries follow the same route of evolution but the review of the industry changes is helpful in identifying and practicing entrepreneurial opportunities. (Kord Naeej and colleagues, 1398). Entrepreneurship contains seeking opportunity and then seeing necessary resources. Opportunities are not found but created and are not forever as well. Opportunity windows are not always open but when wind blows they open and close. Suppose you are playing a game in which you throw balls through the windows that casually open and close. You are rewarded for any ball you pass through the open window and punished if you hit the closed window. To get rewarded, you should wait till the

window starts opening and then with an exact targeting you throw the ball. Determining the time of opening and closing entrepreneurial window in many cases is not an easy task. To recognize the entrepreneurial window and discover the opportunities entrepreneurs should be in touch with different people, attend the unofficial channels and voluntary activities and attain the related information about his favorite business through informational channels in different industrial services and agricultural sectors. (Ahmadpour daryani and colleagues, 1393).

Environmental and individual factors affecting entrepreneurial opportunity recognition:

Most researchers in the field of entrepreneurship confirm that there are individual differences in how to spot an opportunity among the employees of an organization. Based on the theories relevant to opportunity recognition, these differences arise from different cognitive and psychological aspects in their individual activities during entrepreneurial process. These differences determine that only some are able to discover and seize entrepreneurial unique opportunities. In Alvarzobu cenitz (2014) view the most important differences in how to interpret environmental changes is difference between the entrepreneurs' interpretation and that of other economic agents. In other words, some entrepreneurs identify more opportunities while other agents fail in doing so. Shompeter (2014) believes that when someone innovatively affects the environment he is the mediator of the entrepreneurship phenomenon. Karzner (2013) believes amid inconsistency in the market environment individual consciousness plays the role of a decision maker component. Regarding individual factors affecting entrepreneurship process, the two following approaches are evaluated: we assume an individual static and still and review his psychological and none psychological factors which stablish his main sources or have a dynamic view. In this view the assumption is that all of the individual's movements all the time and place he is engaged in discovering and using opportunities. Since one cannot act in vacuity so we should assume the framework of environmental components which are: economic, political, industrial and cultural conditions. (Fedrich, 201). Recent researches on the opportunity recognition by entrepreneur fall into two parts: a. factors dependent on process such as the researches carried out by Guigliv and Top (2012), Heilz (2015), Shane

and Nekatrama (2010), Fedrik (2018). These researchers consider the opportunity recognition as a process. b. factors dependent on individuals like previous knowledge and experience, social media and entrepreneurial awareness. Researchers such as Shane (2010) have studied in this field. There are various factors which affect the process of recognition and development of opportunity. The most important of which are: entrepreneurial alertness, information access, previous knowledge, social media and self-efficacy. (Ardich vili and colleagues, 2013).

Entrepreneurial alertness:

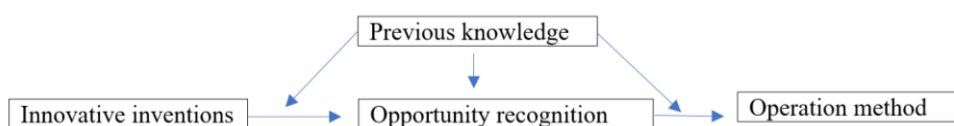
Ardich vili and colleagues (2003) offered a model of an opportunity recognition in which entrepreneurial alertness has been considered very important factor in opportunity recognition. They suggest that personal traits of entrepreneurs, social media and previous knowledge are the antecedents of entrepreneurial alertness and subsequently entrepreneurial alertness is prerequisite for opportunity recognition success. Some approaches consider alertness relevant to opportunity recognition, opportunity discovery and opportunity creation. (Sarasvaty et.al, 2003). Alertness is an approach and process which helps some to have more awareness about changes, ignored opportunities and let them identify existing gap in the environment. So alertness remarkably raises our understanding of how to obtain and follow new ideas. (Tang el. Al, 2012). It also helps people organize, interpret information in different parts of knowledge. (Gaglio and Katz, 2001). Alertness consists of three complementary dimensions: environmental search for new information, correlate previous inconsistent information and evaluate if the new information offers an opportunity. The first dimension contains previous knowledge, preparedness and sensitivity to new opportunities. Second dimension contains smart connection including coordination of inconsistent information and coherent connection of them. Third dimension contains evaluation and movement toward changes, new decisions and information which reflect a profitable business.

Information access and previous knowledge:

Many researches have been carried out about previous knowledge and its impact on entrepreneurial opportunity recognition. (Fluentes et al, 2010). Generally previous knowledge is the result of profession, education, training or other factors. It could be achieved by experimental learning as well. People

with a previous knowledge also think of more intuitive method. It means that their decisions are more automatic than to be more conscious. This automatic processing is often faster. Therefore previous knowledge boosts the ability of people to recognize more opportunities. Studies show that an increase in specific knowledge leads people to gain important advantages. Shane (2000) believes since the previous knowledge of entrepreneurs determine the value of the new information, they discover the opportunities and turn them to a competitive advantage of the company.

From his point of view entrepreneurs discover the opportunities which are only relevant to their previous knowledge. Shane has identified three dimensions for previous knowledge in the process of opportunity recognition which are: market previous knowledge, previous knowledge about how to serve in the marketplace and previous knowledge about customers' problems. (Shane, 2014). The following chart shows the impact of the previous knowledge on entrepreneurial opportunity recognition:



Special strategies of entrepreneurial business development:

Today international institutions such as the world bank believe that removing the obstacles to private sector development or improving the business environment, affects entrepreneurial activity development. (Soriano and Martin, 2012). because creating an optimal business environment is requisite to business development. The world bank review shows that there is a direct relationship between running business and business environment. If the powerful institutions such as protection of property rights, tax system and rule of law are efficient, most probably a productive type of entrepreneurship will be formed. In other words, environmental conditions and framework increase entrepreneurial activities. (Stenholm 2013). There are differences in points of views in definition of entrepreneurship and individual and environmental factors affecting opportunity recognition. Some researchers focus on entrepreneurship run by an individual with certain characteristics. Some other researchers have emphasized the importance of environmental factors such as national culture and laws.

Entrepreneurial policies first focused on creating proper environment for small and medium companies. Another type of entrepreneurial policies focuses on individual aspects in order to encourage entrepreneurship such as education. (Murdock, 2012). Attention to improvement of business beside the

implementation of entrepreneurial policies is necessity of stable and effective entrepreneurial policies.

The role of the governments in entrepreneurial development is determined by two factors including reducing entrepreneurial barriers and encouraging entrepreneurship. Comparative comparison of entrepreneurial policies in countries like Australia, Taiwan, the U.S.A, Canada, Finland, Ireland, Spain, Netherland, Sweden and Britain shows that the dimensions of entrepreneurial development policies fall into 6 categories: 1. Promotion of entrepreneurship 2. Education of entrepreneurship in educational system 3. Facilitation of entry, growth and an easy exit from new companies by reducing administrative and regulatory requirements.

4. Provision of initial capital and start up. 5. Supporting start-up companies through increasing quality and quantity. 6.raising the rates of business start-up among special target groups (i.e youths and women) or innovative entrepreneurs. (Lundstorm and Stevenson, 2005). These policies can be divided into two groups: broad and limited or macro and micro policies. (Lundstorm, 2014). Countries usually emphasize on entrepreneurial education, financial assistance, protective services, development of small and medium companies and support specific groups and composition of entrepreneurial policies. The time span of implementing entrepreneurial policies is 42 months after start up. According to the evidences, new companies are very vulnerable during the first 3 to 5 years of business. (OECD, 2007) and after the first two

years the chance of survival rises. During these initial years, entrepreneurs benefit specialized counselling, networks and other resources. The results of entrepreneurial development are reviewed in two short and long term sections. Short term development contains establishing of new companies. Achieving short term goals paves the road for sustainable and long term development. Including economic growth improvement, hidden economy reduction and social justice boost.

Entrepreneurship ecosystem and evaluation indexes:

According to Shane and Nakata Raman (2000), entrepreneurship activity consists of discovery, assessment and use of opportunities in order to introduce new goods and services, organizing methods, markets, processes and new raw materials through exquisite organizing.

Entrepreneurship evaluation in one district or country is carried out by different indexes. For instance, the number of established start-ups, the amount of offered new goods and services, even created employment rate and dynamic economy growth are all considered as the results of entrepreneurial growth. Ecosystem contains a natural system including a set of organisms that in a certain area interact with none living factors of environment and together create one system. Conceptual framework of entrepreneurial ecosystem includes individuals and a set of environmental factors encouraging entrepreneurship. Stam (2015) states although entrepreneurial ecosystem cycle starts with entrepreneurs but the mere entrepreneurial output is not the target and entrepreneurs play role in the process of creating this ecosystem as well as the role of entrepreneurship. Different indexes have been offered for entrepreneurial ecosystem by different researches. Suresh and Ramraj, 2012, categorized the main factors of entrepreneurial ecosystem into 8 groups: moral support, financial support, technological support, market support, social support, network support, government support and environmental support. Spigel, 2007 categorized 11 sub-indexes in 3 groups: cultural (cultural approach and entrepreneurship history), social (networks, financial asset, leaders, relations and talents) and tangible resources (universities, services and facilities, policies, government and free markets).

The global development and entrepreneurship institutions with the approach of creation and

maintenance of entrepreneurial ecosystem, collect data affecting ecosystem formation every year. (Cusi and Bernal, 2020). Three main institutions which prepare reports on entrepreneurial indexes with different criteria on national, regional and global levels are: The Global Entrepreneurship and development Institution (GEDI), The Global Entrepreneurship Network (GEN) and the Global Entrepreneurship Monitor (GEM) which by collecting annual statistics from multiple countries, assess and rank the affecting factors on entrepreneurship and publicly publish their annual reports. GEM eventually uses 13 indexes for ranking and entrepreneurship comparison in different countries, they include: access to entrepreneurial financing, government policies, government planning such as tax, government entrepreneurial plans, entrepreneurship education at schools, entrepreneurial education after finishing school, transfer of study and development, commercial and legal infrastructures, physical infrastructure. Local market dynamism, local market capacity or entry regulations and physical and social norms. The main index of GEM is total early-stage entrepreneurial activity in different countries. Until recently, recognition of entrepreneurship in all over the world as due to its role in economic growth. GEDI benefits the global entrepreneurial index which is the most reliable index for entrepreneurial assessment and ranking. This assessment is done based on 3 sets containing 14 indexes: 1. Entrepreneurial approaches (understanding opportunity, start-up skills, risk perception, networking, cultural support). 2. Entrepreneurship capability (opportunity use, technology attraction, human asset, competition level). 3. Entrepreneurship ideals (production innovation, process innovation, high growth, internationalization, having risk asset).

In fact, the global entrepreneurship institution, by focusing on entrepreneurial ecosystem based on 3 principles: enterprise, institutions and system itself, tries to have an attention on entrepreneurial quality and entrepreneurial ecosystem formation. (Zahiroddini and Hassanzade, 1399).

GEM indexes: GEM 12 standards are: physical infrastructure, that indicates the contains that support entrepreneurship process. if roads, speed and the amount of internet access, preparedness of physical site and expenses are suitable. Access to entrepreneurial capital: do the new start-up companies have an access to sufficient budget in forms of

unofficial investments, bank loans and government privileges. Many people do not have sufficient personal capital for entrepreneurial activity. Access to bank loans and government privileges is considered as an access to formal capital whereas access to informal investment makes providing the necessary resources possible. Informal investment takes place when someone invests on someone else's new business.

Government policies containing support and connection: do government policies promote entrepreneurship and support starting a new risky business?

Government policies containing tax and bureaucracy:

Are taxes and business expenses reasonable for economic enterprise? Do laws and regulations facilitate management or impose an additional burden?

Government entrepreneurship plans:

Are there proper supportive plans for new entrepreneurs in the local, regional and national level?

Entrepreneurial education at schools:

Do schools introduce entrepreneurial ideas and are students taught entrepreneurial values such as posing questions, opportunity recognition and creativity?

Entrepreneurial education after finishing school:

Do universities and business schools hold efficient courses to introduce entrepreneurship headlines?

Research and development transfer:

To what extent the research findings of universities and research centers are transferable to business space?

Legal and commercial infrastructure:

Is there a reasonable access to lawyers and accountants' services to support risking investments in the framework of property rights?

Local market dynamism:

Are there free, open and growing markets for big business?

Entry regulations or local market capacity:

Are market entries limiting or facilitating?

Physical infrastructure:

Are roads, speed and amount of internet access, preparedness of physical site and its expenses suitable for entrepreneurs?

Cultural and social norms:

General culture of society such as social patterns acceptance and understanding of risk taking lead to entrepreneurs' suppression or encourage them. (Bosma and Kelly, 2019).

Global entrepreneurship and development institution:

GEDI employs three general groups and in total 14 indexes to review entrepreneurship situation in each country, each index is assessed by two norms: opportunity recognition (individual level) and market density (institutional level).

Start – up skills:

This index is assessed in form of skill understanding (individual level) and business skills taught at schools and universities. (institutional level).

Risk taking: risk taking is assessed according to risk understanding, on the individual level and business risk on the institutional level. Among the entrepreneurial personal characteristics fear of failure is the most important barrier of starting a business.

Networking:

It is assessed based on the internet use (institutional level) and entrepreneurs' cognition (individual level). Networking refers to the knowledge and capabilities of individuals in having relationship with others on the global scale.

Cultural support is assessed by the norm of system corruption (institutional level) and a job status (individual level). This norm shows the view of people about job status and job choice and also how corruption in a country affects this approach.

Competition level:

For this index competitive variable on the individual level and market influence variable on the institutional level are taken into consideration.

3. entrepreneurial ideals:

Product innovation: new products play a critical role in the economy of countries, while once only a few developed countries produced most of new products, today developing countries produce goods that are remarkably less expensive than those of western countries. For the assessment of this index on the individual level the variable of new products is taken into consideration. This variable shows the potentiality of the country to measure production of new products or copy of the existing ones.

Process innovation: employing and creating new technology is one of the most important of business with high-growth potentiality. The individual level variable of this index is new technology. Most entrepreneurial businesses do not benefit new technology but create it. The problem is that while many businesses in developing countries may employ the most modern technology, many tend to buy or copy it. One proper institutional variable is used here.

High growth: the institutional variable of this index is business strategy. Business strategy is defined as the company abilities in following distinctive strategies which includes having distinctive positioning and innovative concept of production and services.

Internationalization: it is believed that internationalization is the main determining norm of growth of which export is its index. Export is the institutional variable of internationalization on the institutional level. The internationalization variable is assessed too. (Bosma and Kelly, 2019; Lafuente et al, 2020).

Technological entrepreneurship:

Technological entrepreneurship is taken from two main concepts of entrepreneurship and technology which can be regarded as recognition, discovery an even creation of entrepreneurial opportunities through developing new technologies. If fact, it is a business leading style which includes identifying technological opportunities. This concept belongs to the process in which entrepreneurs employ organizational resources and approaches to gain opportunities in the entrepreneurial organizations. Shane and colleagues (2003). Burgman and colleagues (1996) presented the technological entrepreneurship as a combination of commercialization and technology and regarded it as the base of technological innovation process. a comparison was drawn between traditional entrepreneur and technologist entrepreneur. Traditional entrepreneur is someone who is able to identify opportunity and make commercial use of new products and services, and technologist entrepreneur is someone who is able to identify the market for practiced technology which eventually leads to technological innovation and new product development.

According to Blonko (2007) technological entrepreneurship is one of the most important resources of development and economic value creation. Pong and Zong (2008) believe entrepreneurs should practice flexible and innovative strategies if they intend to get along with competitive environment and customers changing demands. Technological entrepreneurship carries two main missions: first, it tries to meet the demands of the society by accelerating the process of turning the new knowledge and sciences into technology. Second, it tries to create or develop and optimize the management of the organizations. (Rezvani and colleagues, 1390). Manzle

and colleagues (2007) believe that creativity and individual skills are ignored in many organizations and explained how active engineers in the field of research and development turned to be organizational entrepreneurs in technological organizations. At the end it should be mentioned that an important part of technological entrepreneurship is consistent with commercialization concept. Commercialization is the process of turning scientific research and development into useful products and services. The process of technological commercialization contains technology transfer steps from laboratory to marketplace and also passing through the death valley of innovation. (Mazidi and colleagues, 1399).

3. Research methodology

The main purpose of this research is to offer a model of the role of human capital in enhancing organizational entrepreneurship. Its methodology with respect to the purpose is practical and carried out in exploratory method. The data collection tool was questionnaire and done quantitatively. For analyzing the questionnaire data and presenting the results inferential analysis method and data description and factor analysis were employed. The calculation of sample size has been carried out by Cochran Formula, one of the most used method. The sample size of 292 participated in this research. Desk study and 2 questionnaires were used in data collection related to the literature and theoretical foundation. Since the questionnaire content shows the highest coefficient of importance and with respect to the questionnaire approval by experts, the reliability of questionnaire has been approved. Cronbach's alpha has been practiced for the validity of the questionnaire. The more the positive correlation among questions, the more the Cronbach's alpha and the more mean variance, the less Cronbach's alpha. The results show that alpha coefficient of questionnaire is 98 percent which means optimal reliability. Data analysis of collected data has been conducted by descriptive and inferential method using smart PLS and SPSS16 software. To describe data, descriptive statistics including frequency, frequency distribution table, charts and description of the characteristic of respondents, was used. In referential analysis, factor analysis method was employed.

4. Findings

With respect to the sex of respondents, 73.6 percent were female, 26 percent male and .3 percent unknown. So female have more frequency in this study. Considering the age of respondents, 1.4 percent were between 20-30, 47.6 percent between 31-40, 41.8 percent between 41-50 and 9.2 percent were over 50 years old.

Regarding the educational level of respondents, 10 percent had diploma, 2.7 percent had bachelor's degree, 69.5 percent had master degree and 26.7 percent had PHD degree. Considering work experience record of respondents, 14 percent under 5 years, 53.1 percent between 6 to 12 years, 21.9 percent between 13 to 20 years, 6.5 percent over 21 years old and 4.5 percent had unknown work experience record.

In the analysis of the questionnaire regarding the factors, dimensions and components of the business

governance model, current and ideal situations have been studied, according to the respondents the results of which follow: the amount of 'sig' regarding the missing data, for both groups (current and ideal status) is less than .05, so the assumption of zero is denied. It means that the current and ideal status are different. So it is clear that the gap between these two states should be decreased. Viewing the confidence interval, the probability of observing the amount of t in two statuses, less than upper range of current and ideal status and more than lower range, is zero. In fact, it can be concluded that the assumption of equality of two states is denied. In the above hypothesis, both upper and lower limits are positive. So the mean of the second group that is ideal status is more than the mean of the first group that is current status and statistically this difference is remarkable.

One-sample statistics table

Components	Status	N	Mean	Std.deviation	Std.error mean
Economic factors	Current	292	6.14486301	1.858760529	.0108775732
	Optimal	292	9.14965753	0.64921302	0.037992318
Creating international competitive advantage	Current	292	6.1640411	1.866941958	0.10924514
	Optimal	292	9.10547945	0.780499516	0.045675279
Removing parallel institutions	Current	292	6.0335274	1.938630142	0.113449748
	Optimal	292	9.16578767	0.730982766	0.042777531
Renovating government structure	Current	292	6.53797945	1.871675938	0.109531549
	Optimal	292	9.13119863	0.564224616	0.033018748
Economic factors	Current	292	6.34914384	1.958034892	0.114585325
	Optimal	292	9.08017123	0.554916456	0.032474029
Creating infrastructure (software and hardware)	Current	292	6.15140411	1.933790968	0.113166557
	Optimal	292	9.00208904	0.724836338	0.042417838
Influence in international markets	Current	292	5.86986301	1.293593512	0.075701834
	Optimal	292	8.89794521	0.475512988	0.027827293
Rejuvenating government structure	Current	292	6.06715753	1.018064906	0.059577742
	Optimal	292	9.03527397	0.249295075	0.014588891

One-sample t test table

components	status	t	Degree of freedom	Mean difference	Confidence Lower	interval 95% upper
Economic factors	current	56.491	291	6.144863014	5.9307761	6.35894992
	optimal	240.83	291	9.149657534	9.07488297	9.2244321
Creating international competitive advantage	current	56.419	291	6.164041096	5.94901187	6.37907032
	optimal	199.35	291	9.105479452	9.01558367	9.19537523
Removing parallel institutions	current	53.182	291	6.033527397	5.81024133	6.25681347
	optimal	214.27	291	9.165787671	9.08159509	9.24998025
Renovating government structure	current	59.69	291	6.537979452	6.32240498	6.75355392
	optimal	276.55	291	9.13119863	9.0662128	9.19618446

components	status	t	Degree of freedom	Mean difference	Confidence Lower	interval95% upper
Economic factors	current	55.41	291	6.349143836	6.12362278	6.57466489
	optimal	279.61	291	9.080171233	9.01625749	9.14408498
Creating infrastructure(software and hardware)	current	54.357	291	6.15140411	5.9286754	6.37413282
	optimal	212.22	291	9.002089041	8.91860439	9.08557369
Influence in international markets	current	77.539	291	5.869863014	5.72087048	6.01885555
	optimal	319.76	291	8.897945205	8.84317693	8.95271348
Rejuvenating government structure	current	101.84	291	6.067157534	5.94989963	6.18441544
	optimal	619.33	291	9.035273973	9.00656085	9.06398709

5. Interpretation and discussion

This research has been carried out with the purpose of reviewing the components of entrepreneurial business development affecting governance model. To know the study subject better, through Delphi technique, university experts and knowledgeable people in the field of human capital role in organizational entrepreneurship improvement, have been surveyed. As far as possible, the credibility criteria were observed. That is, throughout the whole research the researcher had the question and the purpose of the research in mind and reviewed his approach and strategy during data collecting and analysis. The steps of research conducting and data analysis was clearly described and finally indexes were identified and given to the sample size in the form of questionnaire. To assess the validity of the questionnaire` face validity, content validity and construct validity were taken into consideration. The reliability was assessed through Cronbach`s alpha coefficients and composite reliability, data analysis method in qualitative part was Delphi techniques and in quantitative part and referential part, tests such as exploratory and confirmatory factor analysis, using SPSS and smart PLS were employed. As stated before, the global entrepreneurship monitor releases the statistics and entrepreneurship status in many countries every year which shows the entrepreneurial status regarding various indexes all over the world. Nevertheless, it also states that each country, regarding its own background and environmental factors, will lead entrepreneurial activity in a certain level. GEM focuses on stability and continuous value and also challenges related to mature businesses and the need for entrepreneurship in different forms such as family businesses, organizational businesses and individual

businesses. According to the reports of this organization 2018, even though the start-up activity rate in Iran declined from 13 percent in 2017 to 10 percent in 2018, entrepreneurial community is still powerful. According to the report of GEM in 2019, 37.9 percent of Iranians intended to start their own businesses in 3 years and among 50 active member countries of this consortium, Iran is in the 11th place which is acceptable. Recently the rate of entrepreneurial objectives has increased among the youth specially the educated ones due to the government emphasis on promoting entrepreneurial culture in high education system. So there is a good potentiality for development and care and investment in this field is an undeniable necessity to achieve economic growth and prosperity. Among those who intended to start a business in a period of 3 years, only 17 percent entered the start- up stage of entrepreneurship and only 0.7 percent reached the stability stage and 4 percent discarded the business. These statistics show that there has not been an optimal function of policymaking in the field of business. Entrepreneurial development plays an important role in active presence in the world markets, sustainable employment, modernization of the organizations, poverty reduction and solving the society`s problems.

Entrepreneurs are in all countries and cultures but the level and the amount of entrepreneurship differ. Therefore the main question of the researcher was how is the model of the human capital role in organizational entrepreneurship improvement in Iran? The researcher has answered this question after the comprehensive study. The results of the research are consistent with the stud of Mirikz (2021), Alnaemi and colleagues (2021), Dahri and colleagues (2021),

Amjad and colleagues (2020), Hey and colleagues (2020), Javadi and colleagues (1400), Salalin (1398), Shange and colleagues (1398), Faham and Parhizkar (1397), Keshavarz (1307), Alizadeh (1397). The results of this research are also consistent with the results of the study of Gutodeska (2017), Piedge and colleagues (2017), Adia and colleagues (2016), ong and opp (2013), Redfoard (2012), Babayee and colleagues (1396), Safarian and Emamjomezade (1396), Yari (1395), Karimi and colleagues (1393), Manteqi and saqebi (1393), Haji Heidari and Seyyedjavadin (1392).

6. Appropriate mechanisms and suggestions based on the findings

The following mechanisms and suggestions are to optimize the status quo of entrepreneurial business development components affecting the governance model:

Planning to restructure the processes in order to eliminate unnecessary processes. Planning to correct the current wasteful processes and developing new processes to identify and seize opportunities. Planning to educate and promote employees' skills to get a hand of new technology. Planning to expand the activity field in the new value chain sections. Planning to increase compatibility with the needs through operationalization of open innovation process. designing the organizational structure according to the real need of the organization. Taking necessary actions to create self-control culture in the organization and reduce the supervision of unit managers. Taking necessary actions to constantly review organizational structure and match the structure with environmental changes. Planning standardization of organizational processes and control the processes to create organizational transparency. Planning continuous assessment of organization activities and comparison with other successful organizations. Taking necessary actions to modify small and aimless investment pattern. Planning to have notification requirements and have fast access to them. Planning to improve information network quality. Planning to have a quick access to organization related and complementary activity centers. Planning to develop energy infrastructures. Taking necessary actions to reduce expenses through technology, business intelligence and innovation. Taking necessary actions to offer

necessary education to raise organization standards to the international level. Taking necessary actions to increase organizational communication and international business networks. Taking necessary actions to create, develop and deepen brand and trade mark in the national and international level. Planning to have internal economic growth in order to attract demands and create international enterprise. Planning to promote production capacity and research and development activities. planning to have strategic tendency to seize international entrepreneurial opportunities. Planning to set supportive laws and regulations for internationalization of organization activities. planning to support technological investments.

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