

RESEARCH ARTICLE

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Presenting a Conceptual Framework in the Entrepreneurial Strategic Factors of Government Managers (Managers of Isfahan Province)

Mahnaz Ghasemi Hosseinabadi¹, Morteza Mousa Khani^{2*}, Majid Ramezan³

Abstract

Enthusiasm is one of the main psychological variables affecting the entrepreneurial intention of people, which as one of the dimensions of well-being in the work environment, expresses a positive and active feeling, which is known with a high level of work with interest and honor. The aim of the present research is to investigate the role of the entrepreneurial enthusiasm of managers in the organizational structure of managers of government organizations. According to the existing theoretical frameworks, the relationships between research variables have been evaluated by some quantitative methods. According to the characteristics of the statistical society, the non-probability and accessible sampling method was chosen for the experts. To determine convergent and divergent validity, Lisrel software was used, and for data analysis, the Kolmogorov-Smirnov test was usually used to test the normality of the data. The analysis of the obtained data showed that; GFI (normalized fit index) higher than 0.9 is a sign of a good fit of the model. RMSEA is equal to 0.055 (the root mean square of the error of approximation or the deviation test of each degree of freedom) and a value less than 0.08 indicates a good fit of the model. Shows, On the other hand, the P-value (significant level) is 0.0001, which is less than 0.05, so it is accepted with 95% confidence of the conceptual model of entrepreneurial enthusiasm of managers of public organizations. The results showed that the investigation of the entrepreneurial enthusiasm of managers of public organizations in Isfahan province showed factors such as organization atmosphere, perspective, and upstream documents, knowledge management in the organization, efficient human resources, and entrepreneurial culture in the organization, organizational learning, and entrepreneurial education. There is a desire for entrepreneurship in this.

Keywords: *Conceptual framework, Strategic factors, Innovation, Entrepreneurship, Managers of government organizations, Isfahan*

Introduction

Tendency to entrepreneurial passion is an internal motivation for managers, which causes a person to seek continuous improvement of his competencies and focus on acquiring new skills, information and knowledge, and by combining and processing them deeply, learning and increase his

individual competences (Alvani et al., 2022: 208). Since the public sector is considered as one of the main platforms for growth and development and one of the main means of implementing the activities and duties of governments, little attention is paid to this sector due to the wide range of duties that the

¹. Ph.D Candidate of Public Administration, Science and Research Branch, Islamic Azad University, Tehran, Iran

^{2*}. Professor, Department of Public Administration, Science and Research Branch, Islamic Azad University, Tehran, Iran
(Corresponding author: Moosakhani@srbiau.ac.ir)

³. Associate Professor, Department of Human Resources, Malik Ashtar University of Technology, Tehran, Iran

government is responsible for. It will bring many problems (Mostafazadeh & Haghghat Monfared, 2020: 246). It is clear that the companies that have an entrepreneurial orientation are innovative, risky, and pioneers. On the other hand, the important and fundamental topic of the texts related to the discussion of innovation is that the collection and analysis of information for the development and successful implementation of strategies. Innovation is necessary and essential (Karimi et al., 2019: 70).

Considering the nature of these problems in government organizations, in order to achieve more effectiveness and efficiency in serving the people of society, the issue of coordination with changes and entrepreneurship to improve activities and coordination with the complex needs of the people is quite noticeable. In order to deal with this issue, it is necessary to identify various factors that are sources of entrepreneurial enthusiasm and determine the consequences of these influences, because government organizations can overcome their challenges if they first become entrepreneurs themselves and provide the necessary grounds for the emergence of entrepreneurial enthusiasm among managers (Dvoulety, 2021: 491). At the same time as organizations grow and develop, they become bigger and therefore more bureaucratic and lose their entrepreneurial spirit and behavior. Nevertheless, managers of organizations can play a very serious role in creating and strengthening entrepreneurial mentality, behavior and culture in organizations and employees (Li et al., 2021: 366). As mentioned, these activities are strongly influenced by the entrepreneurial enthusiasm of the managers, which is rarely seen among the managers of government organizations due to the nature and characteristics of being a government. Entrepreneurial passion is like a strong inner will that makes the impossible possible (Xie et al., 2022: 92). Among the consequences of entrepreneurial passion in

managers using the theory of emotional contagion and goal setting, emotional commitment of employees to entrepreneurial mechanisms and mechanisms, clarity of goals for employees, emotional commitment to the goal, creativity and its performance (Kouseh Gharravi & Saffarian Hamedani, 2019:144).

Despite the importance of entrepreneurial enthusiasm, few researches have addressed the entrepreneurial enthusiasm of managers as the guide of the organization, moreover, the examination of this issue in government organizations is rarely seen in domestic and foreign researches. On the other hand, considering the importance of entrepreneurial enthusiasm in managers of organizations due to its positive consequences, little entrepreneurial enthusiasm can be seen in managers of government organizations, which can be attributed to the organizational atmosphere, lack of support, age of the organization, lack of entrepreneurial culture in organizations (Russell, 2022: 421). In the study of Herest et al. (2019), they concluded that the tendency towards entrepreneurial passion had a positive and significant effect on the individual creativity and entrepreneurial intention of managers. Also, Ho et al. (2020) emphasize in their research that there is a positive and meaningful relationship between the desire to work and the intention and work performance of managers. Efficient and successful government organizations are organizations that consider entrepreneurship as an integral part of their characteristics and do not spare any efforts to strengthen the spirit of entrepreneurship. Certainly, considering the complexity of the environment of government organizations and the growth of technology, managers are increasingly trying to make themselves entrepreneurs and creative for the growth and success of their organizations, because if new ideas do not enter government organizations, gradually, these organizations are deteriorating. In fact, for today's government organizations, entrepreneurship is

like the steps of the ladder of progress that must be taken with full awareness and success, and since managers are at the head of government organizations, they must do their best to create and improve. Have an entrepreneurial passion. With these interpretations and taking into account that entrepreneurship and, as a result, entrepreneurial passion in the managers of government organizations are considered as one of the most important factors in the progress of today's countries, and also considering the current need of the country for progress and development and reaching the real position, the passion Managers' entrepreneurship can help the country to achieve this aim.

Since we are facing increasing changes in today's society, over time, these organizations lose their ability to respond to the diverse and growing needs of citizens, which is caused by budget constraints, inefficient systems. Encouragement and punishment, organizational bureaucracy and lack of flexibility, lack of work motivation in managers and employees, as well as the ineffective interaction of these organizations with the surrounding environment and citizens, lack of entrepreneurship and inconsistency with the changing needs of citizens are what make government organizations has faced a serious challenge. According to what came in the theoretical vacuum, the lack and lack of attention to government organizations in the field of entrepreneurial enthusiasm among managers can be seen. Passion for it is achieved, not paying attention to its antecedents and not promoting it among managers can keep government organizations in the same stagnation, slackness and lack of agility. Therefore, by conducting the present research and knowing the causal factors and strategies, it is possible to identify the drivers and inhibitors of entrepreneurial enthusiasm among the managers of government

organizations as drivers of action and behavior, encouraging the entrepreneurial culture in government organizations. identified and based on them presented practical solutions to improve the drivers and through that promoted the entrepreneurial enthusiasm among the managers and the resulting benefits, both at the level of analysis of the individual (managers), and at the level of the team and subordinates (employees) and at the level of the organization in order to respond better to the citizens and gain their satisfaction. Also, by knowing the consequences of this variable, more awareness of its benefits has been made among the managers of government organizations and relevant officials, which can create an atmosphere to create support in government organizations for entrepreneurial behavior to respond faster to the needs of citizens and make government organizations more agile.

Theoretical Framework

Enthusiasm is the heart of entrepreneurship and can foster creativity and is important by recognizing new information patterns and hoping to discover and exploit opportunities (Hardie et al., 2020: 405). Researchers have defined enthusiasm for work as one of the dimensions of psychological well-being that expresses a positive and active feeling, which is associated with a high level of work, interest and honor (Rego, 2020:218). While passion for work is usually considered synonymous with job satisfaction, Sirota and his colleagues (2018) state that passion for work, unlike job satisfaction, plays an essential role in the well-being and self-efficacy of the organization (Hamdan et al., 2021: 6). Enthusiasm for work is also different from work commitment, because enthusiasm for work is getting involved in work and developing employees' motivation towards work, and a person is emotionally committed to the organization and other colleagues. Research distinguishes between boundless passion and balanced

passion, boundless passion is a characteristic of workaholics, while balanced passion refers to people who are voluntarily enthusiastic and passionate about their work. (Ho, 2020: 544). In the existing literature in the field of entrepreneurship, there are high levels of passion among entrepreneurs and the most tangible phenomenon of the entrepreneurial process is this kind of passion (Baum & Locke, 2017:209). In the table below is the evolution of the meaning and concept of entrepreneurship.

Theoretical Foundations and Research Background

Enthusiasm is the heart of entrepreneurship and can foster creativity and is important by recognizing new information patterns and hoping to discover and exploit opportunities (Nave, 2022: 18). Researchers have defined enthusiasm for work as one of the dimensions of psychological well-being that expresses a positive and active feeling, which is associated with a high level of work, interest and honor (Rego, 2020:218). While passion for work is

usually considered synonymous with job satisfaction, Sirota et al (2018) state that passion for work, unlike job satisfaction, plays an essential role in the well-being and self-efficacy of the organization (Neck, 2019: 69). Enthusiasm for work is also different from work commitment, because enthusiasm for work is getting involved in work and developing employees' motivation towards work, and a person is emotionally committed to the organization and other colleagues. Research distinguishes between boundless passion and balanced passion, boundless passion is a characteristic of workaholics, while balanced passion refers to people who are voluntarily enthusiastic and passionate about their work. (Ho, 2020, 544). In the existing literature in the field of entrepreneurship, there are high levels of passion among entrepreneurs (Urbano et al., 2019: 33) and the most tangible phenomenon of the entrepreneurial process is this kind of passion (Baum & Locke, 2017:209). In the table below is the evolution of the meaning and concept of entrepreneurship.

Table 1

Evolution of the meaning and concept of entrepreneurship (Source: Karimi et al (2015))

Middle Ages		A person who is in charge of large production projects
17th century		One who assumes the risk of profit and loss in a fixed price contract with the government
1725	Richard Cantillon	The person who accepts the risk is different from the provider of capital.
1803	Jean-Baptiste Say	Profit from entrepreneurship is separate from capital profit.
1876	Francis Walker	There is a difference between those who provide capital and earn interest and those who have managerial abilities.
1934	Joseph Schumpeter	An entrepreneur who is innovator and creator of new technologies
1961	David McClelland	An entrepreneur is an active person who accepts the usual risks.
1964	Peter Drucker	The entrepreneur maximizes opportunities.
1975	Shapiro	An entrepreneur is an innovator and organizer of several economic and social mechanisms and accepts the risk of bankruptcy.
1980	Karl Vesper	Entrepreneurs are different from economists, psychologists, businessmen and politicians.
1983	Gifford Pinchot	Intra-organizational entrepreneur is entrepreneurship in a newly established organization.
1985	Robert Hisrich	Entrepreneurship is the process of creating something different and valuable by dedicating enough time and effort along with financial, psychological, and social risks, as well as receiving financial rewards and personal satisfaction from its results.

Middle Ages		A person who is in charge of large production projects
1995	Stoner	An entrepreneur is someone who establishes a venture business and a new organization.
2000	Thompson	Entrepreneurship is a process in which creativity can be used to create a new member with new value using resources, time, risk, and other factors.
2006	Scot Chrisman	Entrepreneurs are individuals or groups that act directly or on behalf of an organizational system, create new organizations or initiate innovation.

Throughout history, researches about passion in the field of psychology and social psychology have been exclusive to interpersonal relationships. But recently passion is emerging in the work environment (Bruton et al., 2021: 155). In the definition of passion, passion has been defined as an intense feeling that interacts with cognition, and some believe that it can disrupt cognition, while others believe that it strengthens cognition and has a motivational effect. It depends on individual behavior. Some researchers have shown that passion gives a specific purpose to people to show behavior. In the past decade, the topic of passion has become the focus of debate in popular media and international bestsellers. Many people believe that "achieving and living with passion" is an accepted characteristic of a successful life. Potential participation in society through passionate activities, which transform people's talents and interests into productive and successful actions, is very important. Along with this general popularity, academic research on passion has increased rapidly in recent years. Research in various academic fields, including educational psychology, sport psychology, and organizational behavior, has highlighted the key role of passion in influencing people's motivation, cognition, and behavior. One of the subcategories of research that has attracted the attention of researchers in the last decade is the passion for entrepreneurship (Kuckertz et al., 2020: 1873). In the past years, passion has been introduced as one of the important and fundamental components of motivation and success, creation and growth. Businesses have made very few experimental and theoretical efforts

regarding the concept of passion and its impact on entrepreneurial activities. Previous research shows two general concepts of passion related to entrepreneurial activities, the first concept of passion for work, which shows the general passion of a person for work, which is manifested in the form of pleasant and desirable feelings during the activity and with the increase of this type of passion, the ability of a person to reduce environmental uncertainty and solve challenging situations increases. Entrepreneurial enthusiasm is a strong positive emotion that is consciously obtained and experienced through participation in entrepreneurial activities, which is related to meaningful and important roles for the entrepreneur's personal identity, which is divided into three the type of enthusiasm is divided into establishment, creation and development (Ziyae & Sadeghi, 2020: 11).

In the field of entrepreneurial enthusiasm, this issue has been studied from the perspective of identity and they believe that the reason for enthusiasm can lie in entrepreneurial identity. Valernad (2008) also defined passion as a strong desire for an important activity that is of interest to a person and defines his identity, and he invests his energy and time for that activity. Passion is a kind of positive feeling that does not disappear quickly and its effect is different from short-term feelings. Passion is all or part of intense emotions that are focused towards a special issue (Osadolor et al., 2021: 99). The cognitive aspect of passion has a positive relationship with the decision of risk-taking investors in investing. Enthusiasm for entrepreneurship, while having access to the necessary

knowledge resources, must have stability and strength and have the ability to analyze information and consult well with experts and clients. Enthusiasm is a powerful motivational source that stimulates thoughts, actions and sustainability in entrepreneurial activities. Entrepreneurial passion refers to the way to introduce the desired product and service, which is the result of the entrepreneur's preparation from a detailed knowledge of the market, creating a product or service that meets these needs, determining the difference between the desired product and similar products, determining the amount of capital Available and required capital, researching and knowing the market and potential and actual competitors, timing of activities, surrounding the method of capital return and work problems (Sahiti, 2021: 102). If the

entrepreneur has the necessary speed to make decisions and has the ability to keep calm in dealing with problems, the probability of his success increases. Therefore, an enthusiastic entrepreneur is a person who organizes, discovers and develops the discovery and exploitation of new products, new processes, and new methods. Entrepreneurial passion is the driving force that is responsible for the process of transforming the experience of entrepreneurial ideas and adapting them to real conditions in order to achieve the goal and success. The insight obtained in this process is constantly strengthened and manages the exploitation of business ideas. They are of the opinion that passion is an important factor in the formation of behavior (Aminova et al., 2020: 4). The following model shows the role of passion on entrepreneurial behavior.

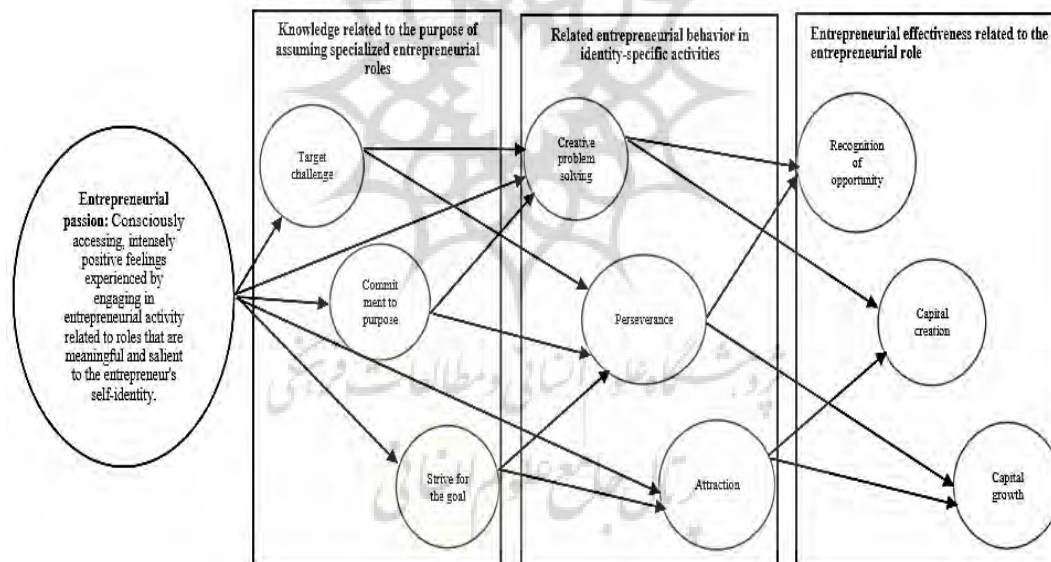


Fig 1. Conceptual model of entrepreneurial passion (Mornix and Musakowsky, 2017)

Research Methodology

According to the existing theoretical frameworks, the relationships between research variables have been evaluated by some quantitative methods. Since the current research seeks to examine the role of entrepreneurial enthusiasm of managers of government organizations (case study: Isfahan

province), there is a need to validate and examine the validity and status of the model and its factors in a descriptive manner, which requires application and use. It is one of the quantitative methods.

According to the characteristics of the statistical society, the non-probability and accessible sampling method was chosen for

the experts. In this, it has been tried to involve people who, in addition to academic expertise, also have consulting and executive records. In general, examples include the following two categories:

1. Academic faculty members of universities (5 people) who have a history of implementing plans in government organizations in the field of entrepreneurship or have related publications and articles in this regard.
2. Senior managers of government organizations of Isfahan province (15 people) who have at least 5 managerial work experience in government organizations and are familiar with entrepreneurship issues. In this research, using a researcher's questionnaire, it was collected and analyzed using the structural equations method with an

emphasis on partial least squares and through Lisrel software. To determine convergent and divergent validity, Lisrel software was used, and for data analysis, the Kolmogorov-Smirnov test was usually used to test the normality of the data. Also, a type of goodness-of-fit test is used to compare a theoretical distribution with an observed distribution. Based on the number of experts who evaluated the questions, the minimum acceptable CVR value should be based on the table below. The questions for which the calculated CVR value is less than the desired amount according to the number of specialists evaluating the question, should be excluded from the test, because based on this index, they do not have acceptable content validity.

Table 2.

Acceptable value of CVR regarding the identification of factors affecting the entrepreneurial enthusiasm of managers

ID	Open code	CVR
R1	Level of Education	0.5
R2	Entrepreneurial experience in the past	0.6
R3	The centrality of identity	0.5
R4	Individual creations	0.5
R5	Self-efficacy	0.5
R6	Motivation to progress in the organization	0.5
R7	Organizational atmosphere	0.7
R8	Outlook and upstream documentation	0.5
R9	Person-job fit	0.7
R10	Attracting and hiring talented people	0.6
R11	Entrepreneurial culture in the organization	0.6
R12	Organisational Learning	0.7
R13	Entrepreneurial education	0.7
R14	Creating an entrepreneurial identity	0.5
R15	Raising awareness of the daily needs of society	0.5
R16	Entrepreneurial self-efficacy	0.7
R17	Correct use of information and communication technology	0.8
R18	Removal of cumbersome government rules and regulations	0.6
R19	Creating an entrepreneurial culture	0.5
R20	Entrepreneurial behaviors	0.6
R21	Exploring creative opportunities	0.6
R22	Entrepreneurial intention	0.6
R23	Organizational support for entrepreneurial activities	0.7
R24	Financing the cost of the new service marketing unit	0.5
R25	Creating a system of training and skills	0.6

ID	Open code	CVR
R26	Attracting and hiring talented people	0.5
R27	Using the entrepreneurial experiences of other countries	0.5
R28	Creating a suitable knowledge management system in the organization	0.5
R29	Willingness to invest more	0.6
R30	CEO success	0.6
R31	Enthusiasm for employees' entrepreneurship	0.5
R32	The success of the organization	0.5
R33	Compliance with service standards	0.7
R34	Striving for constant learning	0.5

Based on the number of experts who evaluated the questions, the minimum acceptable value of CVR should be 0.42 for the number of 20 experts, which is approved for all indicators.

Findings and Data Analysis

A: Research findings

At first, the Kolmogorov-Smirnov test was used to check the normality of the distribution of the questionnaire questions. If the significance level of the obtained test (sig) for the variables test is below 0.05, the hypothesis H0 is rejected, and the data distribution is Its variables are not normal, but if the significance

level of the obtained test (sig) for the variables test is above 0.05, the hypothesis H0 is not rejected, and the data distribution of that variable is normal. According to the significance level of the Kolmogorov–Smirnov test, all the research questions and also the main variables are greater than 0.05. Therefore, the H0 hypothesis is confirmed, that is, the data distribution in this statistical sample is normal. It should also be noted that in the present study, the confidence factor is 95%. In other words, the error coefficient of five percent is predicted in the calculation of the results.

Table 3.

Kolmogorov-Smirnov's test of the tendency of entrepreneurial enthusiasm of managers of public organizations

Row	Variables	Kolmogorov–Smirnov Statistic Z	The significance level of the test	Normal/Abnormal
1	Level of Education	1.03	0.239	Normal
2	Entrepreneurial experience in the past	1.337	0.053	Normal
3	The centrality of identity	0.948	0.329	Normal
4	Individual creations	1.354	0.051	Normal
5	Self-efficacy	1.124	0.16	Normal
6	Motivation to progress in the organization	0.995	0.275	Normal
7	Organizational atmosphere	1.018	0.252	Normal
8	Outlook and upstream documentation	1.337	0.053	Normal
9	Person-job fit	0.889	0.408	Normal
10	Efficient human resources	1.329	0.058	Normal
11	Entrepreneurial culture in the organization	0.514	0.754	Normal
12	Organisational Learning	1.028	0.242	Normal
13	Entrepreneurial education	1.177	0.125	Normal
14	Creating an entrepreneurial identity	0.486	0.895	Normal
15	Raising awareness of the daily needs of society	0.514	0.754	Normal

Row	Variables	Kolmogorov–Smirnov Statistic Z	The significance level of the test	Normal/Abnormal
16	Entrepreneurial self-efficacy	1.335	0.053	Normal
17	Correct use of information and communication technology	1.337	0.054	Normal
18	Removal of cumbersome government rules and regulations	1.167	0.131	Normal
19	Creating an entrepreneurial culture	1.352	0.052	Normal
20	Creating a suitable knowledge management system in the organization	1.037	0.211	Normal
21	Using the entrepreneurial experiences of other countries	1.222	0.101	Normal
22	Attracting and hiring talented people	1.18	0.123	Normal
23	Creating a training and skill system	0.922	0.363	Normal
24	Financing the cost of the new service marketing unit	1.012	0.258	Normal
25	Organizational support for entrepreneurial activities	1.068	0.241	Normal
26	Entrepreneurial intention	1.336	0.053	Normal
27	Exploring creative opportunities	0.514	0.754	Normal
28	Entrepreneurial behaviors	0.914	0.373	Normal
29	Willingness to invest more	1.333	0.057	Normal
30	CEO success	0.42	0.896	Normal
31	Entrepreneurial passion of employees	1.33	0.055	Normal
32	The success of the organization	0.978	0.294	Normal
33	Compliance with service standards	1.254	0.086	Normal
34	Strive for continuous learning	0.86	0.45	Normal

B. Measurable Models Goodness Fit

One of the comprehensive and useful methods that authors often use to select the type of measurement models in the conceptual model of their research is the four-rule method of Jarvis et al. These four rules for constructive and reflective models are as follows:

For the cause and effect relationship between structure and index

In the constructive model, the direction of the cause and effect relationship is drawn from the questionnaire question to the research variable, while in the reflective model, this direction is from the variable side to the questionnaire question. In this research, it is a reflective model.

Mutual correlation between the questions of each variable

In the constructive model, mutual correlation between the questions is not

inevitable, while in the reflective model, the questions are definitely highly correlated.

Simultaneously change the questions together

In the constructive model, a change in one question does not necessarily lead to a change in other questions, while in the reflective model, it is expected that with a change in one question, the effects of the change in all other questions will also be shown.

Predictions and consequences of questions of one variable

In the constructive model, the questions do not necessarily have the same predictions and consequences, while in the case of the reflective model, the questions necessarily have the same predictions and consequences.

A measurement model is related to a part of the general model that contains a variable along with questions related to that variable. In the research model, as shown in the figure,

there is a measurement model related to 4 research variables.

To analyze the general model, we need to examine four existing measurement models. To examine the fit of measurement models, three criteria of reliability, convergent validity and divergent validity are used. Reliability or reliability determines how much the measurement tool has the same results when

implemented in the same conditions. This means that if the researcher runs his questionnaire again or in parallel and the results of both are the same, the questionnaire has complete reliability which is done in three ways by examining the coefficients of factor loadings, Cronbach's alpha coefficients and composite reliability, whose formulas are also given below:

Table 4.

Validity and reliability evaluation indicators regarding the motivation of entrepreneurial enthusiasm of managers of government organizations

Axial Code	Convergent validity		Reliability
	AVE	Cronbach's alpha	Composite reliability
Sources of entrepreneurial enthusiasm of managers	0.7975	0.9223	0.8834
Factors of entrepreneurial enthusiasm of managers	0.7975	0.9223	0.8834
Managers' entrepreneurial passion strategies	0.9209	0.9626	0.9168
Consequences of managers' entrepreneurial passion	0.8876	0.8946	0.8324
Acceptable range	0/5<	0/7<	0/7<

The results of the table show that the convergent validity of the factors was higher than 0.5 and the Cronbach's alpha and composite reliability to check the reliability was higher than 0.7, which confirms the validity and reliability.

First order factor analysis of research components

In the first-order factor analysis of the components, which is reported in the following, it is clear that all the factor loadings (greater than 0.4), the critical value (greater than 1.96) and the significance level (0.05) are confirmed.

Table 5

Values of factor loadings under the categories and identifiers of the sources of managers' entrepreneurial enthusiasm.

Axial coding	Subcategory	Critical value	Factor loading	P
Sources of entrepreneurial enthusiasm of managers	Level of Education	5.48	0.52	0.0001
	Entrepreneurial experience in the past	9.35	0.8	0.0001
	The centrality of identity	6.41	0.59	0.0001
	Individual creativity	6.61	0.6	0.0001
	Self-efficacy	8.02	0.71	0.0001
	Motivation to progress in the organization	5.06	0.48	0.0001

Table 6.

Values of factor loadings under the categories and indicators of managers' entrepreneurial passion factors.

Axial coding	Subcategory	Critical value	Factor loading	P
Factors of entrepreneurial enthusiasm of managers	Organizational atmosphere	6.81	0.62	0.0001
	Perspectives and upstream documents	5.47	0.51	0.0001
	Person-job fit	6.45	0.59	0.0001
	Efficient human resources	6.14	0.57	0.0001
	Entrepreneurial culture in the organization	8.07	0.71	0.0001
	Organisational Learning	6.02	0.56	0.0001
	Entrepreneurial education	8.44	0.73	0.0001

Table 7

Values of factor loadings under the categories and indicators of managers' entrepreneurial passion strategies

Axial coding	Subcategory	Critical value	Factor loading	P
Managers' entrepreneurial passion strategies	Creating an entrepreneurial identity	7.88	0.67	0.0001
	Having sufficient knowledge of the daily needs of society	8.32	0.70	0.0001
	Entrepreneurial self-efficacy	5.18	0.47	0.0001
	Correct use of information and communication technology	6.51	0.58	
	Removal of cumbersome government rules and regulations	7.23	0.63	0.0001
	Creating an entrepreneurial culture	6.13	0.55	0.0001
	Creating a suitable knowledge management system in the organization	7.93	0.67	0.0001
	Using the entrepreneurial experiences of other countries	7.18	0.62	0.0001
	Recruiting and recruiting talent	6.7	0.59	0.0001
	Creating a training and skill system	8.45	0.71	0.0001
	Financing the cost of the new service marketing unit	5.41	0.49	0.0001
	Organizational support for entrepreneurial activities	8.49	0.71	0.0001

Table 8

Values of factor loadings under the categories and indicators of the consequences of managers' entrepreneurial enthusiasm

Axial coding	Subcategory	Critical value	Factor loading	P
Consequences of managers'	Entrepreneurial intention	9.37	0.77	0.0001
	Exploring creative opportunities	7.14	0.63	0.0001
	Entrepreneurial behaviors	6.52	0.58	0.0001

Axial coding	Subcategory	Critical value	Factor loading	P
entrepreneurial passion	Willingness to invest more	5.43	0.50	0.0001
	CEO success	5.98	0.54	0.0001
	Entrepreneurial passion of employees	8.72	0.73	0.0001
	The success of the organization	6.94	0.61	0.0001
	Compliance with service standards	5.75	0.52	0.0001
	Striving for constant learning	7.27	0.64	0.0001

The Fitness of the Structural model

After examining the fit of measurement models, it is time to fit the structural model of the research. Unlike the measurement models, the structural model part has nothing to do with the questions (manifest variables) and only the hidden variables are examined along with the relationships between them. Several criteria are used to examine the fit of the structural model of the research, the first and most basic criterion being the significant t coefficients or t-values. The primary criterion for measuring

the relationship between variables in the model (structural part) is the significant numbers of t. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the variables and, as a result, the research hypotheses are confirmed at the confidence level of 0.95. Of course, it should be noted that the numbers only show the accuracy of the relationship and the intensity of the relationship between the variables cannot be measured with it.

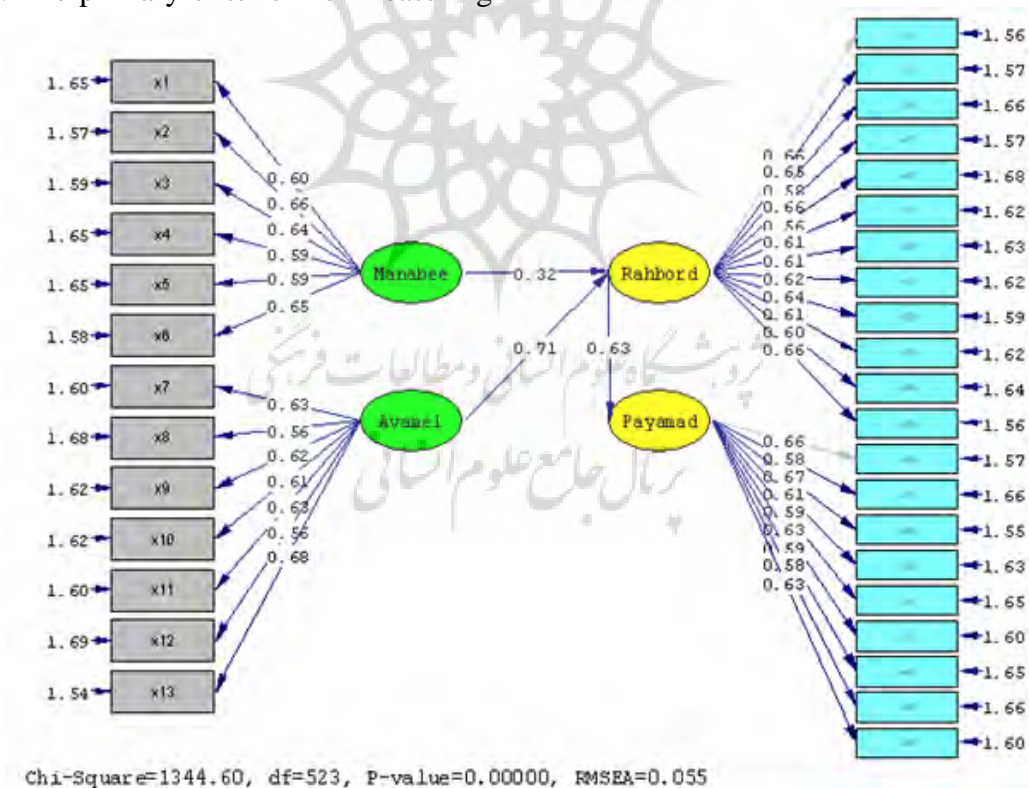


Fig 2. Structural model along with estimation of standard coefficients

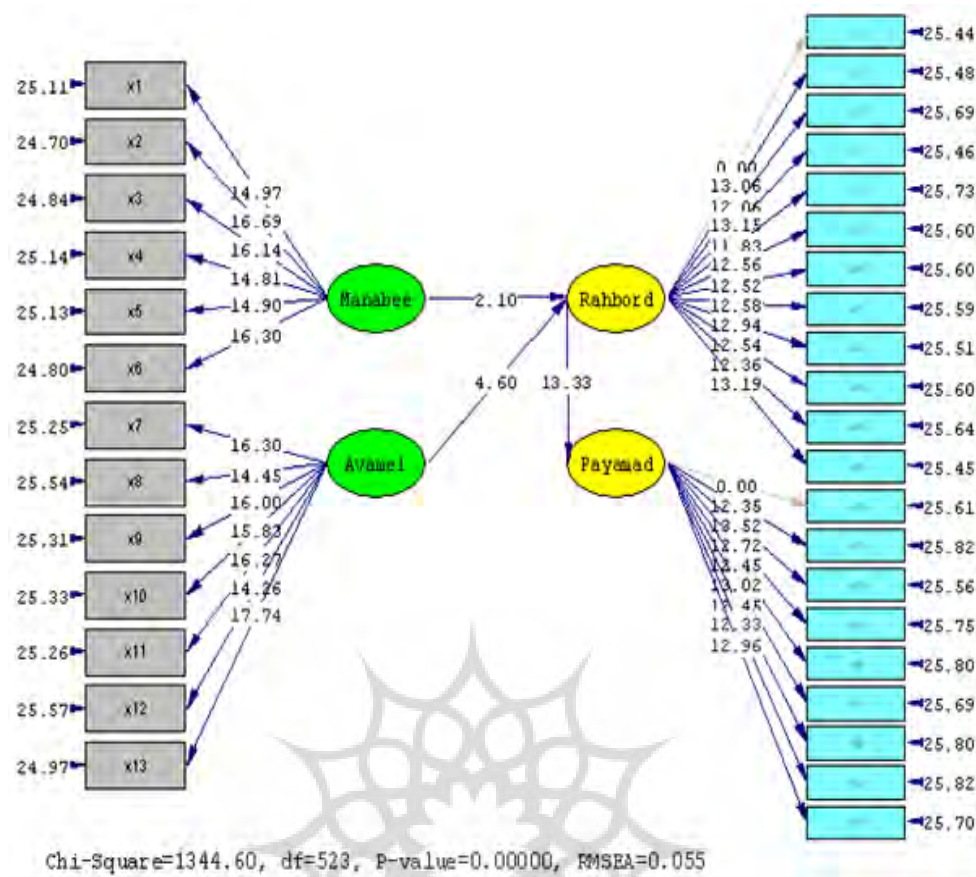


Fig 3. Structural model along with estimation of significant t coefficients (t-values)

In this part, we examine the results of the statistical analysis of the collected data. As stated before, structural equation modeling of variance axis or the least square method was used to fit the test. The graph of model

coefficients in standard form and t-student values are given below. Based on the following table, according to the presented indicators, it can be said that the above model has a good fit, and its results are mentioned.

Table 9

Fit indices of the conceptual model of entrepreneurial enthusiasm of managers of government organizations

χ^2/df	P	RMSEA	GFI	AGFI
2.57	0.0001	0.55	0.91	0.92

The lower the fit index χ^2/df , the better, and it should not be more than 3. According to the table, this value is 2.57, which is less than 3, and it shows that the theoretical model fits the data and is confirmed by these data, and it has the required reliability. Also, the value of the path coefficient is positive, AGFI (adjusted goodness of fit index) above 0.9 is reported as

a fitted model. GFI (normalized fit index) higher than 0.9 is a sign of good fit of the model. RMSEA is equal to 0.055 (the root mean square of the estimation of the variance of the approximation error or the deviation test of each degree of freedom) and a value less than 0.08 indicates a good fit of the model. Shows On the other hand, the P-value

(significance level) is 0.0001, which is less than 0.05, so it is accepted with 95% confidence of the conceptual model of

entrepreneurial passion of managers of public organizations.

Table 10

Analysis of the path of the conceptual model of the entrepreneurial enthusiasm of managers of government organizations

Direct relationships within the model	Standard error	T-Value
Strategies in Government Organizations -> Sources of Entrepreneurial Enthusiasm	0.32	2.1
Strategies in government organizations -> factors of entrepreneurial enthusiasm	0.51	4.6
Implications in government organizations -> Entrepreneurial passion strategies	0.63	13.33

According to the table, there is a significant relationship between the variables of the model, because the T value for all these relationships is more than 1.96. As a result, the fit of the structural model is confirmed.

Conclusion and Suggestion

The dimensions and factors affecting the tendency towards entrepreneurial enthusiasm of managers of government organizations in Isfahan Province, which were identified in this research, were: organizational atmosphere, perspective and upstream documents, knowledge management in the organization, efficient human resources, entrepreneurial culture in Organization, organizational learning, entrepreneurial education. Sometimes there is a source of entrepreneurial enthusiasm for a manager in an organization, but some factors affect its occurrence and increase or decrease. One of these factors is related to the atmosphere of the organization. Organizational climate is the perceptions that people in the organization have of various aspects of the organization's environment. The atmosphere of the organization is a source influencing the behavior of the members of the organization. If the atmosphere of an organization is dynamic and work, managers' enthusiasm for entrepreneurship will definitely increase. The atmosphere of the organization as a background factor affecting

entrepreneurial enthusiasm has been confirmed and emphasized in the research of Hardie et al (2020) and Xie et al. (2022). The perspective and upstream documents of a government organization is a very effective factor on the behavior and performance of its managers, because it defines the guidelines and limits of an organization's performance. Also, monitoring the manager's performance to achieve the goals set in these documents can be effective on the entrepreneurial enthusiasm of the managers of government organizations.

Knowledge management in the organization is another effective factor that the interviewees emphasized. Recording and sharing knowledge among the members of the organization can identify the gaps and deficiencies of an organization and provide the necessary knowledge to the managers in order to eliminate it. The manager of an organization shows entrepreneurial enthusiasm when he has the necessary, efficient and effective human capital for his entrepreneurial thoughts and plans and for their implementation. If the employees of an organization are not efficient and effective, every plan and idea will fail in practice. The next effective factor is organizational culture. Unfortunately, the culture of entrepreneurship has not been sufficiently rooted in the national culture and in government organizations, and in practice, it has not been emphasized in policies and

guidelines. Even if it is stated, in the strategies of government organizations, the necessary monitoring of its implementation has not been carried out and the need to do it is considered unnecessary. Therefore, the existence of an organizational culture that gives importance to independence, freedom of action, danger and risk is rarely seen in government organizations. In the research of Osadolor et al. (2021), the culture of the organization is given as an effective contextual factor in the tendency towards entrepreneurial enthusiasm. Another effective factor on managers' entrepreneurial enthusiasm is organizational learning. Organizational learning is a process during which organizational members discover errors and take action to correct them. In organizational learning, organizational processes are improved through knowledge and understanding. This issue increases the enthusiasm of managers in the direction of entrepreneurship in the organization to improve performance.

The strategies of enthusiasm for entrepreneurship of managers of government organizations in Isfahan province, which were explained and identified in this research, were: creating an entrepreneurial identity, raising awareness of the daily needs of society, entrepreneurial self-efficacy, the correct use of information and communication technology, removing laws and cumbersome government regulations, creating an entrepreneurial culture, creating a suitable knowledge management system in the organization, using the entrepreneurial experiences of other countries, attracting and hiring talented people, creating a training and skill system, financing the cost of a new service marketing unit, organizational support From entrepreneurial activities. Some strategies are mentioned in the theoretical literature and most of them were extracted from the interviews, which were clearly aimed at promoting the factors and resources that create entrepreneurial enthusiasm. As mentioned in the references

section, many researchers agree on the importance of people's identity in the formation of enthusiasm and motivation to do something. In the field of entrepreneurship, entrepreneurial identity plays a significant role. Although identity is the internalized expectations of people, it can be effective in their formation with different strategies and influence them in the path of entrepreneurship. This variable has been mentioned in other researches such as Alvandi et al (2022), Rego (2020), and Nave (2022).

Raising the awareness of the daily needs of the society for the managers of government organizations, whose main goal is to meet the different needs of the people in different dimensions, can be an effective strategy to create and promote the entrepreneurial enthusiasm to recognize and eliminate the weak points of the organization in the direction of Respond better to people's needs. The next strategy is to improve entrepreneurial self-efficacy. Self-efficacy in a general sense is defined as a state of mind based on people's perception of their skills and abilities, and entrepreneurial self-efficacy refers to people's inner beliefs and thoughts about whether they have the necessary ability to do a job. Are they innovative and risky or not? Therefore, by improving the abilities, it is possible to influence the mentality of managers for entrepreneurship. Therefore, by knowing the factors affecting self-efficacy, this strategy can be used to promote entrepreneurial enthusiasm, because if managers have such a spirit, they can be expected to engage in entrepreneurial activities. Researchers have also worked on investigating the role of motivational components, such as entrepreneurial self-efficacy, in shaping entrepreneurial enthusiasm. For example, Ho et al. (2020) found that entrepreneurial self-efficacy was positively related to the entrepreneur's passion to invent and establish. Other researches in this field, Mard Urbano et al. (2019); Bruton et al. (2021); and Li et al.

(2021). Another effective strategy in promoting entrepreneurial enthusiasm is the correct use of information and communication technology. Today, with the expansion and volume of information that can be shared between people through the Internet, the correct use of information and communication technology in organizations is one of the most basic and effective strategies that affect other factors and the quality of the implementation of some strategies, such as: Knowledge management, organizational learning, interpersonal communication, etc. are influential. The correct and efficient use of information and communication technology in government organizations can, in addition to improving interpersonal relationships and interactions within the organization, share knowledge, transfer problems and weaknesses to managers, and ask for creative ideas from employees. And increase the skills and capabilities of managers and employees in line with attractive and creative ideas to improve organizational processes and help respond better to people's needs. The next strategy is to remove cumbersome government laws and regulations in government organizations. The high level of bureaucracy, many and cumbersome laws have always been one of the obstacles to entrepreneurship in government organizations, if the laws should support changes, improvement and adaptation to the daily needs of the society.

Creating an entrepreneurial culture is one of the effective factors in improving the organization's atmosphere in order to promote entrepreneurial enthusiasm among managers. The culture of an organization supports the actions of its managers and employees, despite this, the organizational culture in favor of changes, innovation and improvement has not been institutionalized in government organizations. But in recent years, different attitudes have been created about government organizations in line with entrepreneurship, and this culture should be institutionalized in

organizations with appropriate measures. As mentioned in the dimensions and factors affecting entrepreneurial enthusiasm, knowledge management in the organization can be effective on entrepreneurial enthusiasm among managers, so creating and upgrading and improving the knowledge management system in government organizations is a strategy to improve and create enthusiasm among managers. Using entrepreneurial experiences of other countries is an important strategy for government organizations.

Modeling and using entrepreneurial experiences in other countries for government-related organizations can be used as a path of progress and improvement for entrepreneurship and be effective factors in promoting the entrepreneurial enthusiasm of managers and its obstacles and challenges. Recruiting and hiring talented personnel can be effective on the entrepreneurial enthusiasm of managers, because it makes them happy to have an efficient workforce for their entrepreneurial decisions in the organization, while receiving from their opinions and ideas. Also uses as it was said, the existence of efficient human resources is one of the effective factors, therefore, their recruitment and retention is also an effective strategy in the topic of discussion. Creating a training and skill system to train managers and employees to improve their ability and skills and to create a mental and objective competence to make creative and entrepreneurial decisions is an effective strategy for promoting entrepreneurial enthusiasm in managers. Financing the cost of the new service marketing unit is one of the important strategies to support entrepreneurial decisions to create services or develop services. Organizational support of entrepreneurial activities as an encouragement to ensure the allocation of resources, support of employees, not creating obstacles for the implementation of plans, can be considered as a very effective strategy. The sources of entrepreneurial

enthusiasm of managers of public organizations in Isfahan province that were identified in this research were: education level, previous entrepreneurial experience, individual creativity, self-efficacy, motivation for progress and the centrality of entrepreneurial identity.

Suggestions:

- ✓ Training courses to strengthen creativity, initiative to promote individual creativity and self-efficacy of managers in organizations should be held;
- ✓ Promoting the entrepreneurial culture in the organization through the support of managers, adjusting the reward system, accepting reviews, encouraging employees to comment and express ideas, supporting creative people, using collaborative management and facilitating communication between managers and employees;
- ✓ Effective conflict management is also important for productive entrepreneurial learning in entrepreneurial teams. Continuous support for the emergence of innovation, original ideas, and creativity of an individual when dealing with opportunities is emphasized throughout the entire educational path;
- ✓ Previous experiences are the most influential source of information related to a person's self-efficacy, because it is a reliable and valid proof of a person's ability and success in performing entrepreneurial tasks and behaviors. Therefore, by creating spaces from the most basic state, to provide managers with positive experiences on a trial basis, which can also strengthen their self-efficacy;
- ✓ Managers' belief in the feedback of others regarding their abilities and capacities can strengthen their self-efficacy. Encouraging those around you when problems arise makes managers show more endurance and have a desire to persevere more;

- ✓ Using the most up-to-date and efficient information and communication technologies in government organizations and training managers and employees to use them correctly;
- ✓ Reviewing and revising government laws and regulations in order to reduce legal obstacles in the way of entrepreneurship in government organizations and government support for these actions;
- ✓ This research is a kind of cross-sectional research. It is necessary to carry out longitudinal research on this model, because the current research model logically and rationally shows the sequential relationship between the variables, if the cross-sectional research data does not make it possible to investigate this.

Suggestions for future research

- The current research was the result of the opinions of experts and managers of government organizations in Isfahan, so in order to confirm and determine the validity of the results in other cities, this research should be repeated or experimentally tested in a city like Tehran or Mashhad;
- It is suggested that the future researchers distribute the status of the variables of the research model with the quantitative tool made in this research among the distribution managers in government organizations, and the weak points determine.

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