

# Investigating Factors Affecting Entrepreneurship in Agricultural Corporations of Shirvan and Chardavol Towns

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## **Abstract**

The main objective of the present study is investigation of factors affecting development of entrepreneurship in agricultural corporations in Shirvan and Chardavol towns. In order to gain this goal, descriptive correlative research method was used. Statistics population consisted of all members of boards and CEOs of agricultural corporations (350 = N). Using Cochran's formula, 167 members were determined as samples. The sample was randomly determined. The research instrument was a questionnaire which its validity was confirmed by group of experts. To determine its reliability Cronbach's alpha coefficient was used (=0.872). Data were analyzed by SPSS software. In this study, entrepreneurship was measured by four factors of renewal, pioneer in change, risk taking and competitiveness. Results showed that mean score of total entrepreneurship in sample was 2.585 and most people (% 62.8) were placed in weak and too weak levels. Also, based on the results of one sample T-test, mean value of entrepreneurship in corporations was 2.585. This means that amount of entrepreneurship development in corporations is less than average level. Also by using multi-variable regression it was found that independent variables of education, stocks, entrepreneurship experience, income, and work experience have a positive impact on the dependent variable of entrepreneurship in agricultural production corporations.

**Keywords:** entrepreneurship, Factors affecting entrepreneurship, agricultural corporations, and Shirvan and Chardavol towns.

## **1. Introduction**

Population growth in developing countries, reducing existence resources in this country and emergence of social and economic needs lead dilemma of joblessness not only in developing countries but also in industrialized countries. Elimination of unemployment, job creating and

strengthening self-employment methods and society development, have increased Entrepreneurship necessity (Harandi Zadeh, 1389).

One of the most important economic sectors is agriculture which includes significant percentage of GDP. In many developed countries agriculture sector has led to grow other sectors of economy and total economy (Ahmadpoor dariani et al., 1390). There is no different between nature of agricultural entrepreneurship and entrepreneurship in urban environment. Today, agricultural entrepreneurship as a complementary part of economy is a response to recession and problems in agriculture sector (Damianson and Skuras, 1996).

During last decade in Europe, development of agricultural entrepreneurship has been an important policy to increase the value of agricultural production. Therefore, restructuring of agriculture sector as a result of changes in national and international policies, has led to increase demand for entrepreneurial activity among farmers (Borch and Forsman, 2001). In the other hand, entrepreneurship in agriculture sector faces many difficulties and limitations such as land fragmentation and non-profitable exploitation, lack of adequate capital and production tools. Corporations in agriculture sector, by using detailed plan, structure modifications and supportive policies can play an important role in integration of operations, uniting farmers and application of modern techniques, and agricultural entrepreneurship to economize of agricultural productions (Golemohamadi et al., 1386).

Development of Corporations can lead to sustainable employment when it has entrepreneurial nature. Over past few years, governments seriously have tried to encourage entrepreneurship. Development of entrepreneurship regarding to capacities of various agricultural sectors can be helpful in developing of corporations and disciplines efficient use of available agricultural resources and capital. Entrepreneurship Development in Corporations can be useful in capturing and adapting ideas, initiatives and innovations of graduated in agriculture field. It can be the initiation of creating sustainable businesses and effective corporations.

To answer following questions this research has been carried out:

How is the entrepreneurship development level of corporations in Shirvan and Chardavol in recent decades? Which factors do affect on the level of entrepreneurship? How can corporations develop entrepreneurship?

## **2. Theoretical background**

Entrepreneurship is a process to create value trough providing a unique combination of resources to exploit an opportunity (Setevenson et al., 1985). Entrepreneurship implies conceptualization and implementation of an idea, process, product, service or new business. Entrepreneurial agent is an individual or a group which is responsible for transforming entrepreneurial action.

Bommes and Kolb (2004) examined Economic Factors Affecting Entrepreneurship, at two levels of structural positions and personal positions. Structural position implies barriers and opportunities, and personal position pays attention to potentials and limitations. Structural positions include goods and services, access to credit and loans, competitive market and tax rates. Personal positions cover skilled and trained staffs, human capital and income level.

In other division, economic factors affecting agricultural entrepreneurial enterprises include immeasurable and measurable factors. Measurable factors include geographic location, quality of land, size of organization, organizational structure and financial incentives for employees.

Immeasurable factors consist quality of management, leadership style, staffs' attitudes and non-financial incentives for employees (Jancikova, 2004).

Hezarjaribi (1384) studied the psychological aspects of the entrepreneurs and listed their characteristics. The results of Donyaie and his colleagues' research (1389), which studied factors affecting entrepreneurship development in Zanjan agricultural corporations, showed that from managers' viewpoints financial and tax support, modification of banking regulations and composing national strategy plan of entrepreneurship development are the most important factors.

Salimi and Ahmadpour Dariani (1390) studied solutions for improving entrepreneurship in higher education centers.

To gain their goals, they used exploratory and confirmatory factor analysis. The results showed that improving entrepreneurship solutions in high education centers includes five factors: educational, supportive, policy making, informative and communicative, and infrastructural.

The results of Langeroudi and his colleagues' study (1391) with the aim of investigating factors affecting empowerment of villagers, was shown that such following factors will increase entrepreneurship: persistence factor, organizational factor, financial, education, personal autonomy, previous experience, creativity, sense of accomplishment, and the internal center of control.

By reviewing theoretical background of entrepreneurship research it can be concluded that following factors influence on entrepreneurship development: economic factors, social factors, and psychological-personality factors, behavioral factors of management, marketing factors and educational factors. The quantity of entrepreneurship in the present research is measured by four main aspects of renewal, dealing with change, risk taking and competitiveness.

### **3. Methodology**

The present study in terms of purpose, is empirical and in terms of degree of control, is field research and is in terms of data collection is descriptive and non-experimental. Methods of descriptive and correlational research were used to achieve goals.

In this study, board of directors and CEO of active agricultural corporations with more than 2 years work experience were selected as statistic population. Based on available data, this population includes 350 people in 25 to be corporations.

In order to determine the sample size, random sampling through Cochran formula was used ( $p$  &  $q = 0.5$ ;  $d = 0.6$ ). Finally 167 boards of director and CEO were identified as sample to gather data.

In this study, to measure validity of questionnaire, content validity and factorial validity were used. To assess reliability, viewpoints from professors and experts were captured to modify the questionnaire. Also, in this study, Cronbach's alpha was used to measure reliability.

In pilot study, questionnaire was tested by using 30 subjects and validity and reliability tests were carried out in order to modify the questionnaire. Finally reliability coefficient was determined as following.

Table 1 reliability and validity

Sig	Barttelets	KMO	$\alpha$	factors	Sample case
0/000	275/699	0/748	0/837	Economic factor	
0/004	295/981	0/727	0/851	Social factor	
0/000	893/053	0/643	0/798	Cultural factor	Boards of director
0/000	243/146	0/826	0/912	Managerial factor	and CEO
0/000	326/128	0/789	0/910	Marketing factor	
0/000	398/123	0/809	0/859	Training factor	
0/000	456/780	0/812	0/897	psychological factor	

According to Table 1, the concepts used in this study has high reliability which shown that internal correlation between variables is properly reliable. Also Bartlett's test was highly significant and KMO value is at acceptable level.

Data were analyzed by using SPSS software. In addition, for analysis of research data, descriptive (frequency, percentage, standard deviation, mean, and exploratory factor analysis) and inferential (correlation and multiple regression tests) statistics were used.

#### 4. Results and Discussion

##### 4.1. Characteristics of participants

The results of the study showed that the mean age of sample was 31.02 years, while the most prevalent age group was 35 to 40 years (%34.8) and the lowest age group was 25 years (%8.4). Results of statistical analysis showed that %9.7 of education level referred to primary education, %13.9 school education, % 28.44 high school education, %17.3 college degree and %30.57 BA degree and higher education. Mean of agricultural activity of sample case is 17.03 years.

Table 2 frequency distribution of income

Cumulative percent	percen t	frequen cy	shares	Cumulativ e percent	percen t	frequ ency	Main job
24/5	24/5	41	10 تا 1	42/3	42/3	70	Planter
53	28/5	48	20 تا 11	53/2	10/9	18	Farmer
73/5	20/5	34	30 تا 21	60/9	7/7	13	Free
92	18/5	31	40 تا 31	66/3	5/4	9	Architect
100	8	13	50 تا 41	87/9	21/5	36	Government employee
				100/00	12/1	21	Government Retired

Table 3 frequency distribution of work experience in agricultural corporations

Cumulative percent	percent	frequency	Years of related work
67/23	67/23	112	1-5 years

84/79	17/56	29	5-10 years
93/81	9/02	15	10-15 years
100	6/19	11	More than 15years

4.2. Previous experience of entrepreneurship

As shown in Table 3, 59.77% of respondents had no previous experience and 40.23% had previous experience in the field of entrepreneurship. The results also showed that 47.56% of sample case had attended to entrepreneurship courses or classes. About half of the sample had a medium level of familiarity to the entrepreneurial principles.

Table 4 Distribution of frequency about entrepreneurial experience and familiarity with its principles

Cumulative percent	percent	frequency	Variable	
40/23	40/23	67	Yes	entrepreneurial experience
100	59/77	100	No	
47/56	47/56	79	Yes	Experience of attending to entrepreneurship courses or classes
100	62/44	88	No	
5	5	8	Very low	
13	8	13	Low	
63	50	84	Average familiarity to the entrepreneurial principles	
80	17	28	High	
100	20	31	Very high	

5. Factors affecting the development of entrepreneurship

As shown in Table 5, to prioritize solutions of entrepreneurship development in Shirvan and Chardavol towns' agricultural corporations, 32 items in a Likert scale was used. Findings showed that the most important item is stability within prices of agricultural products. All items are provided in table 5.

Table 5 prioritization of entrepreneurship development's solutions

rank	C.V	S.d	mean	variable	indicator
1	0/162	0/75	4/61	Stabilization of agricultural products prices	Economic
2	0/186	0/807	4/32	satisfaction of income	
3	0/204	0/82	4/01	access to information and marketing affordable Statistics	
4	0/22	0/923	4/18	Adequate investment for corporation	
5	0/227	0/817	3/73	appropriate infrastructure and support to export agricultural products	

1	0/22	0/923	4/18	Tendency to group work	
2	0/227	0/817	3/73	Providing insurance for entrepreneurs	
3	0/245	0/86	3/51	Contact with Executive Members	Social
4	0/269	0/98	3/64	Bankruptcy Laws	
1	0/150	0/71	4/71	Fair division of benefits among employees	
2	0/210	0/903	4/28	employees Appreciate and encourage	
3	0/220	0/86	3/81	Ability to lead corporation by manager	Manager
4	0/252	0/86	3/41	Failure and fault tolerance in the field of innovative	ial
5	0/308	1/08	3/5	Using Staffs' ideas and suggestions in decision-making	
1	0/123	0/57	4/62	Effective advertising for attracting new customers	Marketin
2	0/14	0/65	4/62	direct sales of products	g
3	0/166	0/78	4/68	Familiarity with national and regional markets	
4	0/377	1/32	3/5	Familiarity with local markets	
1	0/18	0/78	4/32	Using Modern methods of training	
2	0/204	0/908	4/43	Empowerment improving training programs for entrepreneurship	Training
3	0/218	0/95	4/35	Access to computers and Internet in corporations	
4	0/224	0/979	4/36	short-term skill development classes	
5	0/227	0/96	4/31	building and strengthening Consultant centers	
1	0/222	0/970	4/35	Enthusiasm to do great things	
2	0/225	0/97	4/31	High self-Confidence and self-reliance	
3	0/252	0/86	3/41	High tendency to self-employment	Psycholo
4	0/302	1/09	3/6	High incentive to find new sources	gical
5	0/308	1/08	3/5	apply personal creativity	
1	0/155	0/69	4/43	Using formal knowledge with indigenous knowledge	Cultural
2	0/170	0/72	4/23	Supportive families with a positive view to entrepreneurship	
3	0/203	0/77	3/79	Supportive friends and relatives	
4	0/260	0/98	3/76	having the spirit of team working	

After recognizing the most important items influencing factors affecting on entrepreneurship, this factors were prioritized from the viewpoint of board of member and CEO.

As shown in Table 6, top management factor with the average of 4.56 and SD of 0.69 places I the first ranking.

Table 6 ranking, mean and SD of factors affecting development of entrepreneurship

Rank	C.V	S.d.	Mean	factors
1	0/151	0/69	4/56	Economic factor
2	0/153	0/65	4/23	Social factor
3	0/174	0/70	4/01	Cultural factor
4	0/189	0/72	3/79	Managerial factor
5	0/207	0/74	3/56	Marketing factor
6	0/214	0/80	3/73	Training factor
7	0/220	0/80	3/63	psychological factor

Measuring entrepreneurship in corporations in order to gain the goals of study is significant. Therefore, to measure entrepreneurship in agricultural corporations, from managers' perspective, the questionnaire was designed using Moradnejadi (1385), Donyei et al. (1389), Ahmadpour Dariani et al. (1390) and Harandi Zade (1389) questionnaires with contingent modifications.

In this regard, entrepreneurship with 23 questions through Likert five- point scale was investigated and the results are shown in Table 7.

Table 7 measurement of entrepreneurship in agricultural corporations from managers' perspective

C.V	S.d	Mean	Variables	Factor
0/414	1/235	2/98	Application of new methods of marketing and sales	Modernity factors
0/480	1/265	2/63	Application of new design of products and services	
0/316	1/023	3/23	Application of new technologies in the conducting cooperation activities	
0/403	1/276	3/16	Changes in the quality and quantity of goods and services during past few years	
0/384	1/145	2/98	Being a pioneer in transforming business activities	Initiation factors
0/511	1/360	2/66	Being a pioneer in providing a new product or service	
0/338	1/019	3/01	Being a pioneer in changing marketing methods	
0/337	1/002	2/97	emprising new actions in market compared to competitors	
0/398	1/256	3/15	high risk tolerance in Profitable projects	Risk taking factors
0/26	1/001	3/85	Using routine methods that have already been tested	
0/441	1/231	2/79	Complete analysis of situation and projects that are	



going to be done in a cooperation				
0/325	1/158	3/56	high competition seeking sense	Competitive factors
0/351	1/062	3/02	Extensive actions to achieve business goals	
0/398	1/019	2/56	New actions in market which cause competitors imitate the cooperation	

The results of Table 7 reveal that most of assessed means are less than 3 which imply that in the thought of managers of agricultural corporations' entrepreneurship rate are moderate to very low.

In this research, as described, entrepreneurship has been measured by four elements of renewal, change pioneer, risk taking and competitiveness. The results of Table 8 show that 4.2% of participants believe in corporations' entrepreneurship are high. As mentioned above, participants believe in low level of entrepreneurship.

Interestingly, none of the participants rated the level of entrepreneurship too high.

Also, based on the results of one sample T-test, mean number of entrepreneurship is 2.697 which showed that the evaluated rate of entrepreneurship development is lower than average level (Table 9).

Table 8 frequency distribution of entrepreneurship rate (n= 167)

Cumulative percent	percent	frequency	Level of change	Factors
26/9	26/9	45	Very low	Entrepreneurship rate
62/8	35/9	18	Low	
95/8	33/0	97	Average	
100	4/2	7	High	
-	0	0	Very high	
-	100	167		total

Table 9 Results of one sample t- test

Test Value = 3				Mean	N	Entrepreneurship in corporations
Mean Difference	sig	df	t			
-0/303	0/049	179	-1/98	2/697	180	

To investigate the relationship between entrepreneurship rate and independent variables of study, Pearson's correlation coefficient was assessed. The results are presented in Table 10.

As shown in Table 10, there is a significant negative correlation between age and entrepreneurship rate ( $r = -0.481$ ). By increasing age, a willingness to accept change and transformation will be less. In the present study, aligned with increasing age, entrepreneurship rate decreases.

There is a significant positive relationship between the level of education and entrepreneurship rate ( $r = 0.623$ ). This means that by developing respondents' education, entrepreneurship rates will also increase. Correlation coefficient ( $r = 0.518$ ) obtained from the relationship between



employment condition and entrepreneurship shows that there is a significant positive relationship between these two variables. It means that respondents are working in environments which will increase entrepreneurship rate in corporations.

The results in Table 10 show that increase in participants' income will enhance entrepreneurship rate. Also variables of previous entrepreneurial experience, experience of working within agricultural corporations, and numbers of stocks have positive correlation with entrepreneurship rate.

Table 10 Correlations between explanatory variables and entrepreneurship rate

(p)	(r)	Independent variable	Dependent variable
0/000	-0/481	age	Entrepreneurship rate in corporations
0/000	0/623	education	
0/120	<sup>ns</sup> 0/053	Work experience	
0/000	0/518	employment	
0/000	0/569	income	
0/000	0/551	Entrepreneurship experience	
0/000	0/542	shares	
0/000	0/582	Work experience in agricultural corporation	

### 6. Multiple regression analysis

In this part of the study, by using the method of step by step multiple regression analysis, age (x1), education (x2), shares (x3), previous experience of entrepreneurship (x4), income (x5) and work experience in agricultural corporations (x6) were entered into regression equation. Finally, it was concluded that Regression model with F=125.612 and significant level of Sig = 0.000 is extremely significant statistically and affecting variables totally defines 77.4 percent (adjusted R<sup>2</sup>=0.783) of changes in variable of entrepreneurship rate in agricultural corporations. Multiple correlation coefficient between independent and dependent variables is R=0.856.

Positive B coefficients of education, share numbers, prior experience of entrepreneurship, income, work experience in agricultural corporations variables, indicate their positive effects on dependent variable of entrepreneurship rate. By increasing these variables, entrepreneurship will enhance.

While, negative B coefficient of age variable, indicates that older participants are less likely to act entrepreneurially.

Table 11 step by step method of multiple regressions

Sig	t	Beta	B	Variable
0/538	0/422	-	1/83	(Constant)
0/000	8/792	0/282	-0/342	(x <sub>1</sub> )
0/000	<u>5/741</u>	0/253	<u>2/156</u>	(x <sub>2</sub> )

0/000	5/123	0/213	1/912	(x <sub>3</sub> )
0/000	3/332	0/183	0/636	(x <sub>4</sub> )
0/000	4/637	0/226	2/012	(x <sub>5</sub> )
0/000	1/350	0/564	0/298	(x <sub>6</sub> )
F=125/612	Sig =0/000	R=0/856	R <sup>2</sup> =0/783	Adjusted R <sup>2</sup> = 0/774

Regarding to the final multiple regression models, the following equation can estimate entrepreneurship rate in agricultural corporations:

### 7. Conclusion and suggestions

- Results of the present study showed that, using appropriate official knowledge along with local knowledge, extreme enthusiasm to do great works, using modern educational methods, effective advertising for attracting new customers, fair division of profits, tendency to group work among corporation's members, price stabilization of agriculture products, are the most important factors affecting the development of entrepreneurship in corporations.
- The results of correlations between independent and dependent variables showed a significant negative correlation between age of participants and entrepreneurship rate. Whenever the age of respondents will be added, as a negative factor in entrepreneurship, it will prevent increase of entrepreneurship.
- One of the most important variables affecting entrepreneurship is education. Results showed significant positive relationship between education level and entrepreneurship rate.
- The results showed positive correlation between shares and entrepreneurship rate in corporations. It may create a sense of duty and responsibility in members to be committed against entrepreneurship rate. Therefore, increase in number of shares will increase the level of entrepreneurship.
- Two variables of previous experience and work experience in agricultural corporation have relationship with dependent variable of study. Having entrepreneurial experience as well as having work experience in agricultural corporation are key factors for development of entrepreneurship.
- In order to better understanding of factors affecting entrepreneurship in agricultural corporations, step by step multiple regressions was used. Results of multiple regression showed that independence variables of education, shares, prior entrepreneurship experience, income, and work experience in agricultural corporations have positive effect and age has negative effect on the development of entrepreneurship.

Regarding to the results of the present study, some recommendations are provided:

- regarding to the importance of management in development of entrepreneurship development it is proposed to pay special attention to human resource and management and avoid traditional management.
- Training classes have to take place for managers of corporations consecutively.
- Given the importance of age in the development or entrepreneurship, mostly, young people have to be chosen as members of corporations.
- Education as a catalyst can increases rate of entrepreneurship in corporations. High educated

and entrepreneurs with innovative ideas have to be identified and encouraged to support them and create competitive environment.

- It is proposed to create a great network of entrepreneurship in province and establish entrepreneurship centers to introduce and access to top entrepreneurs.
- regarding to the importance of entrepreneurial experience, basics of entrepreneurship have to be publicly taught and be available.
- To find out strengths and weaknesses of entrepreneurship corporations inter-provincial and inter-provincial conferences should be held for different solutions.

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