

Study of Relationship Between Strategic Thinking Dimensions and Entrepreneurship

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Abstract: This paper is the result of a research of the relation between strategic thinking dimensions and the value of entrepreneurship of managing directors in Mashhad cooperative companies. In this survey, strategic thinking and its' dimensions contain systematic view, concentrate on object, intelligently opportunity saving, concentrate on time and pioneer with phenomenon are as dependent variables and entrepreneurship of managing directors in Mashhad cooperative companies is as independent variable. Also, gender, age, educational level, marital status and experience are considered as moderator variables. This research is from descriptive and solidarity method type and is done by utilizing the survey and field method and by using standard questionnaires. Statistical population is contained all the managing directors of Mashhad cooperative companies. The volume of sample is 256 ones. The result shows that the value of entrepreneurship is in high level and there are significant relation between strategic thinking and its' dimensions with the rate of managers' entrepreneurship. Therefore, we propose the companies to utilize the managers with a power of intuitive analysis and strategic thinking. Also, we recommend managing directors to consider generalities and refrain of details and recognize opportunities and focus on time.

Key words: Strategic Thinking • Strategic Thinking Dimensions • Entrepreneurship

INTRODUCTION

Entrepreneurship is a concept which have influential role in economic development of countries. Entrepreneurship is a new economic and technical phenomenon, which transform the economic and industrial world. Entrepreneur managers play important role in changing and improvement of the economic growth. Nowadays, organizations need entrepreneur managers who challenge for existence norms [1]. According to Kenz Veris viewpoint, entrepreneur and effective managers play the charismatic and architectural role. They use opportunities and prevent from creating crisis [2]. Because of entrepreneurship importance, it is essential for governmental planners and brokers use comprehensive planning to provide the field of promotion and growth of entrepreneurship culture. Strategic thinking is a factor which can affect the amount of entrepreneurship and it is as one of the two main capabilities of outstanding leadership performance.

From Mitzberg viewpoint, strengthening the strategic thinking leads to better strategy. He believes that the managers with strategic thinking are capable of encouraging other personal to find creative solutions for

success of the organization. Thus, strategic thinking is prerequisite for design of the future of the organization [3]. According to importance of strategic thinking for managers and the influential role of entrepreneurship in progress of companies and the relation between these two categories, this research provide the solutions for encouraging and strengthening the strategic thinking and entrepreneurship of managing directors.

The Concept of Strategic Thinking: Strategic thinking is a very complex concept and there are several definitions for it as below definitions:

Gari-Hamel describes strategic thinking as artistic architecture of strategy based on creativity and understanding of business.

From Mitzberg viewpoint, it is a mental synthesis process, which by intuition and creativity creates an integrated view of business in mind [4]. Ralf-Stacy introduces strategic thinking as plan based on learning [5]. According to Abraham viewpoint, strategic thinking is the recognition of reliable strategies that create value for customer. He believes that search for finding suitable strategic as part of strategic managing process, is the applicable result of strategic thinking.

Strategic thinking is the specific way of thinking, which is considered as strategic architectural skill [6]. Strategies create vision for organization and help managers to decide according to this vision.

Strategic thinking is a multidimensional phenomenon which is created by interaction of its' constituent elements, suitable thinking and the culture of developing strategic entrepreneurship [7].

Strategic thinking is not forecast of the future, but also, capability of catch the opportunities that cultural competitors are unaware of them.

Each of these interpretations represents one aspect of this approach. Therefore, it is essential to notice at the other characteristic, elements and strategic thinking levels.

The Characteristic of Strategic Thinking: From Lidtka viewpoint, characteristics and dimensions of strategic thinking are as below ones:

Systematic Viewpoint: strategic thinker has multiple thinking, it means that he can evaluate different elements and distinguish the relations between them and his orientation is holistic and systematic.

Concentrating on Object: it allows the individuals to focus on their energy penetratingly and effectively to stabilize dispersion and protect this status to achieve the goals.

Intellectually Opportunity Saving: discover the opportunities and save them by experiences and understanding the suitable conditions.

Focus on Time: strategic thinking is thinking across the time which, links the past, now and future.

In strategic thinking, we must create future based on today's capabilities, which are the same past outcomes and test of the phenomenon with design a critical question.

Strategic Thinking Levels: Strategic thinking is in two levels as individual and organizational levels: strategic thinking in individual level contains three elements as: understanding of the organization and its environment, creativity and vision for future of organization.

Strategic Thinking Patterns: Strategic thinking is a descriptive concept and it is proposed different patterns. P. Williamson pattern, Lidtka and Hamel patterns are the best known patterns.

Williamson pattern concentrated on strengthening of organization with development of capabilities and recognition of the market.

Hamel pattern recommended the new activities for creating new viewpoints. And, Lidtka concentrate on objects of the organization.

Despite of the differences, all of these patterns concentrate on learning as the main element for understanding the market.

The capacity of strategic thinking and divergent thinking in multiple levels of organization is as central core of creation and the competitive advantage.

Heracleous believes that creative strategies are operative with analytical and convergent thinking. Hamel strategy is based on innovation which has two characteristics as create new value for customer and create new wealth.

The Concept of Entrepreneurship: Origin of the entrepreneurship word is France. This word is derived of the French word "Entreprendre" which means contractor, broker or dealer.

In the sixteen century, the person who guides the military missions named as entrepreneurship. This word in Persian literature, at first meant "employer" and then translated to "entrepreneurship".

There are different definitions for entrepreneurship as below:

According to Kantilton viewpoint entrepreneur is a person who represents production tools in order to integrating them for production of the market.

Stivenson believes that entrepreneurship creates the new things to achieve the financial resources.

Merdis believes that entrepreneur is a person who has the capabilities of distinguishing and evaluating the business opportunities.

Mackland interprets the entrepreneurship is beyond the job, but also a way of life.

Aspects of Studying Entrepreneurship: Entrepreneurship concept is studied from different viewpoints.

Economical aspect is reviewed as two aspects that are classical economics and neoclassical economics. Classical economics point at the part of economics related to before of nineteen century, which introduces political economics. The base of neoclassical economics is modeling of a system with balance, which is based on market.

In social and cultural approach, culture is one of the main and effective factors of entrepreneurship and for the

growth of entrepreneurship, it is essential to proportion between religion constructions and economical behavior. According to this approach, there are distinguished personality characteristics for entrepreneur.

Psychological approach search for personal characteristic for entrepreneur and social approach search for social construction and test them to forecast entrepreneurship process.

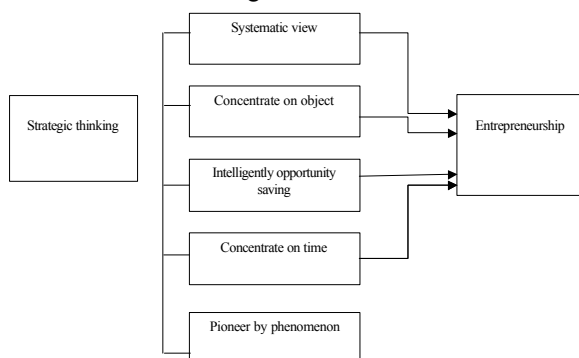
Relation Between Strategic Thinking and Entrepreneurship: Managers with strategic thinking utilize new thinking and ideas in organization to survive it. Entrepreneurship managers have deep viewpoint and are they like development and progress and challenge for the organization the culture of achievement is the result of constant encouraging and better thinking and this is based on development of innovation and creativity capabilities.

Tim O'shannassy, (1999); in a research named "entrepreneurship in organizations" believes that analytical and rational strategy dimensions link to creative and artistic dimensions of entrepreneurship and cause a strong managing approach He believes that this modulation is a mental dyaltyk between divergent and convergent thinking. He interprets that using the strategic planning and thinking is a way to achieve new and creative strategies in action.

Growth of strategic thinking helps us in decision making, especially in strategic situation. For complete recognition of this capability, it is necessary to effort.

Whereas, by recognition the strategic thinking boundaries and a little effort, achievement the entrepreneurship would be generally developed.

The Conceptual Model of Research: According to represented viewpoints and studies in strategic thinking and entrepreneurship, below model shows the relation between these two categories:



Statistical Sample and Determine the Volume of the Sample: For determination the volume of the sample, we use the Morgan Krejcie table and below formula:

$$n = \frac{N \cdot t^2 \cdot p(1-p)}{N \cdot d^2 + t^2 \cdot p(1-p)}$$

n = The volume of sample

N = The number of statistical population

t² = t for the significant level lower than 0.05

d² = Extreme of evaluating of population parameter

p = Probability of properties

1-p = Probability of lack properties

According to this formula, the volume of the sample was calculated and the result was 250 person.

Data Collection Instrument: In this research the standard questionnaire is the main tool for gathering information and there are two types of standard questionnaires as below:

- Strategic thinking dimension questionnaire contain forty questions in five headings and the way of scoring is the Likert scale and headings of questions are as stated in Table 1 and Table 2.
- Entrepreneurship questionnaire contained 22 questions.

The way of scoring with Linkert scale is as below Table:

Validity of Questionnaire : Because the questionnaires are standard, the validity is verified.

Reliability : The reliability of questionnaire evaluated by Cronbach's Alpha. The verification of internal reliability of the questions of questionnaire was done.

Testing the Hypothesis about Normality of Variables : Prior to determining the type of test especially in comparative tests, it is required to make sure about normality of variables. If the variables are normal, it is recommended to use parameter tests; otherwise, the use of equivalent non-parameter tests will be considered. As the studied variables in this research are distance variables, so selecting the test of Kvlvmvgrvf- Smirnov is the best choice for determining the normality of variables. So the related hypotheses are as below:

Table 1: Coding the questions according to Likert scale

Compeletely agreed	Agreed	No idea	Disagreed	Completely disagreed
5	4	3	2	1

Table 2: Headings of the questions of the research questionnaire

Title	Research variables	No of relevant questions	Headings of questions
1	Systematic view	1 – 10	
2	Concentrate on object	11 – 18	
3	Intelligently opportunities saving	19 – 27	
4	Concentrate on time	28 – 33	
5	Pioneer with phenomenon	34 - 40	

Table 3: coding the questions according to Linkert scale.

I have not this characteristic	I have a little of this characteristic	Whitout idea	I have some this specification	I have this very much
-2	-1	0	1	2

Table 4: Cronbach's Alpha coefficient for research variables

Research variables	Cronbach's alpha coefficient
Strategic thinking dimensions	0.9114
Systematic view	0.8008
Concentrate on object	0.8162
Intelligently opportunity saving	0.7539
Concentrate on time	0.8744
Pioneer with phenomenon	0.8010
Entrepreneurship amount	0.8840

Table 5: Results of Kvlvmvgrvf- Smirnov Test on research variables

Variables	Value of z kolmogrov-smironv	Significance level	Results
Strategic thinking dimensions	1.04	0.229	Normal
Systematic view	1.277	0.075	Normal
Concentrate on object	1.284	0.065	Normal
Intelligently opportunity saving	0.754	0.353	Normal
Concentrate on time	1.044	0.226	Normal
Pioneer with phenomenon	1.001	0.259	Normal
Entrepreneurship amount	1.01	0.26	Normal

Table 6: Descriptive values of entrepreneurship, strategic thinking and its' dimensions

The number of questions	Research variables	Mean of the score	Maximum of the score	Relative score
40	Startegic thinking	167.39	200	83.70
10	Systematic view dimension	40.18	50	80.36
8	Concentrate on object dimension	33.44	40	83.60
9	Oppertunity saving dimension	38.51	45	85.58
6	Concentrate on time dimension	26.24	30	87.47
7	Pioneer by phenomenon dimension	88.90	35	82.74

*This score is calculated with (dividing the mean of the score * By the maximum of score) multiple 100

In order to test the normality of the hypothesis, the kolomogrov-Smirnov test is used and the below result shows that the variables are normal.

Research Findings: The results of descriptive values of research show that the amount of entrepreneurship of managers is in high level and 19.63% of them are good in entrepreneurship amount and 80.37% are very good. According to resultant score of the strategic thinking dimensions, the concentrate on time dimension is stronger than the others and after that intelligently opportunity saving has better score. The lowest score is related to systematic view- (the result of table 5)

The Result of Research Hypothesis: In this part, by studying the results of main phenomenon and subordinate hypotheses, the researcher attempts to test them.

The Result of Testing Main Hypothesis

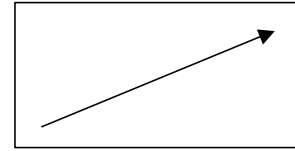
Main hypothesis: There is a significant relationship between strategic thinking and the amount of entrepreneurship of managers of the Mashhad cooperative companies. The correlation coefficient between two variables is 0.405 and the significant level is 0.000. Therefore, the hypothesis is verified and the increase of strategic thinking causes increase in the amount of managing director entrepreneurship as the below graph shows :

For studying the relation between strategic thinking and manager's entrepreneurship by using of calculated covariate of Multivariable regression, the analysis is done.

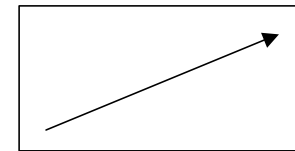
Also, the value of $k^2 = 0.02$ and freedom degree is (5) and the ratio of $\frac{k^2}{\text{freedom degree}}$ which is less than 3 and reliable level of (0.99) and the value of RMSEA which is less than 0.08, therefore, the concept model varify the relation between dependent and independent variables. (Figure 2).

The Result of Testing the Secondary Hypotheses: After studying findings of questionnaires and analyzing them, except the sixth secondary hypothesis, other hypotheses were verified as below:

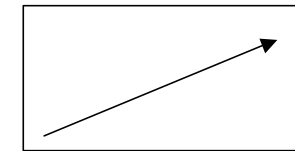
The Secondary Hypothesis 1: There is relation between systematic view and the entrepreneurship amount of managers. The result of testing secondary hypothesis 1 shows that there is relation between these two variables.



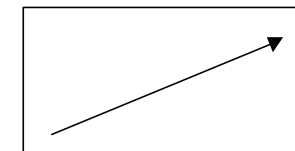
Graph 1: Variation of Strategic Thinking and the Amount of Entrepreneurship



Graph 2: Variation of the Systematic View and the Amount of Entrepreneurship of Managers



Graph 3: Variation of Focus on Object and Entrepreneurship

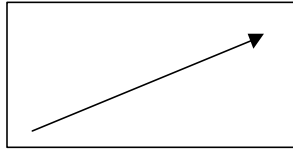


Graph 4: Variation of Intelligently Opportunity Saving and the Amount of Entrepreneurship

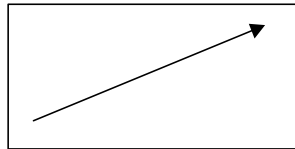
The regression coefficient is 0.232 and the significant level is 0.000, which interprets the high level of regression between these two variables. Therefore, the relation is a linear and direct one.

The Secondary Hypothesis 2: There is relation between focus on object and the amount of entrepreneurship of managers. The result shows that there is relation between focus on object and the amount of entrepreneurship. The regression coefficient is 0.403 and significant level is 0.000, which the regression is in high level. Therefore, the relation between these two variables is linear and direct and, increasing of one, causes increasing in the other. (Graph 3).

The Secondary Hypothesis 3: There is a significant relation between intelligently opportunity saving and the amount of entrepreneurship of managers and regression coefficient is 0.375 and significant level is 0.000, which shows a strong and completely significant and direct relation.



Graph 6: Variation of the Focus on Time Dimension and the Entrepreneurship of Managers



Graph 7: Variation of Pioneer by Phenomenon and the Amount of Variation of Focus on Object and Entrepreneurship

The Secondary Hypothesis 4: There is relation between focus on time and entrepreneurship amount. The result shows that there is a significant relation between these two variables and regression coefficient is 0.185 and significant level is 0.002, which shows that the relation is not strong, but it is significant. Therefore, focus on time has less influence on entrepreneurship amount. (Graph 6)

The Secondary Hypothesis 5: There is relation between pioneer by hypothesis and the amount of variation of focus on object and entrepreneurship of managers: There is significant relation between these two variables and the correlation coefficient between two variables is

0.342 and significant level is 0.000, which shows a strong relation.

The Secondary Hypothesis 6: The amount of entrepreneurship is different among men and women managers. The result shows that there is not big difference between the amount of entrepreneurship of men and women and according to significant level of 0.102, we accept the zero hypothesis. Therefore, in regard of entrepreneurship, there is no significant difference between men and women.

The Secondary Hypothesis 7: the amount of entrepreneurship of managers with systematic view is more than the amount of entrepreneurship of managers with pioneer by phenomenon. Results show that there are little difference between managers with systematic view and managers with pioneer by phenomenon view. The significant level is 0.029, so we accept hypothesis 1 and there is significant difference between these two groups of managers.

The Secondary Hypothesis 8: There is difference between strategic thinking dimension and the amount of entrepreneurship of managers.

According to the results derived of fisher test, we could say that there is significant difference between strategic thinking dimensions except concentrate on time and the amount of entrepreneurship of managers.

Table 6: Descriptive value for the amount of entrepreneurship of men and women

Standard deviation	Mean	Group
8.267	29.18	Men
10.27	31.45	women

Table 7: The competitive test for the amount of entrepreneurship in men and women

Variable	Value of F	Covariate of P	Value of t	Freedom degree	Significance level
Gender	2.834	0.093	-1.642	258	0.102

Table 8: Descriptive value of entrepreneurship of managers with systematic view and pioneer by phenomenon viewpoint

Group	Mean	Standard Deviation
Systematic view pioneer with phenomenon	28.31	7.611
	30.59	9.289

Table 9: The competitive test of the amount of entrepreneurship of managers with systematic view and pioneer with phenomenon

variable	Value of F	The amount of p covariate test	Value of t	Freedom degree	Significance level
viewpoint	5.879	0.016	-1.922	254.986	0.029

Table 10: Result of variation of strategic thinking analysis and entrepreneurship

Variable	The significant level of covariate test	Value of F fisher test	Significance level of test
Strategic thinking	0.06	14.788	0.000
Systematic view	0.075	7.947	0.005
Concentrate on time	0.507	30.05	0.000
Intelligently opportunity saving	0.178	6.891	0.009
Focus on time	0.105	0.062	0.8
Pioneer by hypothesis	0.167	6.1	0.014

Research Limitation:

- Limitation related to complexity of human behavior.
- Limitation related to effect of variables: researchers have not possibility of control of variables.

Suggestions Based on Research Findings:

- Related to the result of main research phenomenon related to strategic thinking and entrepreneurship, it shows that there is a significant relation between these two variables, so the companies should use of managers with intuition analysis power and strategic thinking. We recommend managers to notice at generalities and recognize the opportunities.
- According to the result of test of secondary phenomenon 1, the managers with systematic view have higher level of entrepreneurship, so they should refrain of details and notice to generalities.
- According to the result of the test of secondary phenomenon 2 in which there is relation between focus on time and the amount of manager's entrepreneurship. We suggest that managing directors should focus on object, because it is the guarantee of strategic thinking. Therefore, the interpretation of organizational objects and continuous training of managers is a way to focus on objects.
- According to the result of the test of secondary phenomenon 3, we propose that managers should recognize the new opportunities in organizational levels and utilize them.
- According to the result of the test of secondary hypothesis 4, which approved that there is a significant relation between focus on time dimension and the amount of manager's entrepreneurship, strategic thinkers understand the relation between past, now and future of the organization and try to design new and entrepreneur programs.
- According to the result of test of secondary hypothesis 5, which approved that there is a significant relation between pioneer with

phenomenon and the value of entrepreneurship of managing directors of cooperative companies, so the managers with analysis and intuition power would analyze the problems and create the phenomenon.

- According to the result of the secondary hypothesis 6, this confirmed that there is not a significant difference between man and women managing directors as entrepreneur, so we recommend using women managers too.
- According to the result of the secondary hypothesis 7, this shows that the value of entrepreneurship in managers with pioneer by phenomenon view is higher than the amount of entrepreneurship in managers with pioneer by phenomenon view, so it is recommended to managers strengthen this dimension.
- According to the result of the secondary hypothesis 8, this shows that there is difference between different dimensions of strategic thinking about influence on entrepreneurship amount, so we recommend managers notice to the differences and try to strengthen entrepreneurship.

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