

Review and Comparison of Challenges, Conflicts and Innovation on the Start-Up Qualification of Independent Business

(Case Study on Physical Education Students of Islamic Azad University, Tabriz Branch)

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Abstract

Purpose: Entrepreneurship is the driving force behind economic and social change. Entrepreneurs are the cornerstone of the economic system in the country.

Methods: This applied research employed a causal-comparative research method. The statistical population included the undergraduate, postgraduate, and Ph.D. students of Islamic Azad University, Tabriz branch, (N=517). Based on Morgan's table, 250 students were selected randomly and were given the prepared questionnaires. The Dorabji et al. (1998) Innovation Climate Questionnaire and Anderson & Dunkelberg's (1990) Independent Business Start-up Competency Questionnaire were used for data collection. Content and face validity were confirmed by six sports management experts. The Cronbach's alpha coefficient was calculated to be ($\alpha=0.84$) for the Innovation Climate Questionnaire and ($\alpha=0.87$) for Independent Business Start-up Qualification. In this study, both descriptive and inferential statistics were used for data analysis and hypothesis testing. The Kolmogorov-Smirnov test was used to check the normality of the data.

Results: The results of the study showed the impact of the challenge on the qualification of start-up independent business. In addition, the factors of innovation and conflict in the classrooms were found to have a positive effect on the qualification of independent business start-ups.

Conclusion: Based on the results of the present study, it is suggested that professors encourage students to take up a healthy, team-based challenge and improve the quality of their work by creating an energetic and non-compulsory atmosphere in the field.

Keyword: Entrepreneurship, Startup business, innovations, independent businesses.

Introduction

Entrepreneurs are the pioneers of business success in society; and entrepreneurship has been a symbol of effort and success in business. Their ability and capacity to get opportunities, success and innovation are the criteria by which modern entrepreneurship is measured (Alvani, Kiakakjroo & Rudgarnejad, 2010). Innovation in today's world is a team effort and successful management of innovation groups is an art. Managers can only provide an environment for creativity to grow and be expressed and cannot order creativity. The first and most important step for innovation is the openness of an organization to new ideas and concepts (Samadi, 2012). Independent entrepreneurship arises from the encounter of individual characteristics of entrepreneurs in the environment in which they are raised (Postigo, 2002). Academic research regarding sport entrepreneurship and innovation is a recent phenomenon but the practical significance has a long history (Ratten, 2018). Innovation is a process by which entrepreneurs transform opportunities into marketable ideas. It is through these tools that changes take place (Ahmadpour-Dariani & Azizi, 2013). To increase the awareness of entrepreneurship in society and raise their capabilities in this area, start-ups will also thrive. One of the factors affecting entrepreneurship development is attention to the educational system (Hezarjariybi, 2005). Due to the very rapid process of change and progress in today's society, it is not possible to predict the future. The move of countries towards integration in the economic and cultural fields and the phenomenon of globalization affected the economy and business patterns around the world. In the face of these

changes, the recruitment process and its criteria are also changing in countries. People are not looking for permanent employment in a job like the old times and there are very few such opportunities in companies and organizations. Continuous changes in jobs and professions create the need to acquire new knowledge and skills for each job that appears. On the other hand, globalization and rapid dissemination of knowledge and information, have led to greater competition among companies in the field of economics (Ahmadpour-Dariani & Azizi, 2013). In today's competitive world, innovation is critical to the survival of corporate success; and creative people are the source of innovation. For companies, they are vital and if companies do not have creative people, they are exposed to deterioration because the pace of global economic growth, limited demand and high supply have intensified competition (Saifollahi & Rostami, 2015). There are unlimited job opportunities available around us, each with its own subtleties that need to be recognized. If the entrepreneur does not have special talents or high scientific ability or has little capital, a small service business is the best place to start. The rapid evolution of science and technology in the world on the one hand and transforming the sport into an industry on the other have led practitioners of the sport to new challenges and innovative approaches. (Javadian Saraf & Shajie, 2008). So, entrepreneurs need a favorable business environment to identify opportunities and successfully turn them into innovations and create competitive advantages if they wish to launch an entrepreneurship strategy in sports business (Azimi, Razavi & Boroomand, 2019). Miller (1983) considers entrepreneurship as a search opportunity, the ability to identify market gaps with an emphasis on the market

and product innovation and risky projects with a tendency to pioneer innovation and gain superiority over competitors (Mill Miller, 1983). Innovation climate is the perception of students about innovation in the classroom that includes emotions, attitudes, and behavioral tendencies, which are composed of risk-taking, freedom, time, fun, challenge and participation, idea support, discussion, trust, and conflict. Challenge and participation is the degree to which students in the organization are emotionally involved in their operations and goals and seek to find meaning in their work. Risk-taking is measuring or evaluating risk and designing strategies for managing it. Freedom is defined as independence. Staff have the freedom to participate in decision-making, which is positively associated with the level of creativity and innovation in an organization. The concept of time here is the amount of time that can be used to develop new ideas, opportunities to discuss and test ideas and suggestions. Employees can have fun but the mind of a successful entrepreneur, especially when starting a business, is entirely preoccupied with his ideas and enjoys other things less. Supporting ideas is the backing of ideas and businesses created and the effort to develop them through the provision of capital to provide facilities. The discussions, which include collision or conflict between the ideas, views and experiences, are different. Trust is defined as people's beliefs about the future behavior of the other group. Conflict in an organization can be outlined as the conflicting forces between basic needs and spiritual needs, religious and ethical perspectives, and the incompatibility of the mindsets and imaginations of two or more people (Kashif & Lotfi, 2015).

Moghassem et al., (2019) show that innovation in technology including entrepreneurial ability, technology infrastructure, and organizational culture and atmosphere, has a positive effect on product performance, sales performance and innovation performance of manufacturing companies. In a study on promoting innovative business performance, Yazdani et al. (2016) showed that organizational structure had a positive and significant effect on social interaction and organizational climate, knowledge management and social interaction, innovation performance, but the variables of organizational structure and social interaction on knowledge management could not have a direct and significant impact on innovative performance (Yazdani et al., 2016). In a study conducted on predicting entrepreneurial capacity through the components of innovation climate in west Azarbaijan sports boards, Kashif and Lotfi (2015) concluded that among the components of the climate of innovation, the component of challenge and participation was capable of predicting entrepreneurial capacity (Kashif & Lotfi, 2015). Tajuddin et al., (2015), in a study on the relationship between innovation and organizational performance in the construction industry in Malaysia, concluded that innovation had a positive impact on organizational performance. In a research titled "organization creativity and innovation and its relation to organizational productivity", Babadi et al., (2014) concluded that creativity and innovation in the organization had a relationship with organizational productivity. Some aspects of the work environment are the sources of creativity and productivity enhancement. In addition, creativity training enhances the productivity of the organization (Babadi, Ismaili & Khalili, 2014). Tabatabaei

et al., (2013) examined the relationship between innovation and entrepreneurship. In studying the successful and unsuccessful sports federations, they concluded that although innovation and entrepreneurship are personal matters, internal and external factors affecting innovation and entrepreneurship should be considered (Tabatabai et al., 2013). Rosenbusch et al., (2010) in an article entitled "A meta-analysis of the relationship between innovation and performance in SMEs" concluded that there was a significant relationship between innovation and entrepreneurship and performance. Thus, factors affecting innovation and entrepreneurship should be considered (Rosenbusch, Brickman & Bausch., 2010). Cainelli et al., (2004) examined the impact of innovation on economic performance in services and concluded that high levels of productivity and growth drive innovation (Cainelli, Evangelista & Savona., 2004).

Different motivations make people work independently. One of these motivations is independence which is one of the strongest needs of an entrepreneur (Saeedikia, 2016). An independent business founded by the entrepreneur is the most important type of entrepreneurship discussed in the conventional entrepreneurship literature. The characteristics of this organization are owner management, simplicity of executive activities and usually include small and young businesses (Fathi & Pakdel, 2014). To sum up, in this article we intend to review and compare the challenges, conflicts, and innovation on the start-up qualification of independent.

Materials and Methods

The present study is applied and made use of a causal-comparative research method. The

statistical population includes the undergraduate (54%), postgraduate (38%), and doctoral (8%) students of Islamic Azad University of Tabriz, which were 517 in total in 2018. According to Morgan's table, 250 physical education students of Islamic Azad University of Tabriz were randomly selected and the questionnaires were distributed among them. Of these, 130 were female (52%) and 120 were male (48%). Two standard questionnaires were used to collect data; the innovation climate questionnaire was developed by Dorabji et al., (1998) and the independent business start-up competency questionnaire was developed by Anderson and Dunkelberg (1990). After studying the available resources and questionnaires, the final questionnaire was formulated and given to six sport management experts so that they determine its validity and then it was finalized it by the supervisor. In this study, the Cronbach's alpha was used to evaluate the reliability of the questionnaires for 30 persons. The Cronbach's alpha coefficient with a value greater than 0.70 shows the internal validity of a measuring instrument that measures different properties; Cronbach's alpha coefficient was calculated as ($\alpha = 0.84$) for the innovation climate questionnaire (1998) and for independent business start-up competency questionnaire (1990) the obtained value was ($\alpha = 0.87$).

On this basis, it can be safely stated that the tools used in the present study have acceptable reliability. Library research was done by reviewing dissertations, authoritative literature, and questionnaires in field studies. In this study, descriptive-inferential statistical methods were used for data analysis. The Kolmogorov-Smirnov test was used to check the normality of the samples. The mean, and

standard deviation were used to evaluate data dispersion and regression was used to analyze the results. For this purpose, SPSS software version 22 was used.

Results

To determine whether the sample distribution was normal or not, a test called Kolmogorov-Smirnov was needed.

Table 1. The results of one-sample Kolmogorov-Smirnov test to determine normality of research variables

Variable	Z	Sig
Challenge	1.286	0.081
Conflicts	1.293	0.070
Innovation climate	0.914	0.914
Qualification for starting an independent business	1.203	0.111

The significance level of most of the variables was greater than 0.05. Therefore, the assumption of a normal distribution of these variables was confirmed, and the opposite assumption based on abnormal data distribution was rejected (Table 1). Assuming normal distribution of data, parametric tests were used

in subsequent analyses and the regression model was used. The challenge, Conflict, and Innovation climate factors do not affect the eligibility of independent business start-ups in physical education students of Islamic Azad University, Tabriz branch.

Table 2. The regression test between the challenge, conflict and innovation climate factors and the competence for independent businesses start-ups

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Challenge	0.496	0.246	0.240	0.32
Conflict	0.221	0.048	0.045	0.071
Innovation climate	0.642	0.412	0.401	0.28

The challenge factor can predict the competence of starting an independent business. Accordingly, the challenge factor with a correlation coefficient of 0.496 and a standard error of 0.32 together accounts for about 24% of the variance in business start-up competence. The factor of conflict can predict the competence of starting an independent business. Accordingly, this factor with a correlation coefficient of 0.221 and a standard error of 0.071 together accounts for about 4% of the variance in business start-up competence. And finally the innovation climate can predict the competence of starting an independent business. Accordingly, the innovation climate with a correlation coefficient of 0.642 and a standard error of 0.28 together account for about 40% of the variance in business

start-up competence. The above table sums up the analyses used to determine whether the results were significant or not (Table 2).

According to the results of Table 3, with emphasis on F, it can be argued that the challenge, conflict, and innovation climate factor have a positive effect on the competence of starting an independent business ($\alpha \leq 0.05$). According to the results of the regression, the challenge factor has a 24% effect, the conflict factor has a 4% effect, and the innovation climate has a 40% effect on starting an independent business. The challenge factor with beta coefficient of 0.964 was identified as the strongest predictor (Table 4).

Table 3. Effect of challenge, conflict and innovation factors on the competency of independent businesses start-ups in physical education students of Islamic Azad University, Tabriz branch.

Model	Factors	Sum of Squares	Df	Mean Square	F	.Sig
Regression	Challenge	50.130	1	50.130	135.145	0.000
	Conflict	98.503	1	75.757	34.225	0.000
	Innovation Climate	54.229	1	54.229	122.444	0.000
Residual	Challenge	77.268	249	0.325		
	Conflict	27.079	249	27.079		
	Innovation Climate	862.70	249	0.423		
Total	Challenge	145.125	250			
	Conflict	74.831	250			
	Innovation Climate	125.090	250			

Table 4. Effect of challenge, conflict and innovation factors on the competency of independent businesses start-ups in physical education students of Islamic Azad University, Tabriz branch.

Model	B	Std. Error	Beta	t	Sig
Constant	0.302	0.124	-	2.43	0.016
Challenge Factor	0.715	0.094	0.964	7.57	0.001
Conflict Factor	0.137	0.070	0.184	-1.96	0.052
Innovation climate	0.143	0.068	0.272	-2.19	0.033

Discussion

Given that one of the most important concerns and challenges for physical education students is setting up independent businesses, it seems necessary to conduct research on the climate of innovation in the classroom. Using the results of this research can create a good platform for reviving entrepreneurial ideas for students and graduates of sports science. Also, the results of this research can suggest solutions to improve the business environment based on the components of the innovation climate. This study tried to investigate the effect of challenge, conflict and innovation in classes on starting an independent business in physical education students at Tabriz Islamic Azad University. Using the results of this research, necessary and appropriate solutions can be provided to professors and administrators. Examining the impact of the components of the innovation climate, including the challenge and the conflict in the classroom on the competence of starting an

independent business, helps physical education students consider entrepreneurial strategies with a deeper insight.

The challenge factor in the classes has a positive effect on the eligibility of independent business start-ups in physical education students of Islamic Azad University of Tabriz. According to the results of this study, understanding the challenges and barriers to entrepreneurship among physical education students of Tabriz Islamic Azad University is effective. In other words, by recognizing these obstacles and providing solutions to overcome them, we can pave the way for the employment of physical education students. The results of this study are consistent with the study of Ebewo and Shambare (2012). The results of the present factor study are in line with the ones obtained from other research that acknowledges the role of universities in promoting entrepreneurship and recognizing the most important and undeniable chal-

lenges and obstacles. To this end, many graduate education institutions have developed and conducted research on entrepreneurship. On the other hand, there are significant individual barriers to the emergence of the idea of entrepreneurship and there is a lack of support for entrepreneurship too. Paying close attention to these barriers clarifies the fact that universities at a high level cannot prepare their products, i.e. the students, to become entrepreneurs and do not receive sufficient support (Ebewo and Shambare, 2012). The conflict factor in the classes has a positive effect on the eligibility of independent business start-ups in physical education students of Islamic Azad University of Tabriz. Conflict of difference is about achieving the goals of the organization. Today, human resources are regarded as the most important asset for organizations and as their advantage in a competitive market. Collaboration and empathy among these valuable resources are some of the most important factors for success in all organizations. Conflict in the organization is inevitable and is not necessarily harmful for the organization. Conflict can further creativity and promote innovation and change or it may lead to wasting the organization's energy and resources. To properly manage conflict, managers must recognize it as a permanent force. This can be achieved by managing conflicts constructively by taking the right approach to handle the dynamics of the organization. Studies show that fifty percent of employees react defensively when their performance is criticized (Castillo and Zalkind, 1963). The innovation climate in the classes has had a positive impact on the competence of starting an independent business in Tabriz Azad University's physical education students. The phenomena of development and

job creation require innovative, entrepreneurial, and appropriate forces to create business platforms (Rabbani, Ansari, 2004). According to Hadizadeh and Rahimi's (2005) theory, in today's world, organizations and companies need to employ managers who have a sense of innovation, creativity, and future development to start new businesses. In other words, it is necessary to train managers in universities and training courses in innovation and creativity so that they can create new businesses (Hadizadeh Moghaddam, Rahimi Philabadi, 2005). It is noteworthy that the results of most studies show the improvement of the business environment in all fields using creativity and innovation. A study by Mohammad Kazemi et al. (2013), which looked at one of the indicators of the success of the managers of the Islamic Republic of Iran's Wrestling Federation, showed that one of the reasons for the progress of the Iranian wrestling was the innovation of the managers in this sport (Mohammad Kazemi et al., 2013).

Conclusion

Based on the results of the present study, it is suggested that professors encourage students to take up a healthy, team-based challenge and improve the quality of their work by creating an energetic and non-compulsory atmosphere in the field. University professors should also provide students with constructive conflicts in the classroom that provide new and creative ideas, as well as constructive change and innovation. It is also better for universities to use professors who have a sense of innovation and creativity and have future development capacities. It is also suggested that universities put entrepreneurship-related courses as compulsory courses in the curriculum. University professors need to educate students in universities and classrooms

where there is a sense of innovation and creativity so that they will create new and independent businesses after graduation or even while studying.

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