



Examining the factors affecting organizational entrepreneurship in technical and vocational training centers in North Khorasan in 2015 (based on a conceptual model of entrepreneurial attitude)

Qasim Rahimi¹ and M. Soleiman Pouromran²

1. Master Graduate in Education Management, Bojnord branch, Islamic Azad University, Bojnord, Iran

Email Address (ghasem_rahimi22@yahoo.com)

2. Assistant Professor, Department of Education Management, Bojnord branch, Islamic Azad University, Bojnord, Iran

Email: m.pouromran@gmail.com

ABSTRACT

The study was carried out earlier in 2015 aimed at examining the factors affecting organizational entrepreneurship in technical and vocational training centers in North Khorasan. The study's main hypothesis is based on the fact that factors including structural, behavioral and contextual factors have an impact on corporate entrepreneurship. This research is considered as practical in terms of the objective and it is descriptive and measurement as it considers the relationship between the variables in the present conditions. It's a cross-sectional research in terms of the time of collection of the data. The statistical population of the study consists of all employees, managers and trainers of vocational training in North Khorasan province, of which 132 employees were selected from among 210 employees on the basis of random classified sampling using Morgan table. Dehghan questionnaire (2011) was used to measure the factors affecting organizational entrepreneurship. Professors and elites had already confirmed its validity and its reliability calculated to be 86 percent using Cronbach's alpha coefficient. SPSS software version 20 was used to analyze the data from descriptive statistics including the percentage frequency, mean and standard deviation and from inferential statistics variance analysis tests, chi-square test and Friedman test. The results showed that there is no significant difference between the scale of the impact of structural, behavioral and contextual factors. It means that the three factors are not different in terms of the impact on corporate entrepreneurship. The main hypothesis of the research is rejected according to the earlier assumption. The results of the secondary hypothesis of this research and its individual scales were separately tested on organizational entrepreneurship and its impact on organizational entrepreneurship was confirmed.

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INTRODUCTION

Due to rareness, price and inimitability, knowledge and skills of human resources are considered as the most important sources of competitive priority in an organization (Garavan, 2007 quoted by Rahnama Iraqi and Soleiman Pouromran, 2015). At the present time when communities and organizations are rapidly progressing, and consequently, their complexities are on the rise with the increase in the number of people, entrepreneurship is severely required within a multilateral interaction i.e. both as a concept of jobs creation and as a concept of enforcing development through innovation and improving processes and as a key element in economic growth and development (Nahid, 2009). In today's developing world, if an organization fails to respond to changes and its clients' needs or falls into a passive state in facing with the changes, it will be left isolated from the development convoy. This will not be achieved unless policy-makers seriously consider corporate entrepreneurship inside organizations (Alambeigi et al., 2008). Therefore, the necessity of having corporate entrepreneurship has been due to incompatibility and a slow reaction by medium and large

organizations to the environment's increasingly rapid, complex and uncertain changes. It offers rapid action and innovation as key factors and a code for survival of an organization inside today's scene of intense competitions (Yadolahi Farsi et al., 2009). As far as the above subjects are concerned, corporate entrepreneurship can be defined as the extent to which products or new markets are developed and on this basis, corporate entrepreneurs are considered as those which are more involved in producing new products or creating new market. A higher performance achievement is possible in corporate entrepreneurship through using innovative capacity. This would become achievable through supplying new product, the introduction of new production methods, finding new resources, improving existing products and bolstering the organization and management. To make a contribution to entrepreneurial activity in the organization, managers are required to put on their agenda planning, guidance, resources' allocation, implementation of new ideas, performance evaluation and continuous improvement.

Corporate entrepreneurs in Third World countries lose their responsiveness to the people's increasingly diverse needs

due to budget constraints, inefficient system of reward and punishment, bureaucratic and inflexible structure, lack of motivation among business managers, and employees or consequences and agents of organizations which are not involved in entrepreneurship. Therefore, they create a central role in the transformation of organizations and the great developments of organizations are rooted in the unlimited capabilities of this factor (Nazem, 2012: 226). Therefore, entrepreneurship education is a systematic, conscious and goal-oriented process, in which non-entrepreneurs with potential creativity are trained.

In fact, this type of training is considered as an activity that is used to transfer knowledge and information needed to set up and run a business and it will result in the increase, improvement and development of attitudes, skills and abilities of non-entrepreneurs (Saeedi, 2008, 60). To create effectiveness in the entrepreneurial activity of an organization, managers are required to put planning, guidance, resource allocation, implementation of new ideas, performance evaluation and continuous improvement on their agenda. As a result, employees are introduced as an unlimited source and the main axis of development in order to respond to the organization's problems, and if training organizations (technical and vocational) enjoy an entrepreneurial spirit, it will facilitate the process of resolving problems (Sadeghi, 2008: 84). Corporate entrepreneurship is a strategy for economic development which organizations apply to respond to three requirements that have been imposed on them including: the rapid rise of new competitors, creating a sense of distrust to traditional management procedures in organizations, and the best workers leaving their organizations and seeking entrepreneurship independently. These issues pose a threat to the organizations' survival and force the managers to permanently seek solutions to these problems for them to be able to adapt to the changing economic conditions and take risks as well as innovating new products and services to make huge profits and benefits for their organization (Saeedi, 2008: 60). Therefore, the importance of innovative and creative human resources in organizations becomes more evident with each day passed. Those people who launch the innovation process at the arena of global competition cause an improvement in the quality of life for the people of the society and boost the country's economic structure through creating new ideas and identifying new markets for investment. To this end, developed countries have been capable of taking effective steps in the fields of entrepreneurship, corporate entrepreneurship in particular, through making culture, providing the necessary facilities, financial and government support, the changing nature of traditional organizational structure to the new structure and wide application of e-business models, and make public and private organizations successful in the domestic and international markets (Hosseini Langarany, 2008: 120). Multiple researches have been conducted in this area, including Nazem et al. (2012) who carried out a study entitled the relationship between managers' entrepreneurship and the employees' quality of life in higher education centers whose results indicate the relationship between managers' entrepreneurship and the employees' quality of life. Safari et al., (2012) have carried out a

research in which they have assessed the need for training and entrepreneurial skills in the field of Humanities. The results show that the status of teaching entrepreneurship is not good almost in all fields of Humanities at the university both in the eyes of the students and professors. Hosseini Fahraji et al., (2013) have conducted a study entitled the environmental factors affecting the development of entrepreneurship in the state-run hospitals in Iran. It has been understood that there were environmental factors including dynamism, complexity, generosity and struggle and their components in the surrounding environment of public hospitals in Iran and they all enjoy a direct and significant impact on corporate entrepreneurship. Aktan and Bulut (2008) found out in a study entitled (the impact of corporate entrepreneurship on financial performance of Aktan and Bulut in new emerging markets) on 312 active firms in Turkey that corporate entrepreneurship through four dimensions: innovation, leadership and aggressive competition are a factor in improving the financial performance of companies in the developing countries. Scheepers et al. (2008) in their study entitled (fostering entrepreneurial capabilities) conducted in 315 companies in South Africa concluded that a strategic leader of a company should support corporate entrepreneurship involving dimensions of (innovation, risk-taking, pioneering and independence), and allocate rewards for entrepreneurial behavior too so as to strengthen the entrepreneurial capability. Raynor (2008) showed in a study that entrepreneurial strategies of an organization, especially in the area of customer satisfaction and the development of human resources enjoy a positive relation with the development of corporate entrepreneurship. Demirbag (2006) showed in a study entitled the relationship between management of an organization and its employees in organizational entrepreneurship that the support given to employees by the management of an organization is identified as a key factor in the development of entrepreneurship in the public organizations. They believed an easily established communication between the management of an organization and its employees plays an important role in this regard. Wrong (2005) in his study entitled "organizational communication and the development of corporate entrepreneurship in China's state-run organizations" found that there is a positive relationship between the organizational communications and the development of corporate entrepreneurship. Lee & Wong (2005) offered learning approach as an effective approach in bolstering the spirit of entrepreneurship among people through examining approaches to training and spreading entrepreneurship. They believed that this approach will require an emphasis on the process through the implementation of active participation programs in the real life situation and education instead of learning entrepreneurial environment with the presence of people with experience and expertise.

Iran has failed to develop much in the field of corporate entrepreneurship as the most important leverage in the economy and the development of organizations at the arena of global competitions.

A glance at the difficulties Iranian state-run organizations are faced with in entrepreneurship and its importance on the

country growth and boom, it should be admitted that entrepreneurship is a complex multi-dimensional phenomenon which is influenced by various factors. Therefore for entrepreneurship to be institutionalized in Iranian state-run organizations a long-term realistic approach should be adopted. For this objective to be achievable there is a requirement for state-run organizations to be equipped with the skills and knowledge of entrepreneurship, take advantage of the potential capacities of the human capital, provide the necessary resources and choose appropriate strategies and implement them to provide the necessary grounds for growth and development of entrepreneurship in organizations (Dehghan, 2008: 23). Corporate entrepreneurship is considered as a strategy for economic development. Organizations deploy this strategy to respond to three requirements imposed on them including

- 1- Creating a feeling of distrust to traditional management procedures in organizations.
- 2- A rapid increase in the number of new competitors.
- 3- The best of workforce leaving their organizations and take steps to launch entrepreneurship independently (Mehrbbani Majd, 2013: 23).

A conceptual model of entrepreneurial attitude is used in this study to discuss three structural factors including (strategy, structure, research and development, information and technology, performance evaluation, methods and financial resources), behavioral factors (education, motivation, managers' characteristics, employees' characteristics, organizational culture and leadership style) and environmental factors (political and environment of the government, social and economic environment and the relationship with the clients) in the organization and their impact on corporate entrepreneurship. Thus, the objective of this study is to identify factors affecting corporate entrepreneurship in North Khorasan technical and vocational training centers based on a conceptual model of entrepreneurial attitude.

Secondary objectives of the study include:

- Explaining the structural factors affecting organizational entrepreneurship in technical and vocational training centers in North Khorasan (based on a conceptual model of entrepreneurial attitudes)
- Explaining the behavioral factors affecting organizational entrepreneurship in technical and vocational training centers in North Khorasan (based on a conceptual model of entrepreneurial attitudes)
- Explaining the contextual factors affecting organizational entrepreneurship in technical and vocational training centers

Table 1. Descriptive indices of structural, behavioral and contextual factors

| The average grade | Standard Deviation | Mean | Maximum | Minimum | Variables |
|-------------------|--------------------|-------|---------|---------|--------------------|
| 2.07 | 0.531 | 3.037 | 4.32 | 1.79 | Structural Factors |
| 2.04 | 0.516 | 3.045 | 4.18 | 1.94 | Behavioral Factors |
| 1.89 | 0.497 | 2.999 | 4.14 | 1.42 | Contextual Factors |

Table 2. Hatling t-test results

| معناداری Level | df2 | df1 | F | Hatling t-test |
|----------------|-----|-----|-------|----------------|
| 0.481 | 130 | 2 | 0.735 | 1.482 |

Table 3. Freidman test results

| Significance level | Df | Chi-square | Number |
|--------------------|----|------------|--------|
|--------------------|----|------------|--------|

in North Khorasan (based on a conceptual model of entrepreneurial attitudes)

Research Methodology

Since the results of this study can be used for other service sectors, it is an applied research. The research is a descriptive and measurement study since it examines and finds out the relations between variables in the present situation. And it is a correlation study since it considers the relations between the variables and it's a single cross-sectional study in terms of the time of data collection. The statistical population of the study consisted of all employees, managers and trainers of technical and vocational training centers in North Khorasan province, of which 132 employees were selected from among 210 employees on the basis of random classified sampling using Morgan table. The study was carried out using tools such as documents which were examined by taking notes and questionnaire. The Dehghan questionnaire consisting of 58 questions was used in the study to discuss factors affecting corporate entrepreneurship (based on the three prongs model of corporate entrepreneurship development) with three dimensions of structural factors (29 questions) and behavioral factors or content (19 questions) and contextual factors (10 questions) and with 5-option options Likert scale (strongly agree, agree, no comment, disagree and strongly disagree) with scores (5, 4, 3, 2 and 1) for each respectively. After distributing the questionnaire's inventory data among the statistical population and entering the data in SPSS software version 20, the final reliability (Cronbach's alpha) was calculated. The 0.86 alpha's figure was obtained in the research for the 58 questions of the questionnaire using Cronbach's alpha, which represents a high and good credibility for the questionnaire. For data analysis, descriptive and inferential statistics were used by receiving help from the SPSS software version 20. To examine the factors affecting corporate entrepreneurship the Hatling t-test and Friedman variance analysis were used to evaluate the effectiveness of the components.

Findings

The main hypothesis: structural, behavioral and contextual factors affect corporate entrepreneurship in technical and vocational training centers in North Khorasan.

The 0.86 Cronbach's alpha index showed that the structural, behavioral and contextual factors enjoy a high level of unanimity. The mean and standard deviation of each of the factors and the results of statistical comparison are presented in the table below.

| | | | |
|-------|---|-------|-----|
| 0.319 | 2 | 2.888 | 132 |
|-------|---|-------|-----|

Comparing the average ratings in Table 1 shows that the structural factors have had the highest impact on the corporate entrepreneurship and the contextual factors the lowest impact. The Hatling t-test results in Table 2 show that the average difference between the structural, behavioral and contextual factors with the intermediate scores is not significant (P=0/481, F=0/735). This means that having an impact is not statistically significant compared to having no impact. Table 3 shows that there is no significant difference between the impacts of three

factors i.e. the three factors are not different in terms of their impact on corporate entrepreneurship. Based on this, the main hypothesis of research is rejected. It means that structural, behavioral and contextual factors have no impact on organizational entrepreneurship and there is no significant difference among the three factors.

First secondary hypothesis: Structural factors have an impact on corporate entrepreneurship in technical and vocational training centers in North Khorana.

Table 4- Descriptive indices of structural factors' sub-scales

| The average grade | Standard Deviation | Mean | Maximum | Minimum | Variables |
|-------------------|--------------------|-------|---------|---------|---------------------|
| 3.81 | 0.793 | 3.032 | 5 | 1.17 | Strategy |
| 5.22 | 0.777 | 3.383 | 5 | 1.5 | Research |
| 3.28 | 0.778 | 2.841 | 4.67 | 1.33 | Processes |
| 3.22 | 0.532 | 2.801 | 4.75 | 1.5 | Evaluation |
| 3.11 | 0.684 | 2.762 | 4.4 | 1 | Technology |
| 3.98 | 0.747 | 3.078 | 4.75 | 1.5 | Structure |
| 5.38 | 0.683 | 3.369 | 5 | 1.67 | Financial resources |

Table 5 – Hatling t-test results in structural factors' sub-scales

| مختلافی سطح | df2 | df1 | F | Hatling t-test |
|-------------|-----|-----|-------|----------------|
| 0.0005 | 126 | 6 | 31.28 | 195.13 |

Table 6 – Freidman test results in structural factors' sub-scales

| Significance level | Df | Chi-square | Number |
|--------------------|----|------------|--------|
| 0.0005 | 6 | 157.92 | 132 |

Comparing the average ratings in Table 4 show that from among the structural factors, financial resources have the greatest impact and IT technology has the least impact on corporate entrepreneurship. Hatling t-test results in Table 5 indicate that the mean difference of structural factors' seven sub-scales is significant with intermediate scores (P=0/0005, F=31/28). This means that the impact of these subscales compared with their non-influence on corporate entrepreneurship is statistically significant. The results presented in Table 6 also shows that there are significant differences between the effects of seven subscales (P=0/0005, $\chi^2 = 157/92$). The seven scales are different in terms of impact on corporate entrepreneurship. Thus the

first hypothesis of the research is confirmed. This means that the structural factors' subscales have an impact on corporate entrepreneurship and there is a significant difference between the subscales. Among the structural factors financial resources have the greatest impact and information technology has the lowest impact on corporate entrepreneurship.

The second secondary hypothesis: Behavioral factors affect corporate entrepreneurship in technical and vocational training centers in North Khorasan.

Table 7- Descriptive indices of behavioral factors' subscales

| The average grade | Standard DDeviation Deviation | Mean | Maximum | Minimum | Variables |
|-------------------|-------------------------------|-------|---------|---------|--------------------------|
| 3.85 | 0.806 | 3.168 | 5 | 1.11 | Managers' chracteristics |
| 3.89 | 0.643 | 3.117 | 4.83 | 2 | Employees Motivation |
| 3.82 | 0.656 | 3.334 | 4.38 | 1.38 | Corporate culture |
| 2.68 | 0.727 | 2.843 | 4.67 | 1 | Employees Education |
| 3.59 | 0.876 | 3.123 | 5 | 1.5 | Leadership method |
| 3.17 | 0.668 | 2.886 | 4.88 | 1.63 | Employees characteristic |

Table 8-Hatling t-test results in behavioral factors' subscales

| معناداری Level | df2 | df1 | F | Hatling t-test |
|----------------|-----|-----|------|----------------|
| 0.0005 | 127 | 5 | 9.83 | 50.71 |

Table 9 – Freidman test results in behavioral subscales

| Significance level | Df | Chi-square | Number |
|--------------------|----|------------|--------|
| 0.0005 | 5 | 46.21 | 132 |

Comparing the average rating in Table 7 shows that from among the behavioral factors, employees' motivation has the greatest impact and employees' training has the least impact on corporate entrepreneurship. Hatling t-test results in Table 8 indicate that the difference between the six subscales of behavioral factors is significant with middle scores ($P=0/0005$, $F=50/71$). This means that these subscales have a statistically significant impact on corporate entrepreneurship as compared with their non-influence.

The results presented in Table 9 also shows that there is a significant difference between the effectiveness of six subscales ($P=0/0005$, $\chi^2 = 46/21$). The six subscales are Table 10 - Descriptive indices of contextual factors' subscales

different in terms of their impact on corporate entrepreneurship. Therefore, the second hypothesis of the research is confirmed. This means that behavioral factors' subscales have an impact on corporate entrepreneurship and there is a significant difference between these subscales. Among behavioral factors, employee motivation has the greatest impact and employees' training has the least impact on corporate entrepreneurship.

The third secondary hypothesis: The contextual factors affect corporate entrepreneurship in technical and vocational training centers in North Khorana.

| The average grade | Standard DDeDeviation Deviation | Mean | Maximum | Minimum | Variables |
|-------------------|---------------------------------|-------|---------|---------|---------------------------------|
| 2.15 | 0.818 | 3.068 | 5 | 1 | Communication with the clients |
| 2.32 | 0.722 | 3.227 | 4.67 | 1.67 | The ruling political atmosphere |
| 1.53 | 0.504 | 2.703 | 3.75 | 1.25 | Socio-cultural environment |

Table 11 – Hatling t-test results in contextual factors' subscales

| معناداری Level | df2 | df1 | F | Hatling t-test |
|----------------|-----|-----|-------|----------------|
| 0.0005 | 130 | 2 | 33.92 | 68.36 |

Table 12 – Freidman test results in contextual factors' subscales

| Significance level | Df | Chi-square | Number |
|--------------------|----|------------|--------|
| 0.0005 | 2 | 51.15 | 132 |

Comparing the average rating in Table 10 shows that from among the contextual factors, the political environment of government has the greatest impact and socio-cultural environment has the least impact on corporate entrepreneurship. Hatling t-test results in Table 11 indicate that the difference between the six subscales of contextual factors is significant with middle scores ($P=0/0005$, $F=33/29$). This means that these subscales have a statistically significant impact on corporate entrepreneurship as compared with their non-influence. The results presented in Table 12 also shows that there is a significant difference between the effectiveness of six subscales ($P=0/0005$, $\chi^2 = 51/15$). The three subscales are different in terms of their impact on corporate entrepreneurship. Therefore, the third secondary hypothesis of the research is confirmed. This means that contextual factors' subscales have an impact on corporate entrepreneurship and there is a significant difference between these subscales. Among contextual factors, the political environment of government has the greatest impact and socio-cultural environment has the least impact on corporate entrepreneurship.

Findings

The main hypothesis' findings that structural, behavioral and contextual factors affect organizational entrepreneurship in technical and vocational training centers in North Khorasan show structural factors have the greatest impact and contextual factors have the lowest impact on corporate entrepreneurship. Hatling t-test results indicate that the difference between the structural, behavioral and contextual factors is not significant with intermediate scores, i.e. these three factors are not different in terms of the impact on corporate entrepreneurship. Thus the main hypothesis of the research is rejected. It means that the structural, behavioral and contextual factors have no impact on organizational entrepreneurship and there is no significant difference among the three factors. The result of the first secondary hypothesis that structural factors affect corporate entrepreneurship in technical and vocational training centers in North Khorasan show that from among the structural factors (financial resources with an average rating of 5/38, research and development with the score of 5/22, organizational structure with a score of 3/98, strategy with a score of 3/28, performance evaluation with a score of 3/22, processes and methods with a score of 3/28, and IT with the

score of 3/11) financial resources have the greatest impact and IT has the lowest impact on corporate entrepreneurship. Hatling t-test results indicate that the structural factors' seven subscales enjoy a significant mean difference. This means that the impact of these subscales compared with their non-influence is statistically significant on corporate entrepreneurship. Results indicate that there are significant differences between the effects of seven subscales. The seven scales are different in terms of impact on corporate entrepreneurship. Thus, the first hypothesis of the research is confirmed. It means that structural factors' subscales are effective on corporate entrepreneurship and there are significant differences between the subscales. From among the structural factors financial resources have the greatest impact and IT has the lowest impact on corporate entrepreneurship. The results of this research are somehow in coordination with the studies conducted by Dehghan (2012) and Howard (2004).

The test results of the second secondary hypothesis that behavioral factors have an impact on organizational entrepreneurship in technical and vocational training centers in North Khorasan show that from among the behavioral factors (motivation of employees with an average rating of 3/89, managers' characteristics with a score of 3/85, organizational culture with an average score of 3/82, leadership style with the average rating of 3/59, the employees' characteristics with a score of 3/17, the employees' education with 2/67), the staff motivation has the greatest impact and staff training has the least impact on corporate entrepreneurship. Hatling t-test results' difference is that the average difference of behavioral factors' six subscales is significant with the middle scores. This means that the impact of these subscales compared with their non-influence is statistically significant on corporate entrepreneurship. The results indicate that there is a significant difference between the effectiveness of the six subscales. The six subscales are different in terms of impact on corporate entrepreneurship. Thus the second secondary hypothesis of the research is confirmed. This means that behavioral factors' subscales have an impact on corporate entrepreneurship and there is a significant difference between the subscales. From among behavioral factors, employees' motivation has the greatest impact and employees' training has the least impact on corporate entrepreneurship. The results of the research are somehow coordinated with the studies conducted by Samadian (2010). The test results of the third secondary hypothesis that the contextual factors have an impact on organizational entrepreneurship in technical and vocational training centers in North Khorasan show that from among contextual factors (the government's political environment with an average rating of 2/32, communication with the clients with a score of 2/32, and socio-cultural environment with the score of 1/53), the government's political environment has the greatest impact and the socio-cultural environment has the least impact on corporate entrepreneurship. Hatling t-test results indicate that the average difference between contextual factors' three subscales is significant with intermediate scores. This means that the impact of these subscales compared with their non-influence is statistically significant on corporate entrepreneurship. The results

indicate that there is a significant difference between the effectiveness of six subscales. The three sub-scales are different in terms of the impact on corporate entrepreneurship. Thus the third secondary hypothesis of the research is confirmed. This means that the contextual factors' subscales have an impact on corporate entrepreneurship and there is a significant difference between the subscales. From among the contextual factors the governmental political environment has the greatest impact and socio-cultural environment has the least impact on corporate entrepreneurship. The test results of the research are somehow in coordination with Hosseini-Fahraji (2011). Therefore, due to the role corporate entrepreneurship plays in economic development, many governments try to lead and encourage more organizations towards entrepreneurial activities taking advantage of their facilities and their research achievements. Corporate entrepreneurship makes an organization pioneer in socio-economic developments by identifying opportunities and maximum use of them. Therefore, it seems that organizations need a practical model to develop entrepreneurship, which according to the findings in relation to the factors affecting organizational entrepreneurship in technical and vocational training in North Khorasan, the following solutions and recommendations are provided:

The following suggestions are offered in this regard:

- Providing finance and all-out support by the government to encourage organizations towards entrepreneurship
- Paving the way for the investors to support profitable ideas of corporate entrepreneurs to develop the organization
- The establishment of an entrepreneurial financial system by providing operational budgeting and accrual accounting, accelerate the process of budget allocation, using appropriate methods for predicting revenue and expenses, a reduction in proportion of current expenditure to development expenditure and increase coordination with managers and decision makers of financial issues.
- Creating a research and development unit and paying attention to applied research with long-term results and avoiding short-term results
- Supporting individuals and employees who wish to voluntarily participate in the research and development affairs of the organization.
- Creating a system of meritocracy and the use of creative people with high management capabilities at various levels of the organization
- Deployment of forces based on their expertise and interests and better utilization of their capacity
- Separation of duties and prevent interference with the duties and exercise of every unit
- Creating organizational entrepreneurial strategy by focusing on the needs of the people skills, identifying opportunities and potentials as well as entering new areas and create new functional logical relationship between new applied politics and relevant to the policy administration system
- Creating methods and processes which facilitate complex and cumbersome rules and thereby facilitate entrepreneurship and present new initiatives.
- Improving the entrepreneurial processes through preparing a program to reform the organization's expertise working

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methods and common priority programs, particularly with respect to precision, speed, quality and customers.

- Performing regular evaluation of the performance of the Administration and its affiliated centers and provide feedback in order to improve the procedures and requirements of the organization
- Holding ICT and entrepreneurship training classes in order to develop strategies, policies and long-term quality plans in the structure of organization
- Modern technologies could greatly affect the employees of an organization like the technical and vocational training centers in North Khorasan. Therefore, it is recommended that these technologies are regularly included in the working situations and it is very important to understand people's potential reactions to these technologies in their workplace.
- Raising accountability and administrative ethics, professionalism and work ethic of the staff as well as managers of the organization through creating motivation and enhancing their capabilities
- Providing amenities such as long-term, low-interest loans for the purchase of housing and cars, etc., and other amenities for employees in order to increase incentives for entrepreneurship
- Raise the morale and motivation of employees through paying bonuses and compensating their services as well as for performing high quality services and duties
- Improving the status of the system of recommendations to promote the spirit of cooperation and collaboration among employees and enhance their sense of responsibility
- Paying attention to the issue of merit in appointments system and non-discrimination
- The use of innovative techniques to increase the ability of staff to deal with organizational challenges
- Promoting the culture of trust and organizational commitment and accountability among employees, managers, clients and agencies
- Enhancing the value of the organization's work for employees and for those who come to their organization
- Holding entrepreneurship training courses for employees in order to achieve optimum performance
- The development of employees' skills leading to the establishment of good relations between employees and managers. The desirable relations will result in welcoming and facilitating flexibility and innovation.
- Engaging people and creative staff in the planning and scoping of the organization
- Taking specialized courses for people to increase their skills
- Delegating more authority to creative and entrepreneurial individuals in the organization as compared to the individual and regular workers
- Raising the spirit of independence and the spirit of the decision-making and accountability by delegating some responsibilities to them
- Encouraging and rewarding employees that are creative and innovative in their work.
- Creating a safe environment for risk-taking employees for them to turn to innovative works and not to be afraid of the consequences of failure.
- Playing a role of policy-making and support to the development of entrepreneurship in the community.
- Establishment and strengthening of values, attitudes and entrepreneurial behavior, in the form of policies and

incentive - advocacy - educational programs at all levels and social strata

- Adjusting lawful - legal framework to the needs and requirements of entrepreneurship development in different times
- The government, through the Ministry of Education and Training Systems and its affiliates can introduce the concept of entrepreneurship in terms of economic and social issues, or the topic of entrepreneurship development could be included in the schools' curriculum and taught as one of the lessons to students who are interested in learning entrepreneurship for them to assess their capabilities.
- Corporate entrepreneurship in educational institutions, especially technical and vocational education needs executive education methodology for close cooperation between industry and university and technical and vocational training (in the face of severe social pressures resulting from the rapid growth of technology and shortage of skilled manpower in the today's world).

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