

## Designing factors affecting model of entrepreneurial culture development in the Republic of Azerbaijan

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### Abstract

The aim of the present study is designing factors affecting the model of entrepreneurial culture development in the Republic of Azerbaijan. This research is a development and applied in terms of purpose. The statistical population consists of experts active in the field of entrepreneurship in the Republic of Azerbaijan who have at least 10 years of experience. The population size was 35 people and the sample method were available sample method. The three-stage Delphi method has been used to analyze the data. To conduct research, First was identified by studying the literature and background of the subject and models and theories of entrepreneurial culture. The original model with 42 sub-factors and was provided to experts using the Delphi method and finally, after analysis through Delphi technique, 36 factors remained and 36 sub-factors in the form of 6 main factors; were classified educational and research factors, guidance factors, financial and incentive factors, managerial factors, human-psychological factors and strategic factors.

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## 1-Introduction

Culture is a broad concept that includes social behaviors and norms in human societies as well as knowledge, beliefs, arts, laws, customs, capabilities and habits of people in these groups (Taylor, 1871). Definitions of culture have the element of worthiness and merit, perfection, material and spiritual progress, dignity, dignity, inherent human honor, decent life and responsible freedom and justice in the implementation of laws and laws. (Allameh Jafari, 2000: 130). "Culture is the quality or methods that are necessary or appropriate for those activities of human material and spiritual life that are documented in the way of sound reasoning and their elevated feelings in the rational life of evolution" (Allameh Jafari, 2000: 62). In other words, culture is the style of our life (Vazifeh Damirchi, 2015). Culture includes art, literature, science, creations, philosophy and religion (Lucas, 2014: 4). The cultural norm determines the acceptable behavior of a society; And it serves as a guide to how to behave, dress, speak, and move in a particular situation as well as expectations in a social

group. Monoculturalism in a social group can have risks, just as a single animal species can disappear in the face of environmental changes (Jackson, 2006: 203).

In 1952, Alfred Kluber and Clyde Kluckhoun in their book "Culture: A Critical Review of Concepts and Definitions" collected 164 definitions of culture and stated that culture in most cases leads to three main perceptions:

The highest virtue in fine arts and human affairs, which is also known as high culture.

An integrated model of human knowledge, beliefs and behavior that depends on intellectual capacity and symbolic social learning.

A set of shared tendencies, values, goals, and practices that characterize and define an institution, organization, and group (Kroeber & Kluckhohn, 1952).

The important functions of the cultural system are to create harmony, cohesion and solidarity between various institutions and components of the social system, so that the integrity of that system is maintained, for the cultural system of any society, at least 5 functions can be mentioned:

- 1- Supplying physiological needs
- 2- Establishing collective communication
- 3- Giving members a special cultural identity
- 4- Preservation and continuity and survival of society
- 5- Creating and maintaining solidarity and social cohesion (Panahi, 1996:101)

The structure and function of the subculture and its internal elements at different personal and social levels, as well as its relationship with the surrounding dominant culture, is such that it can be said: based on the principle of mutual influence of different areas of culture and society, entrepreneurial culture of Other areas of culture, including ethics and religion, values, economic and political opinions are affected. Therefore, the roots of the weakness and strength of the entrepreneurial culture should be sought in the presence and existence of values and beliefs that have assigned a place beyond work in the culture and in the hierarchy of values, and in conflict and opposition. They are compatible with work or entrepreneurship (Rajabzadeh, 1997).

The culture of a society can provide reasons for strengthening the entrepreneurial foundations and create a suitable and favorable platform for the growth and development of entrepreneurship, especially in organizations. On the other hand, entrepreneurship, by mobilizing the society and creating all-round development fields, causes the growth and promotion of social values, and by generating wealth, it enables more investment in all dimensions, including cultural affairs. It is obvious that for the penetration of entrepreneurship culture in the depth of the society, all related subcultures must be formed, namely: culture of work, culture of cooperation and teamwork, culture of creativity and innovation, culture of investment, especially risky investment, and culture of boldness and risk-taking in the society. 2000, Brockhaus, Horwitz. (

Most of the entrepreneurial culture in today's societies is influenced by the institutionalization of science culture in the society. Words such as: scientific management, knowledge-based economy, creativity in industry, innovation, etc. are used a lot in seminars and conferences, and all of these are proof of the claim that entrepreneurial culture is possible in any environment. To strengthen the prevailing norms of that environment, the values and beliefs of the culture of work and science. French believes that an organization is like an iceberg, most of which is invisible. In this interpretation, what is under the water (Iranzadeh, 1998).

Organizational culture is a specific organizational environment. Organizational culture has a space and reward system and favors conservative decisions. In case the desired results do not occur, it gathers large amounts of information as a basis for making logical decisions and uses these data to justify decisions. Most of the risky decisions are postponed until the collection of decisive and sufficient information or consultation in order to identify unknown cases (Clark, 2004). Instead of having a hierarchical structure, the interorganizational entrepreneurial culture has a flat structure with networking, teamwork of innovators and many consultants. Close working relationships help to create an atmosphere of trust and consultation and facilitate the achievement of visions and goals (Peykarju, 2008).

Achieving the ideals of the 20-year vision that provides a worthy position for the country, as well as solving the current problems of the society, is only possible through the strategy of entrepreneurship development and, in other words, replacing the entrepreneurial economy instead of the oil economy. Regardless of the role of entrepreneurship in the development of the country, it is not possible to achieve the goals, and it frustrates the ongoing efforts, and with the continuation of the existing situation, it continues to waste resources and adds to the volume and complexity of problems. Therefore, paying serious attention to entrepreneurship and formulating and implementing the national entrepreneurship development program is very vital for the country. Therefore, entrepreneurship is important as one of the main axes of economic and sustainable growth and development for the following reasons:

- The factor of increasing investment and, as a result, increasing profit and capital, becomes investors.
- It creates new opportunities in the labor market and is an effective solution in creating productive and sustainable employment in the country.
- It causes the transformation of values and the transformation of their nature and creates new values.
- Furthermore, it makes the process of growth and development of the country easier.
- It provides the necessary environment and conditions for the production of goods, products and their marketing.
- Entrepreneurship causes the emergence of new products, services, methods, policies, ideas and solutions to solve society's problems.
- It is the factor of strengthening and perfecting domestic industries and provides the basis for competition of domestic industries with foreign industries and leads to an increase in exports and receiving foreign exchange for the country.
- It causes competition, strengthening and development of similar domestic industries with each other and finally improves and increases the level of quality of goods.
- Likewise, it is the factor of economic development, welfare and social security of society. (Behzadian Najad, 2001)

The aim of the current research is to find the factors and components effective in the development of entrepreneurial culture in the Republic of Azerbaijan. And for this purpose, it pursues the following two general goals:

- Identification and discovery of factors and components effective on the development of entrepreneurial culture
- Identification of the most important factors and components affecting the development of entrepreneurial culture.

## **2 –Research literature**

### **2-1 –Entrepreneurial culture**

Considering the role of entrepreneurship in all-round development in industrialized and advanced countries, developing countries are also seeking to create a wide range of entrepreneurial organizations. Therefore, the role and importance of entrepreneurial culture and its growth and development factors or obstacles in organizations should be identified and introduced (Jedi, 2001: 35).

Entrepreneurship is the process of creating value by forming a unique set of resources in order to take advantage of opportunities. Stevenson considers entrepreneurship as the process of creating value, along with unique resources, in order to take advantage of an opportunity. According to the definition

given in the dictionary of American Heritage, an organizational entrepreneur is a person who in an already established organization, through innovation and risk-taking, takes the responsibility of turning a raw thought and idea into a manufactured and useful product. (Prokopenko & Pavlin, 1999: 17).

The relationship between entrepreneurship and culture can be discussed from two aspects. On the one hand, the results of entrepreneurship affect the society, and on the other hand, the entrepreneurship process and the culture that governs it, in addition to being affected by the foundations of the society's culture, can also create fundamental changes in it. Entrepreneurship by creating job opportunities, generating wealth and improving economic conditions is a basic background for improving society's culture. By meeting the basic needs of living, the ground is provided for the emergence of higher human needs, and if this work is guided in the right direction, it leads to the prosperity and excellence of humans and society. In addition, innovation, which is one of the basic characteristics of entrepreneurship, leads to the production of new and more diverse products and services, thus increasing the power of people's choice. With the increase in people's welfare, comfort and free time, more opportunities for cultural activities are created. At the same time, the way of formation and fruition of entrepreneurship requires special methods and methods which are based on special beliefs and values. The collection of these methods and beliefs can be considered a culture. In fact, the entrepreneurial process has a special culture in its heart. This culture can be considered the same culture that governs small entrepreneurial companies, this culture is a common concept that the members of the company have followed, and common values, beliefs and methods govern the company's activities (Thompson et al., 2000: 45).

Different models of cultural development according to different experts and theorists are shown in Table No. 1.

Table 1: Theories related to the development of entrepreneurial culture factors

<i>theorist and model</i>	<i>Dimensions</i>	<i>References</i>	
Causal model of entrepreneurial culture development from Parsons' point of view	The way of socialization	Thompson et al, 2000: 76	
	The degree of personality development and coherence		
	Individual independence		
The causal model of the development of entrepreneurial culture from Weber's point of view	The prevailing work culture in the society	Haug & Pardy, 1999: 99	
	hard work, perseverance, punctuality		
	Encouragement to work for happiness		
	Risk taking to change destiny		
Willingness to invest and Creating a business New, with self-employment	Planning for the future	Brockhaus & Horwitz, 2000: 103	
	Saving		
	Risk tolerance		
	Motivation for progress		
	Hope for the future		
	Being independent		
	5 .Having self-confidence		
	Stimulating and nurturing motivations		Hurley , 1998: 42 Thompson et al, 2000: 67
	Training skills		
	A culture of understanding change and discovering opportunities		Echols & Neck, 1998: 18
The culture of Mashar Kat			
The culture of creativity	Duphy, 2004:36		
A culture of seeking independence and accepting responsibility	Fry,2001: 29		
Risk taking culture	Hurley , 1998: 31		
Change and evolution of organizational values	Dess & Miriamand, 1998:42		

## 2-2 –Entrepreneurship in the Republic of Azerbaijan

In 2019, one of the ways to immigrate to Azerbaijan is entrepreneurship in Azerbaijan. Applicants through entrepreneurship in Azerbaijan can obtain residence in this country by following the rules and conditions. Foreign applicants can establish and register their company alone without having a partner from this country. But you have to hire citizens of this country to complete your workforce. And to hire foreign workers, you must obtain a work permit from the Immigration Department. In relation to entrepreneurship in Azerbaijan, it can be said that applicants can obtain temporary residence and permanent residence in this country.

- Foreign and international investors are allowed to buy shares in the stock exchange without obtaining any license
- It is possible for foreign investors to become shareholders of active companies without restrictions
- Investors can invest in this country and own 100% of the company's shares
- Foreign applicants can open a foreign branch of their company in this country (Sevitoxofesky, 2002).

Entrepreneurship in Azerbaijan is safe and very profitable for the following reasons.

The existence of political stability in this country

Dealing with respect and also no difference between Iranian investors and other countries

Azerbaijan's proximity to advanced European countries

Having many and wonderful natural resources.

The free existence of the Persian Gulf route to the countries of Central Asia, the existence of the Bandar Abbas railway line to Central Asia

The existence of huge projects related to the Caspian artificial islands, which are being carried out with a capital amounting to 120 billion dollars.

Energy transfer projects from Baku to Europe with the investment of companies from Germany and England and...

Write a summary of the primary executive tasks and business goals and expectations you have from the product and service delivery

Financing or identifying financial support (Soleymanov, 2006)

In recent years, Western companies have invested millions of dollars in the country's energy sector. Other sectors that have an impact on the economy of this country are the mining sector and the agricultural sector. Most of the people who immigrate to this country work in the mining, oil and gas sectors, which is considered the highest entrepreneurial sector in the world in Azerbaijan. In the annual report of the World Bank, about the state of business, which was recently published, 10 important and effective indicators in the business of 181 countries of the world have been examined. Has done. What is certain is that reforming the business environment and improving the aforementioned indicators of Azerbaijan in the world arena is not only a positive and fundamental step in the direction of strengthening the private sector's participation in the economy, improving the level of employment and production in this country, but definitely, It is an important symbol to welcome foreign investors to enter the country and promote and facilitate the flow of technology into the country. According to the statistics of the Economist (2011) and the World Bank, the ranking of the Republic of Azerbaijan based on the desirability of the business environment is in the tenth place in the region (Haji Isa, 2015).

## 2-3 –Research questions

What are the factors and components affecting the development of entrepreneurial culture?

What are the most important factors and components affecting the development of entrepreneurial culture?

### 3 -Methodology

The current research is a developmental research and is practical in terms of its purpose. The statistical population of this research consists of active experts in the field of entrepreneurship in the Republic of Azerbaijan who have at least 10 years of work experience, who are elite experts in the Delphi method. The size of the population was 35 people, and the available sample method was used to study the population

The three-round Delphi method was used to analyze the information; In this research, after determining the required expertise, Delphi panel members were identified and selected in three stages using non-probability sampling methods. After determining the members of the panel, the Delphi method based on the three stages of Schmidt et al. (2001) was used to determine the factors of the entrepreneurial culture development model in the Republic of Azerbaijan.

### 4 -Research findings and conclusions

#### A) Delphi implementation

In this research, first the subject and its dimensions were defined. Based on the definition of the topic, the required specialties were determined and the members of the Delphi panel were identified and selected in three stages using non-probability sampling methods. After determining the members of the panel, to determine the factors and factors of the entrepreneurial culture development model in the Republic of Azerbaijan, the Delphi method was used based on the three stages of Schmidt et al. The questionnaires of each round were distributed and collected online.

#### B) Consensus Scale

In this research, Kendall's coefficient of coordination was used to determine the level of consensus among panel members. Kendall's correlation coefficient is a scale to determine the degree of coordination and agreement between several rank categories related to N objects or individuals. In fact, by using this scale, it is possible to find the rank correlation between K rank sets. Such a scale is especially useful in studies related to "inter-rater validity". Kendall's correlation coefficient shows that the people who have arranged several categories based on their importance have basically used similar criteria to judge the importance of each category and in this sense with each other agree (Sieglel and Castellan, 1998). This scale is calculated using the following formula:

$$w = \frac{s}{\frac{1}{12} k^2 (N^3 - N)}$$

That: the sum of the squares (R j) of the deviations from the means

$$s = \sum (R_j - \frac{\sum R_j}{N})^2$$

The sum of ranks related to a factor = Rj

Number of sets of ranks (number of judges) = k

Number of ranked factors = N

$$\frac{1}{12} k^2 (N^3 - N)$$

= the maximum sum of squares of deviations from the average Rj

It means the sum of s, which was observed if there was complete agreement between k ranks.

The value of this scale is equal to one when there is complete coordination or agreement, and it is equal to zero when there is no complete coordination.

"Schmidt" provides two statistical criteria for deciding whether to stop or continue the Delphi rounds. The first criterion is a strong consensus among the panel members, which is determined based on the value of Kendall's coordination coefficient. In the absence of such a consensus, the stability of this coefficient or its slight growth in two consecutive rounds shows that there has not been an increase in the agreement of the members, and the opinion polling process should be stopped. It is worth mentioning that the statistical significance of the W coefficient is not enough to stop the Delphi process. For panels with more than 10 members, even very small values are considered significant (Schmidt, 1997:763-773).

### First round: generating ideas

In this stage, the participants were selected from among the employees of cultural institutions in Ardabil province and they were asked to identify the factors and dimensions of the desired model of human resources management in cultural institutions. 35 questionnaires were distributed again and finally 25 of them were returned. In this part, people have specified factors based on their inference from the model.

In this part, the personnel have identified factors based on their inference from the model to determine the factors and factors of the entrepreneurial culture development model, and after removing duplicates, 42 types of factors remained.

### Second round: reduction of items

At this stage, all the ideas of the members were summarized and classified, and finally 42 factors were obtained. The 42 factors obtained in a summarized form were provided to all the members and the opinions of the members about the importance of the factors were received. At this stage, factors with medium and lower importance were eliminated based on Kendall's correlation coefficient table.

At this stage, factors with medium and lower importance were eliminated based on Kendall's correlation coefficient table. Table (2) shows the results obtained from the research using Kendall's correlation coefficient.

**Table 2: The results obtained from the research**

<i>factors</i>	<i>K's coefficient</i>	<i>Results</i>
The existence of university courses with entrepreneurship approach	0.920	Very Strong
Support for writing books and articles about entrepreneurship	0.920	Very Strong
supporting theses and research in the field of entrepreneurship	0.900	Very Strong
Holding in conferences and think-tank meetings	0.840	Strong
Existence of educational programs with entrepreneurship approach	0.750	Strong
The existence of growth centers	0.850	Strong
The existence of employment clinics	0.650	Medium
The existence of an entrepreneurial think tank	0.885	Strong
Support for knowledge-based companies	0.920	Very Strong
Establishing entrepreneurial offices	0.750	Strong
support facilities for bankrupt plans	0.650	Medium
supporting economic plans to enter the stock market	0.850	Strong
supporting projects in the form of income tax reduction	0.600	Medium
support for opportunism	0.750	Strong
risk education	0.750	Strong
Fair salary system	0.800	Strong
suitable incentive system in the organization	0.860	Strong
Adapting the type of work to the interests and expertise of employees	0.827	Strong
Giving equal job opportunities to employees	0.550	Weak

Valuing information and discovering and exploiting them	0.920	Very Strong
planning based on improving the quality of life of employees	0.900	Very Strong
Appropriate distribution of power in the organization	0.750	Strong
Creating motivation to amend cumbersome regulations and restrictions	0.850	Strong
Granting authority and freedom of action to employees	0.810	Strong
Low formality in organizations	0.920	Very Strong
The existence of differentiation strategy	0.850	Strong
Group dynamics in organizations	0.900	Very Strong
Existence of creative space in organizations	0.820	Strong
Group work thinking in organizations	0.800	Strong
The existence of an organizational atmosphere of competition	0.520	Weak
Strengthening success-oriented personality among employees	0.850	Strong
Strengthening the spirit of individual independence among employees	0.850	Strong
The culture of flexibility in society	0.450	Weak
participatory management style	0.750	Strong
Strengthening high orientation to success among employees	0.750	Strong
Understanding new changes and discovering suitable creative opportunities	0.920	Very Strong
Valuing customer satisfaction	0.800	Strong
strategic planning for entrepreneurship	0.950	Very Strong
planning based on new technologies	0.850	Strong
decentralization programs in organizations	0.850	Strong
creation and existence of organizational vision	0.900	Very Strong
Constructive and effective support of top management for entrepreneurship	0.950	Very Strong

Therefore, according to the results of the above table; Factors with medium and lower importance were removed based on Kendall's correlation coefficient table, and the following 6 factors were removed from among the 36 factors with weak and medium importance coefficient, and finally 36 factors remained in the analysis according to table (1) below.

- 1 Existence of employment clinics
- 2 .Support facilities for bankrupt plans
- 3 .Supporting projects in the form of income tax reduction
- 4 .Giving equal job opportunities to employees
- 5 .Existence of competitive organizational atmosphere
- 6 .A culture of flexibility in society

By removing factors of low importance, the final operating model of this research was confirmed according to the table below. Factors were classified according to type and nature in the form of general factors, and a total of 36 factors were classified into six factors. They are given in Table No. 6.

### The third round: determining the combination of factors

In the following, after removing the factors with medium and weak consensus, the removed factors were identified as acceptable to continue the work, and then the set of selected factors was presented and received to the members to receive the order (ranking) of the importance of the factors. Consensus was reached about the appropriateness of the model.

Table 3: The main and secondary factors of the entrepreneurial culture model

Main Factors	Secondary Factors
Educational and research factors	The existence of university courses with an entrepreneurial approach Supporting the writing of books and articles about entrepreneurship



Guidance factors	Supporting theses and research in the field of entrepreneurship
	Holding conferences and brainstorming sessions
	The existence of educational programs with an entrepreneurial approach
	Presence of growth centers
	The existence of an entrepreneurial think tank
Financial and incentive factors	Supporting knowledge-based companies
	Establishing entrepreneurial offices
	Supporting economic plans to enter the stock market
	Support opportunism
Management factors	Risk education
	Fair salary system
	Appropriate incentive system in the organization
	Adapting the type of work to the interests and expertise of employees
	Valuing information and discovering and exploiting them
	Planning based on improving the quality of life of employees
	Proper distribution of power in the organization
	Creating an incentive to amend cumbersome regulations and restrictions
	Granting authority and freedom of action to employees
	Low formality in organizations
	Existence of differentiation strategy
	Group dynamics in organizations
	Existence of creative space in organizations
Human-psychological factors	Group work thinking in organizations
	Strengthening success-oriented personality among employees
	Strengthening the spirit of individual independence among employees
	Participatory management style
	Strengthening high orientation to success among employees
Strategic factors	Understanding new changes and discovering suitable creative opportunities
	Valuing customer satisfaction
	Strategic planning for entrepreneurship
	Planning based on new technologies
	Decentralization programs in organizations
	Creation and existence of organizational vision
	Constructive and effective support of top management of entrepreneurship

The final model of entrepreneurial culture was approved based on the opinion of elites with 36 sub-factors and 6 main factors.

#### 4- Conclusions and suggestions

By studying the literature and the background of the subject and the models and theories of entrepreneurship culture, the initial model was identified with 42 sub-factors and was provided to the experts using the Delphi method, and finally, after analysis through the Delphi technique, 36 factors remained. And 36 secondary factors in the form of 6 main factors; Educational and research factors, guidance and guidance factors, financial and incentive factors, managerial factors, human-psychological factors and strategic factors were categorized as shown in Figure 1.

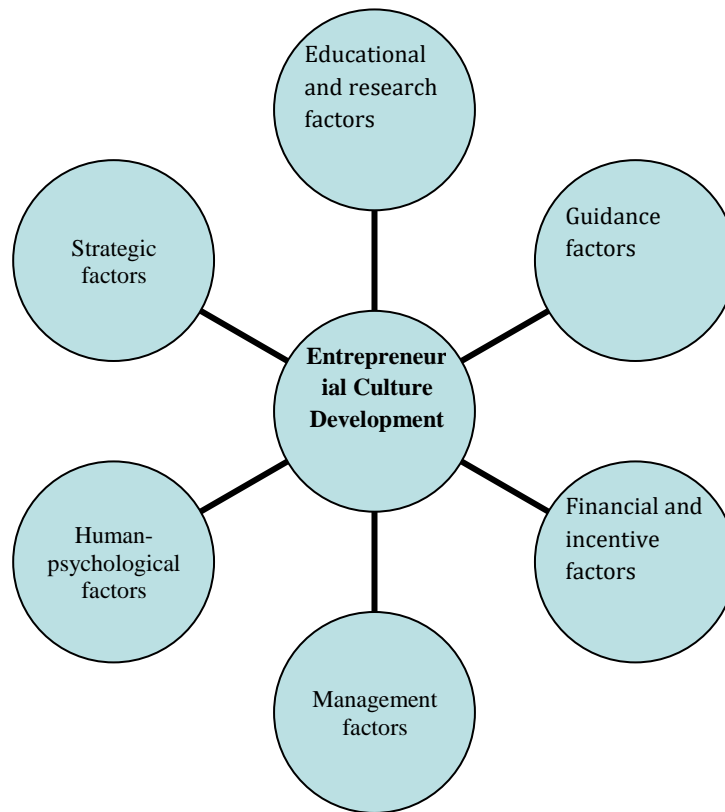


Fig 1: Entrepreneurial Culture Development model

The final model of entrepreneurial culture was approved based on the opinion of elites, with 36 sub-factors and 6 main factors.

According to the above model, it is suggested to pay attention to the following things in Azerbaijan and strengthen the entrepreneurial culture.

Strengthening educational and research factors; In this regard, it is recommended to:

- 1 .To create university courses with an entrepreneurial approach in the Republic of Azerbaijan.
- 2 .The writing of books and articles about entrepreneurship in the Republic of Azerbaijan should be supported.
- 3 .To support theses and research in the field of entrepreneurship in the Republic of Azerbaijan.
- 4 .To increase the holding of conferences and think-tank meetings in the Republic of Azerbaijan.
- 5 .Educational programs with an entrepreneurial approach should be held in Sada Wasima, Rayo, etc.

Strengthening the factors of guidance and guidance; In this regard, it is recommended to:

- 1 .Growth centers should be strengthened and established.
- 2 .Establish a think tank for entrepreneurship.
- 3 .Knowledge-based companies should be supported.
- 4 .To establish entrepreneurship offices in the Republic of Azerbaijan.

Strengthening financial and incentive factors; In this regard, it is recommended to:

- 1 .To support economic plans to enter the stock market
- 2 .To support opportunism and make the culture of thrift final.
- 3 .Risk taking should be taught to entrepreneurs.
- 4 .Determine a fair salary system.
- 5 .Create and strengthen a suitable incentive system in organizations.

Strengthening management factors; In this regard, it is recommended to:

- 1 .The type of work should match the interests and expertise of the employees.
- 2 .Value should be given to information and its discovery and exploitation.
- 3 .Planning should be done based on improving the quality of life of employees.
- 4 .The proper distribution of power in the organization should be strengthened and institutionalized.

- 5 .In order to modify cumbersome regulations and restrictions, incentives should be created.
- 6 .Employees should be granted authority and freedom of action.
- 7 .Low formality should be institutionalized in organizations.
- 8 .Create a differentiation strategy.
- 9 .Create and strengthen group dynamics in organizations.
- 10 .Create a creative atmosphere in organizations.
- 11 .Group work thinking should be institutionalized and operationalized in organizations.

Strengthening human-psychological factors; In this regard, it is recommended to:

- 1 .To train and strengthen success-oriented personality among employees.
- 2 .To train and strengthen the spirit of individual independence among employees.
- 3 .A cooperative management style should be created and institutionalized.
- 4 .High orientation to success among employees should be trained and strengthened.
- 5 .Understanding of new changes and discovery of appropriate creative opportunities should be trained and strengthened.

- 6 .Valuing customer satisfaction should be taught and strengthened

Strengthening strategic factors; In this regard, it is recommended to:

- 1 .Strategic planning for entrepreneurship should be done.
- 2 .Planning based on new technologies should be made public education.
- 3 .Create decentralization programs in organizations.
- 4 .The existence of an organizational perspective is necessary and should be created.
- 5 .The constructive and effective support of top management for entrepreneurship should be strengthened.

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