RELATIONSHIPS BETWEEN PERSONAL QUALITIES, ORGANIZATIONAL FUNCTIONS, ENVIRONMENTAL FACTORS, AND SUCCESS OF ENTREPRENEURS IN IRANIAN SMALL MANUFACTURING FIRMS

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BY

YAGHOOB MAHARATI

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DEDICATION

This thesis is dedicated to:

My Family:

My Mother, My Wife, and My Children
Scholars and practitioners constantly report on the significance of research on entrepreneurship in upholding the performance of small industries. Nevertheless, little has been established in the literature on entrepreneurial studies in the Iranian context. Hence, this has induced the present research to explore the relationship between personal qualities, organizational functions, and environmental apprehension with a moderator role of national culture on the success of entrepreneurs in small manufacturing firms in Iran. To fulfil the aims of the research, a quantitative research design with self-administered questionnaire was employed. The respondents were selected from the directory of small manufacturing firms provided by Iran Small Industries & Industrial Parks Organization (ISIPO). Based on the probability sampling design, 600 entrepreneurs were chosen across all the regions in Iran to participate in the study. The mail survey yielded 240 completed responses, which were included in the final analysis. The objectives of the study were reviewed using appropriate descriptive and inferential statistical procedures. The results of the
analysis revealed that entrepreneurs with high need for achievement, high level of risk taking, and high locus of control are more successful than those with low level of these qualities. On the other hand, this study found a significant positive linear relationship between personal qualities and entrepreneurs’ success in terms of growth (i.e., sales, employee, and profit) and survival. Interestingly, the relationship between organizational function, governmental support system, and entrepreneurs’ success was found to be significant, positive, and linear. Besides, the relationship between personal qualities and entrepreneurs’ success in terms of growth was completely found to be moderated by the national culture (i.e., human orientation, assertiveness, and performance orientation) within the small manufacturing firms in Iran. In addition, the findings of this study spawn remarkable implications for both the theory and practices. This study supports previous research findings that small entrepreneurial companies’ success is a multi-dimensional construct. Thus, the success of entrepreneurs in small companies needs to be addressed at individual, organizational, and environmental levels. Furthermore, the moderating role of national culture remains vital and cannot be compromised in future research. Hofstede’s extended framework, i.e., the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) research programmed, which was adopted in this study, proves that the acquaintance on national culture helps entrepreneurship progression.
Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

HUBUNGAN ANTARA KUALITI PERBADI, FUNGSI ORGANISASI, FACTOR PERSEKITARAN DAN KEJAYAAN USAHAWAN IRAN DALAM FIRMA PERKILANGAN KECIL

Oleh

YAGHOOB MAHARATI

Disember 2010

Pengerusi: Profesor Raduan Che Rose, PhD

Fakulti: Sekolah Pengajian Siswazah Pengurusan

Ahli akademik dan para pengamal sentiasa melaporkan kepentingan penyelidikan mengenai keusahawanan dalam meninggikan prestasi firma perkilangan kecil. Tetapi hanya sedikit liputan literatur yang dilaporkan dalam konteks negara Iran. Oleh yang demikian, ini menggalakkan penyelidikan ini untuk mengenal pasti hubungan antara kualiti peribadi, fungsi organisasi dan kebimbangan persekitaran dengan peranan budaya kebangsaan sebagai penyederhanaan dalam kejayaan usahawan firma perkilangan kecil di Iran. Untuk mencapai matlamat kajian, kaedah kuantitatif telah dipilih dan soal selidik digunakan. Responden telah dipilih dari direktori yang dibekalkan oleh Iran Small Industries & Industrial Parks Organization (ISIPO). Dengan berpandukan kepada reka bentuk pensampelan kebarangkalian, 600 usahawan telah dipilih dari pelusuk tempat di Iran untuk menyertai penyelidikan ini. 240 soal selidik telah diterima melalui mel dan digunakan dalam analisis akhir. Matlamat kajian ini telah diulas dengan menggunakan prosedur statistik deskriptif dan berdasarkan inferens. Hasil analisis kajian ini menunjukkan usahawan dengan
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In the name of God. The most merciful and compassionate. In the name of the one who gave me the power to complete this dissertation and greatest greetings to our respected prophet Mohammad (A.S.) and his clan.

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I certify that an Examination Committee met on 22nd December, 2010 to conduct the final examination of Yaghoob Maharati on his Doctor of Philosophy thesis entitled “Relationships between Personal Qualities, Organizational Functions, Environmental Factors, and Success of Entrepreneurs in Iranian Small Manufacturing Firms” in accordance with Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U. (A) 706] 15 March 1998. The Committee recommends that the candidate be awarded the Doctor of Philosophy degree. Members of the Examination Committee are as follows:

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or any other institutions.

YAGHOOB MAHARATI

Date:
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