



Institutionalizing Entrepreneurship in Side Industries of Agriculture in Khuzestan Province, Iran

Ahmadreza Ommani

Received: 29 June 2016,
Accepted: 08 October 2016

Abstract

The purpose of this study was assessment of institutionalizing level of entrepreneurship in citrus processing and complementary industries in Khuzestan Province, Iran. The method of research was descriptive. The statistical population comprised managers of complementary and processing industry of citrus products in Khuzestan Province (N=75). For the purpose of this study, a census was conducted and opinions of all managers were studied. The main instrument in this study was a questionnaire the validity of which was established by a panel of experts and its reliability coefficient was obtained by using a Cronbach's alpha (0.89). Institutionalizing level of entrepreneurship was assessed by three subsections that include: continuity, comprehensiveness and becoming a social reality. Based on the results, the level of continuity, comprehensiveness, and becoming a social reality, respectively, was low (2.4-2.6), moderate (2.83-2.85), and moderate (2.71-2.84). Based on the results, the correlation between participation in extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, the level of education and entrepreneurship institutionalizing was significant. In addition, multivariate regression analysis showed that the variables of participation in extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, and the level of education had explained 63.6 percent ($R^2=0.636$) of entrepreneurship institutionalizing' changes.

Keywords:
agricultural Side Industries, entrepreneurship institutionalizing, regression analysis

INTRODUCTION

The institutionalizing is a stable, continuous, and desirable utilization of a phenomenon. In the process of institutionalizing, a phenomenon will become a social reality, continuous action, and comprehensive subject (Berger & Luckmann, 1966, Scott, 2001, Zucker, 1983). Institutionalizing of entrepreneurship plays a key role in the development of entrepreneurship and innovation in companies (Morris & Trotter, 1990). Entrepreneurship is a phenomenon that leads to the emergence of opportunities for advancement in the organization and provides a new value for the client by fostering creativity and encouraging optimal use of resources (Kamalian et al., 2011). Lee and Peterson (2000) believe that if corporate managers, at the time of development of strategies, use entrepreneurial behavior, companies will face with a very bright future than now. Indeed, entrepreneurship is the key element in economic development (Toma et al., 2014) and a valid and important subject of study for development scholars (Naude, 2014). Kazemi Mianroodi (2011) indicated that covering costs of entrepreneurship activities by the government; contributing workshops about entrepreneurship; providing tax breaks for entrepreneurship service companies; raising existing spirit of collaboration between members; having access to land, and preparing distribution channels for production were the most important elements in entrepreneurship development in agricultural advisory services companies. Rokneddin Eftekhari et al. (2009) contended that the demographic and economic factors are important factors that greatly affect development of entrepreneurship. Movahedi and Charkhtabian (2013) believed that creativity and innovation, willingness to work, confidence, risk taking, and work ethics were as the most important characteristics for becoming an entrepreneur and a self-employed person for the agricultural extension and education experts. Darmadji (2016) argued that agricultural entrepreneurship, as a new strategy, could play an effective role in supporting agricultural development and self-sufficiency programs. Many researchers believe that innovation and entrepreneurship in the agricultural sector has a

strong emphasis on competence development in agriculture (McElwee, 2008; Rudmann, 2008). Entrepreneurship is an important factor in improving the socio-economic situation. From an economic perspective, entrepreneurship has an important role in increasing production. Entrepreneurship, through the creation of new opportunities and optimal use of resources, affects economic development (Mohapatra et al., 2007). From a social perspective, entrepreneurship has an important role in the development of employment and social capital (Mohapatra et al., 2007). Along the same line, Lans et al. (2014) concluded that investment in entrepreneurial competence among farmers play an important role in agricultural development. Nazem et al. (2010) suggest that there is a relation between knowledge management and entrepreneurship among agricultural extension workers. Accordingly, entrepreneurship can be developed by mechanisms of knowledge management in the organization. In addition, several studies have shown that psychological characteristics (Khalili, 2000; Ommani, 2014; Postigo, 2002, Wagner, 2007), economical characteristics (Toma et al., 2014; Volery & Muller, 2006), social characteristics (Barani et al., 2010), educational characteristics (Khalili, 2000; Sharifzadeh et al., 2006; Yaghoubi Farani et al., 2013) and personal characteristics (Riahi & Qadiri Masoom, 2004), too, Movahedi and Charkhtabian (2013) believed that creativity and innovation, willingness have had an effect on entrepreneurship.

Conceptual Framework

Based on literature review that was conducted, little research carried out on assessment of institutionalizing level of entrepreneurship in agriculture. Hence, in this study, was investigated the institutionalizing level of entrepreneurship incitrus processing and complementary industries in Khuzestan Province, Iran. Accordingly, the conceptual framework was developed based on a review of the related literature and purposes (see Figure 1). The personal, psychological, economic, and educational characteristics were considered as independent variables. The components of CF included:

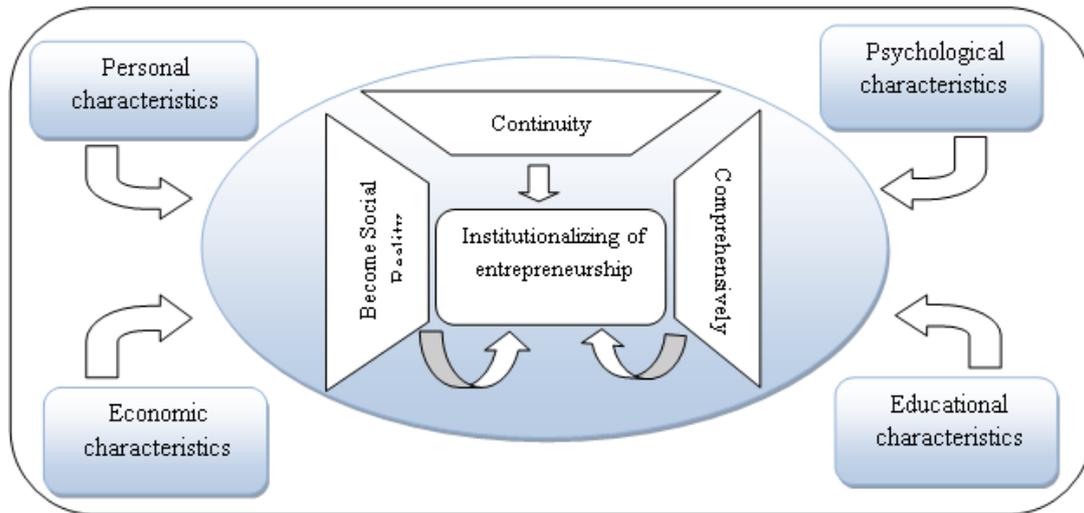


Figure 1: Conceptual Framework

Institutionalization of entrepreneurship: becoming a social reality, comprehensively, continuity.

Personal characteristics: age, experience, attitude to entrepreneurship

Psychological characteristics: risk taking, accountability, competitiveness, tendency to be creative.

Educational characteristics: level of Education and participation in extension programs

Economic characteristic: income.

MATERIALS AND METHODS

The type of research, based on the objectives just outlined, was applied research. The method of research was descriptive. The statistical population of research comprised managers of complementary and processing industry of citrus of Khuzestan Province (N=75). For the purpose of the present study, a census method was used, and the opinions of all managers were studied. The main instrument in this study was questionnaire whose validity was confirmed by a panel of experts and its reliability coefficient was calculated by using a Cronach's alpha (0.89). In this study, the effect of institutionalizing entrepreneurship level as a dependent variable was assessed by the help of three subsections of the questionnaire, namely: continuity, comprehensiveness, and becoming a social reality. These items were analyzed on a Likert scale (1=strongly disagree, 2=disagree, 3=moderate, 4= agree, 5= strongly agree). The numbers of these questions were nine items. After calculating

the points obtained on these items, the total score reported was between 9 to 45. This range was divided to five categories:

Very low: 9-16.2

Low: 16.2-23.4

Moderate: 23.4-30.6

High: 30.6-37.8

Very high: 37.8-45

The instrument consisted of six separate sections to suit the purpose and objectives of the present study. The first section was developed to gather data on the effect of institutionalizing entrepreneurship in processing and complementary industries of citrus products. Managers were asked to rate their viewpoints on a five-point Likert-type scale: 1=very low, 2=low, 3=medium, 4=much and 5=very much. Regression model and path analysis were employed for analyzing the collected data. Data collected were analyzed by using the Statistical Package for the Social Sciences (SPSS v20).

RESULTS

Institutionalizing entrepreneurship

To analyze institutionalization of entrepreneurship, different items in the three subsections (continuity, comprehensive and become social reality) were answered by the respondents. The results indicate moderate level of this item (see Table 1 below). Items were prioritized based on the mean scores. Five of the top priorities included:

1- It is necessary that all persons should be aware of the principles of entrepreneurship.

Institutionalizing Entrepreneurship in Side Industries of Agriculture / Ommani

Table 1
Level of Entrepreneurship Institutionalizing in Citrus Processing and Complementary Industries

Subsections of institutionalizing	Items	Mean*	SD
Continuity	Continued emphasis on entrepreneurship development	2.60	1.32
	On continuing education of entrepreneurship is emphasized	2.40	1.28
	The continuous development to create new ideas for the development of new methods of work is emphasized	2.47	0.96
Comprehensively	It is necessary that all persons should be aware of the principles of entrepreneurship	2.85	0.86
	Educational programs are done for inclusion of entrepreneurship.	2.83	1.09
	They are tending to work in high standards.	2.84	1.05
Become social reality	Entrepreneurship is a requirement for the success of any organization in the community	2.84	1.13
	Entrepreneurship should be accepted as a reality in society and must be developed	2.80	0.97
	All employees should be knowing or considering the entrepreneurship as important element in productivity	2.71	1.04

*1=strongly disagree, 2=disagree, 3=moderate, 4= agree, 5= strongly agree

2- Entrepreneurship should be accepted as a reality in society and must be developed.

3- They are tending to work in high standards.

4- All employees should be knowing or considering the entrepreneurship as an important element in productivity.

5- Entrepreneurship should be accepted as a reality in the society and must be developed.

Based on the results of Table 2, 46.67% of individuals believed that the level of institutionalizing was very low, 22.67% reported low, 16% reported moderate, 9.33% explained high and 5.33% of persons stated very high.

Requirements for Institutionalizing Entrepreneurship

For analyzing the conditions required for institutionalization of entrepreneurship, different requirements in three subsections (continuity, comprehensive and become social reality) in were investigated. For example, concerning the

section examining about current situation of "development of entrepreneurial spirit among employees", the reported mean was 2.46, and the SD was 0.98. This result indicates low level of this item (Table 3).

Based on the results summarized in Table 4, 52% of the respondents believed that the level of requirements for institutionalizing entrepreneurship was very unsatisfactory, 21.33% revealed undesirable, 12% reported moderate, 8% explained desirable and 6.67% of persons stated very desirable.

Correlation matrix

Based on the results, the status of all subsystems of entrepreneurship institutionalizing was low or moderate. For assessment of correlation between dependent and independent variables, the spearman correlation coefficient was reported. Based on the results, correlation between participation in extension programs, accountability,

Table 2
Grouping Participants Based on Overall Response to Entrepreneurship institutionalizing in Citrus Processing and Complementary Industries in the Khuzestan province

overall attitude	Frequency	Percent	Cumulative percent
Very low	35	46.67	46.67
Low	17	22.67	69.33
Moderate	12	16	85.33
High	7	9.33	94.67
Very high	4	5.33	100
Total	75	100	

Institutionalizing Entrepreneurship in Side Industries of Agriculture / Ommani

Table 3

Level of Requirement Conditions of Entrepreneurship Institutionalizing in Citrus Processing and Complementary Industries

Subsections of institutionalizing	Requirement situation	Current situation		Desired situation	
		Mean*	SD	Mean*	SD
Continuity	Development of entrepreneurial spirit among employees	2.46	0.98	4.54	1.09
	Encouragement of entrepreneurs in terms of material and spiritual	2.69	0.86	4.45	1.12
	Continuous training of employees in entrepreneurship	2.75	1.02	4.12	1.07
	Avoid stagnation and continued development of creative thinking	2.54	1.04	4.65	1.21
	According to achievement and achievement of the goal as the beginning of another activity	2.86	1.12	4.76	1.06
	Prospecting and development activities with optimal use of resources	2.56	0.92	4.65	0.97
	According to systems thinking	2.83	1.05	4.89	0.98
Comprehensively or universality	Training in the fundamentals of entrepreneurship	2.75	1.07	4.33	0.87
	Preparing the ground for the development of creativity among employees	2.53	1.04	4.39	1.07
	Public involvement in decisions related to the development of creativity	2.79	0.88	4.48	1.06
	Benefits of public employees, of advantage of entrepreneurship	2.26	0.96	4.98	1.12
Become Social Reality	Create incentives for the development of entrepreneurship	2.78	1.08	4.67	1.23
	Consider entrepreneurship as an important element in the efficiency of group	2.18	1.06	4.56	0.89
	Create the conditions for the conviction to entrepreneurship among public employees	2.95	1.09	4.72	0.95
	Develop pragmatism in entrepreneurship and not merely idealism	2.60	1.12	4.71	0.99
	Creating optimal conditions to tend to the development of entrepreneurship	2.71	1.06	4.39	1.20

*1=strongly disagree, 2=disagree, 3=moderate, 4= agree, 5= strongly agree

risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, as well as level of education and entrepreneurship institutionalizing was significant (Table 5).

Regression analysis

Based on regression analysis participation in

extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, level of education may well account for 63.6% changes ($R^2=0.636$) in the level of entrepreneurship institutionalizing. As regards Variance Inflation Factor (VIF), it can be argued about co-linearity statistics. If

Table 4

Grouping Participants Based on Overall Responses to Current Situation of Requirement Situation Entrepreneurship Institutionalizing in Citrus Processing and Complementary Industries

overall attitude	Frequency	Percent	Cumulative percent
Very undesirable	39	52	52
Undesirable	16	21.33	73.33
Moderate	9	12	85.33
Desirable	6	8	93.33
Very desirable	5	6.67	100
Total	75	100	

Institutionalizing Entrepreneurship in Side Industries of Agriculture / Ommani

Table 5
Correlation Matrix of Variables

	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁
Entrepreneurship institutionalizing (X ₁)	1										
Income (X ₂)	0.069	1									
Age(X ₃)	0.065	0.335**	1								
Level of Education(X ₄)	0.349**	0.432**	0.045	1							
Experience(X ₅)	0.103	0.289	0.189	0.067	1						
Participation in extension programs (X ₆)	0.289**	0.478*	0.539**	0.534**	0.034	1					
Tendency to be creative(X ₇)	0.383**	0.341*	0.498**	0.396**	0.051	0.519**	1				
Risk taking(X ₈)	0.469**	0.352*	0.390**	0.056	0.419*	0.612**	0.618**	1			
Accountability(X ₉)	0.275**	0.109	0.049	0.041	0.012	0.342**	0.481**	0.493*	1		
Competitiveness(X ₁₀)	0.523**	0.194	0.309**	0.036	0.018	0.412**	0.187*	0.081	0.371**	1	
Attitude to entrepreneurship (X ₁₁)	0.379**	0.098	0.439**	0.054	0.083	0.391**	0.076	0.061	0.051	0.496**	1

**p<0.01, *p<0.05

Table 6
Regression Analysis Between Dependent and Independent Variables

Independent Variables	B	SEB	Beta	t	p-value
Participation in extension programs	7.560	2.345	0.712	3.974	0.0008
Accountability	2.712	2.567	0.347	4.459	0.0010
Risk taking	5.673	2.657	0.785	3.477	0.0009
Tendency to be creative	2.346	3.674	0.564	2.758	0.0001
Attitude to entrepreneurship	7.674	2.569	0.457	2.398	0.0000
Competitiveness	3.459	1.674	0.608	4.874	0.0004
Level of education	2.345	1.563	0.348	4.577	0.0010
Constant	8.832	3.872	----	5.565	0.0000

Durbins' Watson= 2.136, Condition Index=5.372

VIF is less than 10, co-linearity will not be significant. As the results show, the amount of co-linearity is less than 10 for the predictor variable in the last stage of regression analysis. Considering to quantity of beta (β) can be arbitrated ratio and proportion predictor variables in explanation of dependent variable. Quantities of beta (the fourth column in Table 6) show that the variables of participation in extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, and the level of education had explained 63.6 percent ($R^2=0.636$) of entrepreneurship institutionalizing' changes.

Path analysis

Path analysis is used to describe the directed dependencies among a set of variables. This includes models equivalent to any form of multiple regression analysis, as well as more general families of models in the multivariate analysis of variance and covariance.

In addition to being thought of as a form of multiple regression focusing on causality, path analysis can be viewed as a special case of structural equation modeling (SEM) one in which only single indicators are employed for each of the variables in the causal model. That is, path analysis is SEM with a structural model, but no measurement model. Other terms used to refer to path analysis include causal modeling, analysis of covariance structures, and latent variable models. A path coefficient indicates the direct effect of a variable assumed to be a cause for another variable assumed to be an effect. Path coefficients are standardized, because they are estimated from correlations (a path regression coefficient is unstandardized). Path coefficients are written with two subscripts.

Effects of the independent variables on the dependent variable:

1) Participation in extension on entrepreneurship institutionalizing:

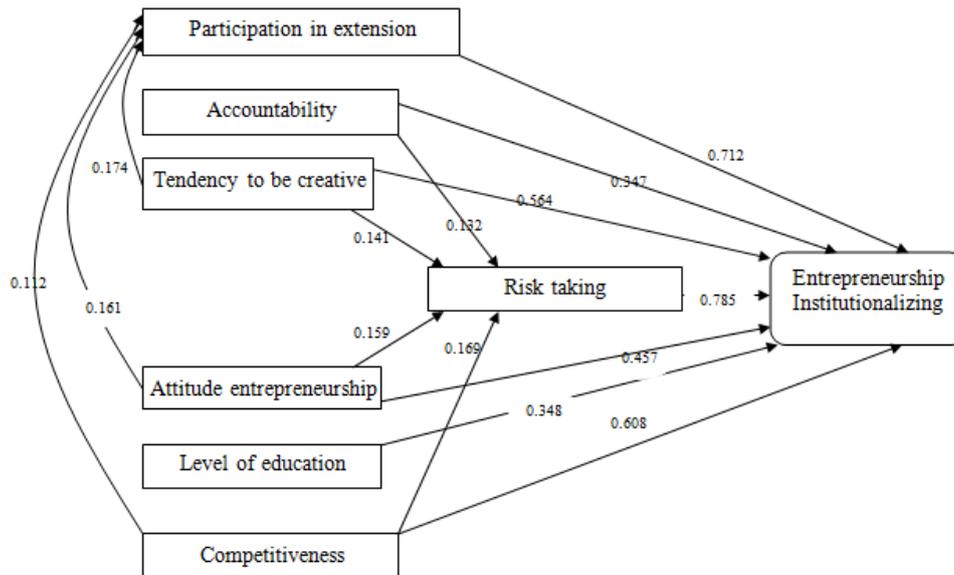


Figure 1. Path Analysis of Entrepreneurship Institutionalizing

Direct Effect= $P_{81}=0.712$

2) Accountability on entrepreneurship institutionalizing:

Direct Effect = $P_{82}=0.347$

Indirect Effect= $P_{72} \times P_{87}=0.132 \times 0.785=0.104$

Total effect- $0.347+0.104=0.451$

3) Tendency to be creative on entrepreneurship institutionalizing:

Direct Effect= $P_{83}=0.564$

Indirect Effect= $(P_{73} \times P_{87}) + (P_{13} \times P_{81}) = 0.141 \times 0.785 + 0.174 \times 0.712 = 0.111 + 0.124 = 0.235$

Total effect- $0.564+0.235=0.799$

4) Attitude to entrepreneurship on entrepreneurship institutionalizing:

Direct Effect= $P_{84}=0.457$

Indirect Effect= $(P_{74} \times P_{87}) + (P_{14} \times P_{81}) = 0.159 \times 0.785 + 0.161 \times 0.712 = 0.125 + 0.115 = 0.240$

Total effect- $0.457+0.240=0.697$

5) Level of education on entrepreneurship institutionalizing:

Direct Effect= $P_{73}=0.348$

6) Competitiveness on entrepreneurship institutionalizing:

Direct Effect= $P_{86}=0.608$

Indirect Effect= $(P_{76} \times P_{87}) + (P_{16} \times P_{81}) = 0.169 \times 0.785 + 0.112 \times 0.712 = 0.133 + 0.078 = 0.211$

Total effect- $0.608+0.211=0.819$

DISCUSSION AND CONCLUSION

As shown by the results of the present study, the status of all subsystems of entrepreneurship institutionalizing was low or moderate. For assessment of correlation between dependent and independent variables the spearman correlation coefficient was reported. Based on the results, correlation between participation in extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, level of education and entrepreneurship institutionalizing was significant. Based on regression analysis participation in extension programs, accountability, risk taking, tendency to be creative, competitiveness, attitude to entrepreneurship, and level of education may well account for 63.6% changes ($R^2=0.636$) in the level of entrepreneurship institutionalizing. Part of this finding was supported by Khalili (2000), Riahi and Qadiri Masoom (2004), Sharifzadeh et al. (2003). Yaghoubi Farani et al. (2013) who contended that what can be gleaned from the analysis of the results was that the creative spirit, success seeking motivation, risk-taking, and independence could be strengthened by making the best use of behavioral entrepreneurial trainings. It is clear that the goal of entrepreneurship education and training is to transfer knowledge and skill from entrepreneur to the individuals, to finally develop their entrepreneurial attitudes. Improved psychological characteristics

such as risk taking, competitiveness, accountability for innovation through workshops, and specialized training and scientific visits will play an important role in the entrepreneurship institutionalizing. In the present study, the results have demonstrated a positive and significant relationship between the dimensions of psychological characteristics and entrepreneurship institutionalizing. Researchers also explored the cognitive characteristics of entrepreneurship (Yan et al., 2008). Individuals perception and interpretation of style, access to information, as well as decision-making were reported to have played an important role in entrepreneurship, and the influence of individuals' cognitive style on opportunity recognition, risk identification, as well as the characteristics of cognitive changes in various start-up stages were established (Mitchell, 2002).

ACKNOWLEDGEMENT

This research was supported by the Shoushtar Branch, Islamic Azad University of the Islamic Republic of Iran through a grant offered to Ahmad Reza Ommani. The author wants to express his heartfelt gratitude for this support.

REFERENCES

- Barani, S., Zarafshani, K., Del-Angizan, S., & HosseiniLorgani, S.M. (2010). The impact of entrepreneurship education on entrepreneurial behavior of students Payam-Noor University of Kermanshah: Structural equation modeling approach. *Research and Planning in Higher Education*, 57, 85-105
- Berger, P. L., & Luckmann, T. (1966). *The social construction of reality*. New York: Doubleday and Company, Inc.
- Darmadji, H. (2016). Entrepreneurship as new approach to support national agriculture development program to go self sufficient food. *Agriculture and Agricultural Science Procedia*, 9, 72 – 82.
- Kamalian, A.R., Yaghoubi, N. M., & Elyaskordi, A. (2011). Entrepreneurship development in the organization and its role in entrepreneurship strategy. *European Journal of Humanities and Social Sciences*, 1(1), 50-65.
- Kazemi Mianroodi, F. (2011). Factors affecting the development of entrepreneurship in agricultural advisory services of Iran. *International Journal of Agricultural Science and Research*, 2(4), 11-15.
- Khalili, T.M. (2000). *Management of technology: The key to competitiveness and wealth creation*. Boston, Mass: McGraw-Hill.
- Lans, T., Van Galen, M. A., Verstegen, J.A.A.M., Biemans, H.J.A., Mulder, M. (2014). Searching for entrepreneurs among small business owner managers in agriculture. *NJAS - Wageningen Journal of Life Sciences*, 68, 41-51.
- Lee, S.M., & Peterson, S.J. (2000). Culture, entrepreneurial orientation, and global competitiveness. *Journal of World Business*, 35,401-416.
- McElwee, G. (2008). A taxonomy of entrepreneurial farmers. *International Journal of Entrepreneurship and Small Business*, 6, 465–478.
- Mitchell, R. K. (2002). Toward a theory of entrepreneurial cognition: Rethinking the people side of entrepreneurship research. *Entrepreneurship Theory and Practice*, 27, 93-104.
- Mohapatra, S., Rozelle, S., & Goodhue, R. (2007). The rise of self-employment in rural China: Development or distress? *World Development*, 35(1), 163-181.
- Morris, M. H., & Trotter, J. D. (1990). Institutionalizing entrepreneurship in a large company: A case study at AT&T. *Industrial Marketing Management*, 19 (2), 131-139.
- Movahedi, R., & Charkhtabian, T. (2013). Identifying entrepreneurship abilities in agricultural extension and education specialized credits. *International Journal of Agriculture and Crop Sciences*, 5(23), 2845-2851.
- Nazem, F., Karimzadeh S & Qaderi. E. (2010). Examine the relationship between, knowledge management and organizational health with entrepreneurship employees in the organization of Insurance. *Social Research*, 3(9), 89-115.
- Naude, W. (2014). Entrepreneurship and economic development: Theory, evidence and policy. In Bruce Currie-Alder, Ravi Kanbur, David M. Malone, and Rohinton Medhora (Eds.). *International development, ideas, experience,*

- and prospects (chap., 18, 311-323). Oxford: Oxford University Press.
- Ommani, A.R. (2014). Development of entrepreneurship in complementary and processing industries in Khuzestan Province, Iran. *International Journal of Agricultural Management and Development*, 4(2), 117-122.
- Postigo, S. (2002). Entrepreneurship Education in Argentina: The Case of San Anders University. in Proceedings of the Conference Entitled the Internationalizing in Entrepreneurship Education and Training, Malaysia, July, pp. 8-10.
- Riahi, V., & Qadiri Masoom, M. (2004). Studying the axes and challenges of rural management in Iran. *Geographical Research*, 36 (50), 177-198.
- Rokneddin Eftekhari, A. R., Taherkhani, M., Gheidari, H. (2009). Analysis of the dimensions and factors affecting the development of agricultural entrepreneurship in rural areas, a case study of Khodabande County. *Village and Development*, 12 (3), 72-43.
- Rudmann, C. (2008). *Entrepreneurial skills and their role in enhancing the relative independence of farmers*. Results and recommendations from the research project developing entrepreneurial skills of farmers. Research Institute of Organic Agriculture FIBL., Frick, Switzerland.
- Scott, W. R. (2001). *Institutions and organizations: Foundations for organizational science (2nd Ed.)*. Thousand Oaks, Ca: Sage.
- Sharifzadeh, M., Keshavarzi, A.R., Kamgar Haghghi, A., Amin, S., Keshtkar, S., & Bamdad, A. (2006). Rural domestic water consumption behavior: A case study in Ramjerd Area, Fars Province, I.R. Iran. *Water Research*, 40, 1173 – 1178.
- Toma, S., Grigore, A., & Marinescu, P. (2014). Economic development and entrepreneurship. *Procedia Economics and Finance*, 8, 436-443.
- Volery, T., & Muller, S. (2006). Conceptual framework for testing the effectiveness of entrepreneurship education programs towards entrepreneurial intention. Retrieved from http://www1.kmu.unisg.ch/rencontres/RENC2006/Topics06/A/Rencontres_2006_Volery-MuellerS.pdf
- Wagner, J. (2007). What a Difference a Y makes Female and Male Nascent Entrepreneurs in Germany. *Small Business Economics*, 28, 1 – 21.
- Yaghoubi Farani, A., Pouya, M., Samian, M., & Mirzaei, Kh. (2013). Entrepreneurial properties and tendency of agricultural advisory personnel. *International Journal of Agricultural Management and Development*, 3(2), 101-109.
- Yan, J. W., Ye, X., & Chen, C. F. (2008). An overview on the entrepreneurial mentality of private entrepreneurs. *Psychological Science*, 31, 1503-1506.
- Zucker, L. G. (1983) Organizations as institutions. In S. Bacharach (Ed.). *Research in the Sociology of organizations*. Greenwich, CT: JAI Press.

How to cite this article:

Ommani, A. (2016). Institutionalizing entrepreneurship in side industries of agriculture in Khuzestan Province, Iran. *International Journal of Agricultural Management and Development*, 6(4), 449-457.
URL: http://ijamad.iaurasht.ac.ir/article_526337_baa8496d79349d5e28567922d0014b4d.pdf

