The Effect of Managers’ Characteristics on their Organizational Entrepreneurship Level in Mahshahr Petrochemical Special Economic Zone

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Abstract
The aim of the present study is to explore the effect of managers' characteristics on their organizational entrepreneurship in Mahshahr Petrochemical Special Economic Zone. For this purpose, a number of 300 of the employees' of Mahshahr Petrochemical Special Economic Zone were selected by using random simple sampling method and responded to the questionnaire. Content validity of these questionnaires was confirmed by professors and experts in this field and their reliability also has been calculated by using Cronbach's alpha test which is equal to 0.86. Finally, the data collected from these questionnaires were analyzed by using one-sample t-test and the results indicated that dimensions of managers' characteristics have a significant effect (p<0.01) on the level of their organizational entrepreneurship.

Keywords: managers' characteristics, organizational entrepreneurship, Mahshahr Petrochemical

Introduction
Todays, entrepreneurship is the main driving factor in economic development and is one of the features of a healthy economy (Druker, 1995). This concept can occur when an individual or a group of individuals start an economic activity or it will occur inside an organization already operating that the later type is known as organizational entrepreneurship (Moghimi, 2005).

Organizational entrepreneurship is based on the ability of an organization in learning through discovery of new knowledge and exploiting the existing knowledge (Zahra and Bogner, 1995) and rapidly in changing into a selective weapon for so many of organization specially large organizations. Organizational entrepreneurship is also an effort for creating entrepreneurial mentality as well as skills and off course integrating these characteristics and mentalities into organizational culture and activities that public sector is not also an exception in this regard (Feizbakhsh, 2004).

Literature review
Public sector and administrative system of a country are among its main contexts for growth and development and are among the main tools and instruments for implementation of activities and duties of governments. Therefore, inefficiency in this sector will create multiple problems for a society. Therefore, in general it can be said that the main characteristics of Entrepreneurial organizations equip them with a set of capacities that, in addition to enabling them to enhance their efficiency and productivity enables them to better exploit the available opportunities and a higher conformity with their surrounding environment. The term, entrepreneurship often has been used for private and commercial sector. However, today it has made its way into public sector management as well that mainly is the result of the importance of the government role in societies and effort for creating a revolution in public organizations and improving their performance (Zampetakis & Moustakis, 2005).

Among the most important characteristics of today's world, extensive change has increased complexities and competition can be mentioned. Organizations in today's world are operating and
working in a complex environment as well as a dynamic one. Large and constant changes are among the features of this business environment that pronounces the necessity of paying attention and coordination with this environment (Worthington and Britton, 2006).

Here, it is important that academic circles and following the economic factors pay attention to entrepreneurship concept as a solution for maintaining and elevating success factors in business. Todays, this concept, after passage of a few decades from its emergence, has entered so many intellectual and scientific branches and has managed to find a top position for itself (Antoncic & Prodan, 2008). Rapid development of concepts related to entrepreneurship is so much that currently so many fields are being considered as a subcategory of entrepreneurship topic in academic circles or have been studied as new research fields that one of the most important of these fields and areas is organizational entrepreneurship (Ireland et al., 2009).

Organizational entrepreneurship seeks to make use of entrepreneurship potentials for developing and growing the existing agencies and organizations. This topic is one of the most important factors that play a key role in survival, profitability, growth and renovation of organizations. An agency or organization for its success with relying on organizational entrepreneurship should try to develop its new products and technologies. Organizational entrepreneurship is considered as one of the main factors of organizations' success, because it plays a fundamental role in survival, growth and performance of organizations. In other words, today the role of organizational entrepreneurship in growth and perfection of small and large agencies has been established very well (Dess et al., 2003).

Complexity, dynamism and constant environmental changes have forced today's organizations to have strategic planning and a long-term perspective of future so that on its basis they can review and revise their goals and planning (Hagen, 2002). Among the existing concepts in strategical studies, Entrepreneurship Strategy can be mentioned. This strategy provides some solutions for revitalization and making existing organizations more innovative (Cooper et al., 2000). Entrepreneurship strategy allows organizations to be more innovative, creative and accountable in their decision makings (Meyer & Heppard, 2000). Organizations with pursuing their entrepreneurship strategies place themselves in position that can, in a frequent and systematic manner, recognize entrepreneurial opportunities and exploit them (Kuratko et al., 2013), and for its achievement, it is necessary to employ qualified and competent managers that their characteristics can be so much determining.

Every organization is established with the aim of realizing a goal or goals and all its functions and tasks are predicted for different roles that are performed with the aim of realizing these goals. One of the most important factors that can guarantee the realization of organizational goals is organizational effectiveness. This effectiveness, to a great extent, is dependent on efficient governance of organizations by the manager of that organization. The level of effectiveness has a direct relationship with the performance of the manager and when the manager is aligned with the realization of goals and desirable outcomes of the organization, effectiveness has been realized. The need to management and leadership is felt in all the areas of social activities and is critical. This need, especially in economic systems, has a huge importance because economy is one of the infrastructures for a country's movement that, in this regard, the need to manages with prominent features can be very helpful (Gholami, 2009).

Considering the above-mentioned factors and the importance and necessity of organizational entrepreneurship for different organizations, the studies conducted by the author has revealed that unfortunately so far no study has been conducted for studying the effect of managers' characteristics and features on the level of organizational entrepreneurship. To this end, the present study seeks to explore the effect of managers features on their organizational entrepreneurship level in Mahshahr.
Petrochemical Special Economic Zone and, in fact, the main research question in this study is whether managers’ characteristics have a significant effect on their organizational entrepreneurship. For a better clarification of the topic, first, a number of empirical studies related to this field of study are mentioned below and then the research model, method, findings and conclusion are presented.

Dehghan et al., (2012) in their study with the title of "a study of effective factors on organizational innovation and entrepreneurship in Medical Science Universities in Iran" have found out that three groups of factors namely, structural, behavioral and contextual are effective on organizational innovation and entrepreneurship in Medical Science Universities in Iran that their general status is average in these universities.

Nazem and Parsa Moeen (2010), in their study entitled "predicting the level of organizational commitment on the basis of entrepreneurship and its dimensions" have found that in general there is a positive and significant correlation between entrepreneurship and dimensions of organizational commitment.

Rezwani et al. (2010), in their study entitled "outcomes of organizational entrepreneurship strategies in non-governmental public organizations" have found that the conceptualization of organizational entrepreneurship strategy on the basis of actual data indicate that the outcomes of the occurrence of this strategy includes 12 basic conceptual propositions in the open coding stage and 3 conceptual propositions in central coding stage including performance excellence, human resources excellence and customers' excellence that lead to creating new public value as final output in Tehran's Municipality.

In another study, Donyae et al. (2010), entitled "effective factor on enhancement and development of entrepreneurship in agricultural cooperatives of Zanjan Province" have found that, from the perspective of the managers of these cooperatives provision of financial and tax supports, revision of banking rules and regulations and adapting it to the requirements of entrepreneurs and establishment of national document of entrepreneurship development are among the most important factors for entrepreneurship enhancement in agricultural cooperatives. Also, according to the analytical results of this study, there is a significant relationship between entrepreneurship score of cooperative managers and the level of education of board of directors as well as between the entrepreneurship score and success rate of cooperatives and the total number of cooperatives' members. The results obtained from ANOVA test also indicate that entrepreneurship score of agricultural cooperatives in different cities significantly differs with one another.

Hosseini et al. (2010) in their study with the title of "identification and analysis of entrepreneurship barriers in Higher Agricultural Education from the point of view of students in postgraduate students in Tehran province" have found that lack of governmental supports from agricultural occupations are one of the most important barriers of graduates employment in agricultural sector. In addition, factor analysis of entrepreneurship barriers in universities has classified these barriers in five main groups of factors that these factors in total explain 61.6% of the total variance. The most important identified factor in this study is “supporting that explains 17.8% of the total variance. This factor includes some barriers such as lack of agricultural facilities, equipment and lands for practical works, lack of education equipment and tools and also lack of laboratory tools and equipment. Then, educational, planning, policy-making and human factors have explained a higher level of total variance, respectively.

Stama et al. (2014) in their study conducted on entrepreneurship and performance of companies have concluded that most of the conducted studies indicated a significant and positive relationship between organizational entrepreneurship dimensions and organizations' performance. Also, a number of factors such as organizational environment and managers skills and competencies in management have determined organizational entrepreneurship.
Komppula (2014) in his study conducted on the effect of entrepreneurship on competition development in tourism industry has found that entrepreneurship can have useful and new results for tourism organizations, revealing the necessity of making use of entrepreneurs more than ever.

Gangaiah and Viswanath (2014) in their study conducted on effect of managers' features on their entrepreneurship level, have found that managers' features have a significant effect on their entrepreneurship level and it can be said that entrepreneur managers always have better qualities and features.

Methodology

Based on the conducted studies on theoretical and empirical principles of the study and considering the article that has been used as the base article for the present study, conceptual model of the present research is presented as per figure 1.

![Research conceptual model](Gangaiah & Viswanath, 20014)

The present study is an applied research in terms of goal and aim; it is a descriptive study in terms of method and in terms of way of conducting is a survey study.

Statistical population and sample

Statistical population of the present study included 1150 employees working in Mahshahr Petrochemical Special Economic Zone and among them 300 individuals were selected by using simple random sampling method and were studied as research sample.

Instrument of the study

In this study, for data collection, an author-made questionnaire including 10 dimensions adopted from Gangaiah and Viswanath (2014) were used. It is expected that they will have a significant effect on organizational entrepreneurship. Content validity of this questionnaire was confirmed by experts and professors of this field and it reliability was also been tested with the use of Cronbach's alpha test which is equal to 0.86 indicating a suitable and appropriate reliability of the research questionnaire.

Research findings

Descriptive findings of this study indicate that 96% of employees under this study are male and 4% are female employees that among them 58.66% have associate degree and lower, 37.34% have
have bachelor degree and 4% have master degree. Also, 57.66% of the employees have less than 5 years of service, 9.33% have 6-10 years of service, 28.34% have 11 - 15 years of service, 1% have 16-20 years of service and 3.67% have more than 20 years of service.

In order to study the effect of managers' features on their entrepreneurship level in Mahshahr Petrochemical Special Economic Zone, One-sample t-test was used. Table 1 indicates the results.

**Table 1: Effect of managers' features dimensions on organizational entrepreneurship level**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Df</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family status</td>
<td>3.73</td>
<td>299</td>
<td>20.735</td>
<td>.00</td>
</tr>
<tr>
<td>Educational status</td>
<td>4.41</td>
<td>299</td>
<td>51.179</td>
<td>.00</td>
</tr>
<tr>
<td>Self-confidence</td>
<td>4.40</td>
<td>299</td>
<td>42.579</td>
<td>.00</td>
</tr>
<tr>
<td>Managers status</td>
<td>4.22</td>
<td>299</td>
<td>48.621</td>
<td>.00</td>
</tr>
<tr>
<td>Managers interaction</td>
<td>4.12</td>
<td>299</td>
<td>47.623</td>
<td>.00</td>
</tr>
<tr>
<td>Entrepreneurial concerns</td>
<td>4.38</td>
<td>299</td>
<td>56.651</td>
<td>.00</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>4.36</td>
<td>299</td>
<td>58.260</td>
<td>.00</td>
</tr>
<tr>
<td>Entrepreneurship development plans</td>
<td>4.52</td>
<td>299</td>
<td>77.076</td>
<td>.00</td>
</tr>
<tr>
<td>Social networks</td>
<td>3.74</td>
<td>299</td>
<td>17.799</td>
<td>.00</td>
</tr>
<tr>
<td>Managers risk power</td>
<td>4.38</td>
<td>299</td>
<td>51.910</td>
<td>.00</td>
</tr>
</tbody>
</table>

Due to the fact that questionnaire items in this study are five-options items, assumed average for these dimensions in this stage was considered as "3". By comparing the obtained results that all of them are above this average value of 3, we can say that managers' features dimensions have a significant effect (p<0.01) on their organizational entrepreneurship level in Mahshahr Petrochemical Special Economic Zone.

**Conclusion and recommendations**

Challenges and extensive changes that public organizations face have made strategic management and planning an inevitable necessity for them. It is because these organizations should develop and implement strategic plans for enhancing the level of their services to their customers and maintaining their position as a necessity that one of the success factors in this path is having aware and efficient manpower (Gangaiah & Viswanath, 2014). On the other hand, developing Entrepreneurial culture and supporting entrepreneurs is a necessity for progress and creating employment.

Organizational entrepreneurship can improve financial indicators of performance such as the return on assets and company's growth and development especially in highly-dynamic markets. Organizational entrepreneurship activities creates opportunities for learning new skills that allow a company to revive its activities and compete in an effective manner (Cook, 1995). From Schumpeter's perspective, entrepreneurship has three features: first, it is perceivable before-hand, second, forms long-term events and outcomes and third, frequency and repetition of entrepreneurial events depends on relative quality of manpower, individual decisions, behavioral actions and patterns (Fu & Yu, 2001).

It should be emphasized that from the beginning of 1990s, we have been witnessing some changes and transformations in public sectors of countries in such a way that hierarchical and bureaucratic management of public affairs that was dominant in most of the years of 20th century is turning to a kind of flexible and efficient public administration. This process is a multi-dimensional change that is supported by a new paradigm known as entrepreneurial management (Kearney et al., 2008). The features of this type of management can have a significant effect on organizational
entrepreneurship of managers and the results of the present study have also shown that managers' features dimensions have a significant effect (p<0.01) on their organizational entrepreneurship level in Mahshahr Petrochemical Special Economic Zone and this finding is also consistent with the results of previous studies.

Transformational Leadership refers to a type of leadership that leaders have divine gift and provide their followers with spiritual motivation and a special attention. Transformational leaders create a dynamic organizational vision that often requires a transformation in cultural values for a better reflection of innovation. Transformational Leadership also seeks to establish a relationship between individual and collective interest so that it can allow subordinates working toward noble objectives (Matlabi Asl, 2007).

Transformational leaders have the potential to unite their followers and also change their goals and beliefs. Also, these leaders provide their followers with a picture of future vision. Since, these leaders have the ability to form a bright and needed vision, most likely they are able to motivate their employees for participating and taking part in that vision as well. Transformational leaders motivate their subordinates for performing tasks beyond their expectations that this can improve their own performance as well as their subordinates (Matlabi Asl, 2007).

References
Dehghan, R., Talebi, K., & Arabion, A. (2012). A study regarding the effective factors on organizational innovation and entrepreneurship in Medical Sciences University in Iran, Payavard-e Salamat, 6 (1), 22-33.