

The Link between Personal Characteristic and Organizational Entrepreneurship of Schoolmasters (Case Study: Schoolmaster of Education Office of Rasht)

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ABSTRACT

Innovation and entrepreneurship for sustainable development require scientific, logical, dynamic, comprehensive and durable view. The emergence of entrepreneurship requires appropriate situation and knowing its techniques is inevitable for any kind of organization. Innovation organizations have the some culture; all of them encourage experience, they reward success and failure. These organizations control the environment closely and response to changes as soon as possible. Managers personal characteristics are important because of their direct effect on the activities of the organization members and are one of the most effective factors in entrepreneurship which should be noted.

The aim of this article is studying the link between personal characteristics of the managers and organizational entrepreneurship of schoolmasters of public schools in Rasht /Gilan. Regarding what mentioned above, five personality and organizational entrepreneurship statistical population of this study is the schoolmasters of public schools in Rasht and sampling method is simple randomization by maintaining the portion of each region. To test the hypotheses, correlation coefficient and regression are used; finally all of the hypotheses are confirmed. For statistical test, SPSS software is used.

KEY WORDS: Personality, organizational entrepreneurship, Education, Rasht schools.

INTRODUCTION

Today, innovative people as entrepreneurs are making big changes in industrial, production and service areas. Developing entrepreneurship means economical progress. So focusing on this important issue is important, since entrepreneurship- by their outstanding characteristics- can provide necessary sources for development in different files such as production and human resource, offer opportunities for new jobs and businesses, and increase the scope of production and services by industrial innovation. Since the role of entrepreneurs in economical and social by development is important, in many developed and developing countries, governments try to encourage those who have entrepreneurial activities. Entrepreneurs, by using their skills in recognizing opportunities and moving toward developing them, are the real pioneers in making a change in economical and social situation. (Simon Parker, 2009, P.193)

Entrepreneurship

Schumpeter used the expression of entrepreneurship as we know it today, for the first time. This economist who is called the father of entrepreneurship science, believed that economic development in a system is possible when people – by taking a risk-innovate, and there by new methods and solutions replace the old ones. Innovative ideas of Schumpeter along with information revolution and the beginning of ultra industrial era became important; because entrepreneurs as those who can make a change and as entrepreneurship process agents were on focus.

Entrepreneurship views the element of change as a usual phenomenon and always seeks for it, react to it and use it as an opportunity. They move resources from areas which have low profitability to those which have higher profitability. (Ramirez & Vargas, 2010, P.140)

The word "entrepreneurship" means success. It means modern productions, innovations, quality and services. Within a company, this word refers to a special kind of high spirits, vitality and virtue. (SaeediKia, 1385, P.20)

Organizational entrepreneurship or Entrepreneurial organizations

Organizational entrepreneurship refers to developing the entrepreneurial behavior in an organization which is established before. In this kind of entrepreneurship, a company or organization provides an environment in which members can participate in entrepreneurship. Through which productions and services by innovation processes emerge through establishing Entrepreneurial culture. (Pardakhtchi, 1385, P.15)

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Organizational entrepreneur is an individual who acts as an entrepreneur in a large organization, he/ she introduces and produces productions, services and new processes, thus increase the profitability of the products of the organization and makes them develop. (Jeffrey & Baron, 2000, P.148)

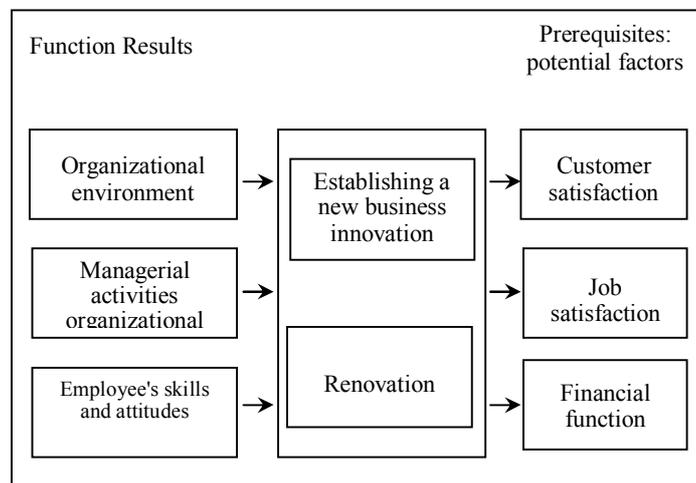
"Schumpeter" believes that major organizational entrepreneur's activities include developing new production and service, introducing new production methods, recognizing new markets, Finding new resources and improving the organization.

Entrepreneurship and entrepreneurial organizations always act regarding their own competition situation, focus more their own resources and pay more attention to what they don't know rather than what they do (For example investing in research and development).

They evaluate themselves with future views not with the standards which belong to the past and do not let the past limit their future.

The fact is that of something is not accomplished in the past, it is impossible to be used in the future, and if something is accomplished in the past, doesn't mean that to be continued in the future. (Samad Aghayi, 1378, P.20-21)

These changes will result in new directions; Entrepreneurial organizations know that old ways lead to bankruptcy. So, change is an opportunity not a threat. Establishing an entrepreneurial organization is not easy. The whole organization, group's activities, and finally large organizations entrepreneurs should be considered. Organizational entrepreneurship requires not only to focus on qualitative and quantitative goals but also to focus a people, because most often, employees are not subjects in reality. In many cases, employees are the key of compatibility and change, because they have the necessary information for effective change. Establishing an entrepreneurial organization requires considering future rather past. This can be achieved by studying job opportunities, not the hazards which company may face (Strandhalm & Kumar, 1994, P. 60-64).



Figure(1) Organizational Entrepreneurship Model
(Strandhalm & Kumar, 1994, P. 60-64)

Intrapreneurship

In book "entrepreneurship forms" has been introduced the meaning of entrepreneurship in the organizations. This kind of entrepreneur refers to a person who works in the organizations. These entrepreneurs introduce and produce new productions and services, which results in the development of the company.

Different studies show the entrepreneur who works in an organization, expert it to support and promote entrepreneurship to achieve long term success.

It is necessary to mention two important facts about entrepreneurship in the organizations here. First the process which an organizational entrepreneur has in his/ her mind is different from the process which an independent entrepreneur thinks about. It is true that the concept of entrepreneur works in more flexible and broader economic markets. This difference has special advantage and disadvantages for any kind of entrepreneurship forms.

Second, entrepreneurship occurs within an organization which prevents entrepreneurship. In other words, many organizations are not able to provide an environment for entrepreneurship. Entrepreneurs have to find success among people who don't want to help them, or can't stand their success! So, entrepreneurs of the organizations are deprived from the support of their organizations in their entrepreneurial activities.

But, this lack of support is not important. If the manager can provide suitable processes and behaviors in an organization, Entrepreneurs of the organization will work in and appropriate environment. Organizational entrepreneurship can be created, promoted, managed, and supported (Jeffrey & Baron, 2000, P.145, 148).

Personality

Personality is on internal essence which has controlling force. It is the personal characteristics which determine the ability of the people to adapt external environment (Dougherty & Cheung, 2008, P.654).

Kettle in defining personality says: "personality is something which makes it possible to predict what a person will do in a given situation" (Khormaei et al, 1385, P.80).

Personality is a concept which people use it continuously in their everyday life. Salvatore Maddi defines personality as: "personality is a collection of relatively constant trends and characteristics which determines similarities and differences in psychological behavior (Thoughts, feelings and actions) of people which are permanent regarding time and may be not understood at that time easily as the consequences of social and biological pressures.

Personality pattern based on the big five Model

In personality characteristics literature, the link between all kinds' pf features is the discussion which exists so far. But, much broader, the big five model, is more acceptable (Dong & Wang, 2009, P.872).

Although, Mayer personality test lacks of documents which confirm it, in the case of the pattern based on 5 major personality factors, it is not possible to claim such a thing. This pattern is known as "Big Five".

In recent years, many researchers were conducted about these five major personality factors and the result was confirmed. These five factors include:

1. Extraversion: intimate, Talkative, one who continuously express himself/ herself.
2. Agreeableness: Kindhearted, one who has cooperation spirit and is trustworthy.
3. Conscientiousness: responsible, reliable, effective, and always looking for achieving success.
4. Neuroticism: Calm, passionate, feels safety in times of tension, nervous, anxious, sometimes feels insecure.
5. Openness: He/she believes that others help him/ her, humanitarian, one who has the sprint of sympathy and help for others.

The big five model, is supported by many researchers and excessively is used in experimental studies such as management organization, sociology and clinical diagnosis, etc (Kathuria & Steohenj, Porth, 2003, P.260).

Cultural and environmental barriers for entrepreneurship

People, because of being affected by interactive processes resulted from internal and external factors, face entrepreneurial barriers, which separating them and finding their origins, because of mutual affect between human and situation, is very difficult. This barrier: can be divided into two parts; the first one includes cultural components, second part includes the environment which a person is in it; this environment can have a structure which deprive him from any kind of authority and independence.

One of the major barriers for entrepreneurship is people's attitude toward it. This can be viewed from the cultural point of view: some societies can not stand change and criticism and always try to resist change and repress criticism. In these kinds of societies, people, from their childhood, learned to resist criticism and to have negative view about it. School, family and other institutions promote this negative view as well.

Another important barrier for entrepreneurship is lack of knowledge people should participate in different specialized courses in and out of their countries to gain necessary knowledge (Pirasteh fard, 1380, P.32).

Personal features and entrepreneurship

Personality traits and ... Entrepreneurship is the most effective method for changing managerial approach and style, through which "bureaucrat" movement converts to entrepreneurial management and culture. Entrepreneurial managers play an important role in economic development and change, In fact, entrepreneurship is the main factor for innovation. Today's organizations need the managers who tend to challenge existing normality, they can not accept the responsibly and consequences of their actions (Jahangiri et al., 1387, P.88).

Personal characteristics of the managers and important because they affect directly the activities of the organization members, it is one of the effective factors for entrepreneurship which should be considered. Personality is one of human life aspects that let us predict how one, in a given situation, behaves (Narimani et al., 1386, P.77).

It should be stated that in developing countries, such as Iran, public sector dominates most activities and it is responsible for the decrease in growth of the whole society. Education is one of these sectors which are important and its dynamism should be considered. Using entrepreneurship forces in this sector can lead to a developed country. Managers, in under developed countries, are not a ware of their vital role. They should plan for future by relying of innovation and using entrepreneurship.

Table (1): Research literature review

Serial	Year	Researcher(s)	Research little	Applied method	Results and findings
1	2007	Pooran Raeisi et al.	The link between personality traits of the managers and entrepreneurship in health organizations which have related to Tabriz medical school	Pierson correlation coefficient	There is positive and meaningful link. It is necessary to promote and develop good personality traits
2	2005	Homa Shirzadi Esfahani	Studying the link between organizational atmosphere of the schools with entrepreneurship spirit of the student	Pierson correlation coefficient	There is a positive meaningful relation
3	2008	Vahid Mafi	The role of social capital in entrepreneurship process	Multiple regression	Social capital affects entrepreneurship process
4	2008	Mohammad Narimani et al.	Personality traits and job satisfaction among Ardabil universities employees	Correlation coefficient test and regression	There is meaningful relation

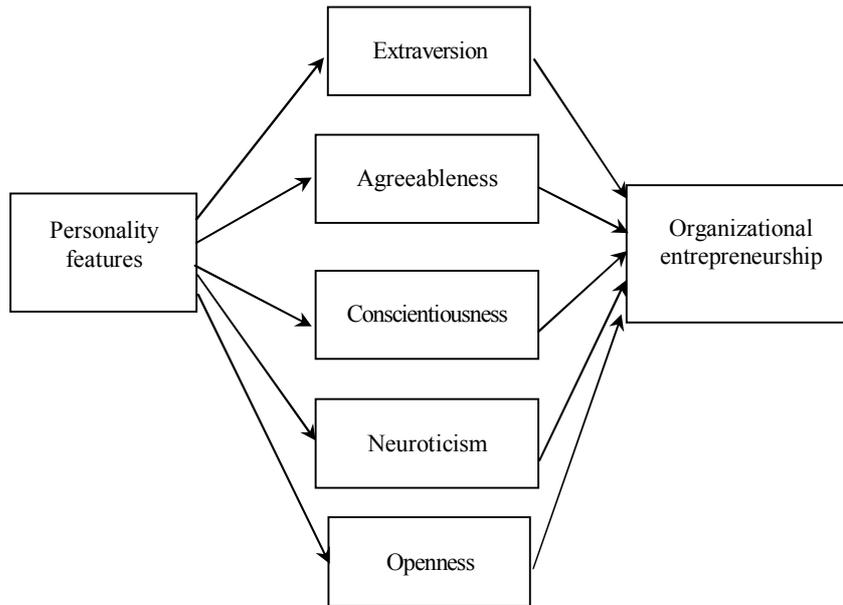


Figure (2): Analytical model of the research

Research Hypotheses

Regarding the literature and theoretical principles of the research and the discussions mentioned before, these hypotheses are introduced:

Main Hypothesis

There is a link between personality features of schoolmasters and organizational entrepreneurship.

This research introduces five sub hypotheses

1. There is a link between extraversion schoolmaster and organizational entrepreneurship.
2. There is a link between schoolmasters who are agreeableness and organizational entrepreneurship.
3. Conscientiousness links schoolmasters to organizational entrepreneurship.
4. Neuroticism links schoolmasters to organizational entrepreneurship.
5. There is a link between Openness schoolmaster and organizational entrepreneurship.

MATERIALS AND METHODS

Methodology of this research is maturational, descriptive- analytic and the data is gathered by the questionnaire.

In order to study the normality of personality and organizational entrepreneurship indices, in this research, Kolmogorov-Smirnov test, and to analyze the data, Pierson correlation coefficient and regression, are used.

Statistical population of this research is all the schoolmasters of public schools in Rasht.

For calculation the sample size in this research, the Cohen, Morgan, Krejcie table is used. Based on this table, since the whole number of the schoolmasters of the statistical population is 490, 220 are selected as sample. Sampling method is random sampling. In order to distribute these samples, the portion of each school in each region is determined. To evaluate the variations, the questionnaire with S- option scale is used. Although both questionnaires are standard, in order to find a method and evaluating the validity of the questionnaires are studied by experts and after correction, confirmed by them. To determine the reliability of the questionnaires, by stressing inner conformity of the questions, Cronbach Alpha is used. For each group of questions related to each variable, SPSS software is applied and confirmed with high value. Personality has five dimensions, in order to evaluate each dimension, 12 questions are introduced. So the questionnaire for personality features has 60 questions and organizational entrepreneurship questionnaire include 22 questions. Answer range used in this questionnaire is:

Table(2): Qualitative features and numerical values of the questionnaire choices

Qualitative range	Very low	Low	Mean	High	Very high
Numerical value	1	2	3	4	5

RESULTS AND DISCUSSION

Descriptive data showed in table (3), are gathered after analyzing questionnaire's data.

Table (3): Result from questionnaire's data

Personality dimensions and entrepreneurship	Lowest score	Highest score	Resulted mean	Expected mean
Neuroticism	12	45	29.03	36
Extraversion	31	53	42.76	36
Openness	22	48	36.31	36
Conscientiousness	35	60	51.13	36
Agreeableness	32	58	46.19	36
Entrepreneurship	64	109	89.29	66

This paper studies the link between managers /schoolmasters personal characteristics and organizational entrepreneurship, so one main hypothesis and five minor hypotheses are introduced, to test the main hypotheses. Multi-variable regression test; and to test minor hypotheses, Pierson correlation coefficient test, are used. To analyze the results, SPSS statistical software is applied. The results show that all the hypotheses are confirmed. In the main hypothesis we claimed that there is a meaningful relation between personal characteristics and organizational entrepreneurship.

Table (4): Regression test for organizational entrepreneurship and personal fractures

Kind of test	Correlation Coefficient (R)	Determination Coefficient(R) ²	Adjusted Determination Coefficient	Error Deviation Assessment
Regression	0.511	0.262	0.244	7.486

Sig.	t	Standard Coefficients	Non-Standard Coefficients		Personal Features
		Beta	Error Deviation	B	
0.000	6.912	-	10.606	73.306	Constant Value
0.000	3.614	0.263	0.134	0.486	Extraversion
0.223	1.223	0.109	0.122	0.150	Agreeableness
0.001	3.363	0.266	0.115	0.385	Conscientiousness
0.380	-0.864	-0.080	0.126	-0.109	Neuroticism
0.000	3.885	0.232	0.102	0.397	Openness

Regarding table (4) and the results from multi-variable regression statistical test, the meaningfulness level is less than 0.05 and the degree of relation between personal feature, and entrepreneurship is 51.1%. Thus, personal characteristic can predict organizational entrepreneurship and our claim are confirmed. As table 3 shows, when 5 variables come into model simultaneously, two variables (Agreeableness and Neuroticism) have no relation with dependent variable, while in pervious hypotheses it is observed that each variable, by its own, relates to organizational entrepreneurship. This of the relation between dependent variables, these variables have no relation with dependent variables but the model is still meaningful.

Table (5): Results of hypotheses testing

Number of the hypotheses	Meaning fullness level	R	R ²	Kind of relation	Result
1	0	0.401	0.161	Positive	Confirmed
2	0.003	0.20	0.040	Positive	Confirmed
3	0	0.385	.0148	Positive	Confirmed
4	0	0.287	0.083	negative	Confirmed
5	0.001	0.226	0.051	Positive	Confirmed

According table (5), all five hypotheses are confirmed by confidence coefficient of 99%. Since the meaningfulness level is less than 0.5 and calculated T is more than the T of the table, there is a meaningful link between personality aspects and organizational entrepreneurship. Hypothesis 4 has reverse relation: by increasing emotional stability, organizational entrepreneurship will decrease.

Conclusion and Suggestions

This paper by using Neo big five model, and by considering five factors (extraversion, agreeableness, Openness, neuroticism, conscientiousness) and organizational entrepreneurship based on Ireland and Bringer organizational entrepreneurship model, seeks for the link between personality features and organizational entrepreneurship.

Regarding research hypotheses – which are confirmed- we suggest that:

- 1) Since there is a positive link between the variables of extraversion and organizational entrepreneurship, it's better that organizational: use managers who can communicate easily with others by speaking to them, these

- people should be on positions which are active; they should know how to ask help from others in order to achieve their goals. They should be happy and self confident.
- 2) Regarding the positive relation between the variables of agreeableness and organizational entrepreneurship of the managers, its better that organization, in order to increase the entrepreneurship, apply those in managerial positions who behave politely and respectfully. They should not be selfish or jealous, on the contrary they should be competitive and optimistic, they should respect others feelings and thoughts, finally they should be nice and likable.
 - 3) Since there is a positive link between the variables of conscientiousness of the managers and organizational entrepreneurship, the organization should be careful in selecting managers, it should choose those who are punctual, those who have systematic view in doing their job. They should be trustworthy, honest, creative, useful and responsible.
 - 4) Regarding the reverse link between the variable of neuroticism for the managers and organizational entrepreneurship the organization, in order to increase its organizational entrepreneurship, should be those managers who are self confident, and can stand pressure and stress. They should be self- controlled. In case of failure, they should not become disappointed.
 - 5) Since there is a positive link between the variables of Openness and organizational entrepreneurship, organization should assign those as managers who are realistic, they should always look for better ways to do things and don't be afraid of testing new methods, they should be curious and involved in many cases.

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