The Effective Factors of Management and Entrepreneurship from the Viewpoint of Islamic Values

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Abstract
This study aims to identify and investigate the effective factors of management and entrepreneurship from the viewpoint of Islamic values and prioritize them by fuzzy DEMATEL analysis process. This study reviews previous works, matches them with verses and hadiths of Quran, and focuses on management and entrepreneurship principles from the Alavi view to identify and extract vital factors in management and entrepreneurship. Ten major factors were determined by the experts’ opinion. Using fuzzy DEMATEL method, factors were then prioritized. According to results, time management was the most important factors and opportunity orientation, result orientation, timeliness, innovation, tenacity, pragmatism, quality concentration, council, and abiding privacy were ranked next.

Keywords: management, entrepreneurship, Islamic values, fuzzy DEMATEL

Introduction
Entrepreneurship has constantly grown and progressed in 1990s. However, at the end of 2000s, it emerged as a legitimized university major [11]. From the view of Islam, an entrepreneur is a person, who relies on himself and put his faith in God to use his maximum physical, material, and expert abilities in a halal way for his benefits in society. Using his power, creativity, timeliness, relying on work ethics and principles, an entrepreneur tries to expand and deepen his occupational information and transform his work environment into a productive, dynamic, pleasant, and godly environment [2]. The first and perhaps the most important principle that determines the identity and path of management and entrepreneurship is the view of the creation of man. In Alavi culture and Islamic values, man is born free and he determines his identity by the decisions he makes during his lifetime. In this rationale, God has hidden the initial capital in the nature of man to guide him in his choices. What distinguishes him from the celestials is that man is two-dimensional. The celestials are singular. They are occupied with praising God and are prepared to implement God’s commands. Their distinction with the people of earth is in their quality of living. Other creatures have no authority by themselves and maintain the life style with which God has created them and the means that God has provided them. However, man is a creature that God has given him rationality. He should select his own life and lifestyle; different living periods, including hunting, agriculture, industry, and technology, is an instance of this matter. Whereas, no change in observed in the lifestyle of other creatures. This tradition has made man think of creating products from the rudimentary means provided by God to create jobs and values, which is the beginning of entrepreneurship [3].

Previous Works
In the current state of business, the increase in competition, globalization, rapid technological changes, the shortening of product lifecycle, and the alteration of industrial boundaries have made entrepreneurship more important than ever before for profitability and economic growth either of an individual or organizational level [4][5][6]. With the increase of managers and academics’ interest in entrepreneurship, researchers have tried to legitimize entrepreneurship as an independent research field [4][7][8]. Perhaps, the largest obstacle in the way is creating a conceptual framework in defining the domain of entrepreneurship. So far, most researchers have only defined this domain by defining who an entrepreneur is and what he does. The problem is that entrepreneurship is the connection of two elements: the presence of useful opportunities and practitioners’ opinion. Schumpeter, [11] considers entrepreneurship an innovation process (creative destruction) and the stimulator of development in society. Knight [12] believes that entrepreneurship occurs in lack of reliability. Ronstadt, [13][14] defines entrepreneurship a dynamic process to increase and create capital. Drucker [15] considers entrepreneurship a behavior and not a particular feature hidden in the personality of the entrepreneur. Gartner [16] states that entrepreneurship is creating a business. His rich [17] believes that entrepreneurship is the process of creating something new by consuming time and accepting risk to achieve satisfaction. Lachmann [18][19] considers entrepreneurship as creating something new from nothing which is formed by creative thinking outside knowledge frameworks based on interpreting the past. Lu and McMillan [20] define entrepreneurship as creating new companies. Shane and Venkataraman [21] consider entrepreneurship an opportunity (creation or discovery).
Deakins and Freele [22] consider entrepreneurship as creating new economic activities based on a new product or service, which at least has significantly different products or services from the rest of the market. Porter and Kramer [23] consider entrepreneurship equal to the value of creation. Hadizadeh [24] consider entrepreneurship the process of creating something new and valuable by consuming time and efforts and accepting financial, mental, and social risks for financial resources, self-satisfaction, and independence. Therefore, in a comprehensive definition, entrepreneurship is the process of accepting risks and consequences of founding a business based on thoughts and ideas, whose result is creating occupational opportunities, improving economic conditions, and promoting the capabilities of societies. In other words, entrepreneurship is the process of creating wealth and the creative guidance of resources, creating an organization or new organizations. It is the process of developing economic positions and managerial methods, which pursues and control opportunities and provides the context to utilize them as a wise lifestyle by understanding potentials. It considerably and effectively helps economic flows and branches in achieving societal welfare and economic growth by increasing per capita production and reducing joblessness. During a thousand years of human life, everything is changing and evolving and all thoughts in the path of this evolution require management and entrepreneurship. Proper management is the key to progress. It has been by the efforts of their leaders that schools, which have reached material and spiritual salvation, have been able to use their financial and human resources more accurately and prevent wasting constructive forces. The success of managers in achieving the organizations’ goals has always been a key and fundamental issue of management science for its scholars. Undoubtedly, at any organization, the most important and fundamental issue for the stakeholders, officials, and planners of an organization is achieving the determined objectives and human resources, particularly managers are responsible for the most important role in the success of any organization. Therefore, the success of organization managers, the effective factors, and their priorities have always been considered by organizations and their stakeholders. Kreitner [25], one of the management theorists, believes that there are at least three major factors for a manager’s success, which are proposed as a formula. Accordingly, competency, motivation to succeed, and opportunity are the factors that provide a principle formula for a manager’s success if multiplied. He states that a manager’s success depends on a proper combination of competency, motivation to succeed, and opportunity and the lack of one factor nulls the others. Moreover, according to previous research in entrepreneurship, effective factors of management and entrepreneurship can be divided into five categories. A) Economic and market conditions, including financial resources (access to different loans), workforce (skilled force), physical facilities (office, sheds), expert services (accounting, consultation), and major economic conditions (inflation, interest rate). B) The dynamicity and structure of industry, e.g., structure (market size, growth, and structure), dynamicity (geographic concentration, industrial strategy of large companies). C) Framework and policies, including a legal system, rules and laws (price control), support policies (subsidy, financial sponsors). D) Societal capitals, including integration with the hierarchy of society, culture (respect for entrepreneurs, respect for independence, view of failure at work), institutional support (entrepreneurship help centers). E) Individual aspects of an entrepreneur, including work experience, education, entrepreneurship capacity (tendency to risk, tolerate hard work, flexibility), assets (liquid savings, movable and immovable properties), and demographic factors, including age, gender, and parents’ occupations [26]. The four knowledge, value, pattern, and symbol components are required to form the behavior of managers in Alavi culture. The first build the foundation of paradigms and thoughts of behaviors; the second specifies framework, musts, and must nots; the third indicates how and the fourth represents a framework that should be abided to provide the legislator’s content and objective, since knowledge and value components are intellectual and theoric in nature. Another aspect of management science in Alavi culture is the management principles, which is formed by the knowledge and value combination and aggregation [3]. Therefore, this research reviews previous works and investigates these five balanced aspects, which Alavi management is at their center. The most important components of management and entrepreneurship from the viewpoint of Islamic values are based on performing managerial modifications, result orientation, tenacity, considering individual personality, abiding privacy, opportunity orientation, ethics, perseverance, equality, considering scientific principles, time management, consultation principle, employing individuals, supervision, originality, timeliness, quality concentration, balance, taking risks, pragmatism, proper valuation, considering task completion, and punctuality. Ten effective factors, including result-orientation, tenacity, abiding privacy, opportunity orientation, time management, consultation, timeliness, quality concentration, pragmatism, and innovation were selected by the experts’ opinion.

Methodology
In this study, the research process is as follows: research goals, determining effective factors on management and entrepreneurship from the viewpoint of Islamic values, questionnaire development, collecting information by the questionnaire, prioritizing factors, and finally conclusions and recommendations.
Statistical Sample and Population

In this study, which is conducted in the foundations of management and entrepreneurship of Islamic values section, the statistical population consists of a group of experts, who are selected using random sampling. The information is collected from this population by distributing 30 questionnaires.

Data Analysis

This study uses the fuzzy DEMATEL method to evaluate the effective factors of management and entrepreneurship from the viewpoint of Islamic values. DEMATEL method is used to structure a sequence of presumed information, investigates their connection in ranks, and searches the interactions between major factors, as well as their importance. This technique was first proposed by American scientists from 1926 and 1972. It was a method for complex problems based on the graph theory, which could solve them using a simple method. However, the drawback of the DEMATEL technique, i.e. decision making under uncertainty, led to proposing a fuzzy DEMATEL technique. The fuzzy DEMATEL technique uses fuzzy lingual variables to facilitate decision making under environmental uncertainty. This technique is applied in manufacturing, organizational management, information systems, and social sciences [27]. The fuzzy DEMATEL method is as follows [28].

1) Compute the initial fuzzy matrix of direct relationships

First, the mathematical mean of experts’ opinions is calculated as follows.
\[ \bar{Z} = \left( \frac{\sum_{i=1}^{p} \bar{Z}_{ij}}{p} \right) \]  

(1)

The initial matrix of direct relationships is obtained as follows.
\[ \bar{Z} = \begin{bmatrix} \bar{Z}_{11} & \bar{Z}_{12} & \cdots & \bar{Z}_{1n} \\ \bar{Z}_{21} & \bar{Z}_{22} & \cdots & \bar{Z}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \bar{Z}_{m1} & \bar{Z}_{m2} & \cdots & \bar{Z}_{mn} \end{bmatrix} \]  

(2)

2) Compute the normalized fuzzy matrix of direct relationships

\[ s = \max_{1 \leq i \leq n} \left( \sum_{j=1}^{n} u_{ij} \right) \]  

(3)

The normalized fuzzy matrix of direct relationships is obtained as follows.
\[ \bar{X} = \begin{bmatrix} \bar{x}_{11} & \bar{x}_{12} & \cdots & \bar{x}_{1n} \\ \bar{x}_{21} & \bar{x}_{22} & \cdots & \bar{x}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \bar{x}_{m1} & \bar{x}_{m2} & \cdots & \bar{x}_{mn} \end{bmatrix} = \bar{X}_{ij} = \frac{\bar{z}_{ij}}{s} = \left( \frac{u_{ij}}{s}, \frac{m_{ij}}{s}, \frac{\bar{u}_{ij}}{s} \right) \]  

(4)

3) Compute the final relationships matrix.

\[ \bar{I}_{ij} = (\bar{l}_{ij}, \bar{m}_{ij}, \bar{u}_{ij}) \]  

(5)

\[ [\bar{l}_{ij}] = X_{i} \times (I - X_{j})^{-1} \]  

(6)

\[ [\bar{m}_{ij}] = X_{m} \times (I - X_{m})^{-1} \]  

(7)

\[ [\bar{u}_{ij}] = X_{u} \times (I - X_{u})^{-1} \]  

(8)

4) Compute the values of \( \bar{B}_{i} + \bar{R}_{i} \) and \( \bar{B}_{i} - \bar{R}_{i} \):

\[ D = \left[ \sum_{j=1}^{n} \bar{I}_{ij} \right]_{n \times 1} \]  

(9)

\[ R = \left[ \sum_{j=1}^{n} \bar{I}_{ji} \right]_{1 \times n} \]  

(10)

5) Compute the values of \( (\bar{B}_{i} - \bar{R}_{i})_{def} \) and \( (\bar{B}_{i} + \bar{R}_{i})_{def} \):

At this stage, the fuzzy numbers are defuzzified. Values \( (\bar{B}_{i} + \bar{R}_{i})_{def} \) indicate the amount and degree of importance of the indices.

\[ v = \frac{\bar{v} + 4m + 2u}{6} \]  

(11)

Research Findings

According to the information obtained from the questionnaire (appendix 1) and considering factors result orientation, tenacity, abiding privacy, opportunity orientation, time management, consultation, timeliness, quality concentration, pragmatism, and innovation, respectively as components C1, C2, C3, C4, C5, C6, C7, C8, C9, and C10, the factors are prioritized as follows using the fuzzy DEMATEL method.

| Table 1-a : the questionnaire transformed into fuzzy numbers |
|---|---|---|---|---|---|
| **Factor** | **C1** | **C2** | **C3** | **C4** | **C5** |
| **C1** | 0.5 | 0.75 | 1 | 0.75 | 1 | 1 | 1 | 0.25 | 0.5 | 0.75 | 0.75 | 1 | 1 | 0.75 | 1 | 1 |
| **C2** | 0.25 | 0.5 | 0.75 | 0.75 | 1 | 1 | 1 | 0 | 0.25 | 0.5 | 0.25 | 0.5 | 0.75 | 0.75 | 1 | 1 |
| **C3** | 0 | 0.25 | 0.5 | 0 | 0.25 | 0.5 | 0.25 | 0.5 | 0.75 | 0 | 0.25 | 0.5 | 0 | 0.25 | 0.5 |
Table 1-b: the questionnaire transformed into fuzzy numbers

<table>
<thead>
<tr>
<th>Factor</th>
<th>C6</th>
<th>C7</th>
<th>C8</th>
<th>C9</th>
<th>C10</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C2</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C3</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C4</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C5</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C6</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C7</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C8</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C9</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>C10</td>
<td>0.25</td>
<td>0.5</td>
<td>0.75</td>
<td>1</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Table 2-a: the initial fuzzy matrix of direct relationships

<table>
<thead>
<tr>
<th>Factor</th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>C4</th>
<th>C5</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>0.450</td>
<td>0.700</td>
<td>0.900</td>
<td>0.450</td>
<td>0.700</td>
</tr>
<tr>
<td>C2</td>
<td>0.400</td>
<td>0.650</td>
<td>0.850</td>
<td>0.600</td>
<td>0.850</td>
</tr>
<tr>
<td>C3</td>
<td>0.250</td>
<td>0.500</td>
<td>0.750</td>
<td>0.200</td>
<td>0.450</td>
</tr>
<tr>
<td>C4</td>
<td>0.600</td>
<td>0.850</td>
<td>0.950</td>
<td>0.500</td>
<td>0.750</td>
</tr>
<tr>
<td>C5</td>
<td>0.750</td>
<td>1.000</td>
<td>1.000</td>
<td>0.550</td>
<td>0.800</td>
</tr>
</tbody>
</table>

Table 2-b: the initial fuzzy matrix of direct relationships

<table>
<thead>
<tr>
<th>Factor</th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>C4</th>
<th>C5</th>
</tr>
</thead>
<tbody>
<tr>
<td>C6</td>
<td>0.350</td>
<td>0.600</td>
<td>0.850</td>
<td>0.250</td>
<td>0.500</td>
</tr>
<tr>
<td>C7</td>
<td>0.600</td>
<td>0.850</td>
<td>1.000</td>
<td>0.450</td>
<td>0.700</td>
</tr>
<tr>
<td>C8</td>
<td>0.350</td>
<td>0.600</td>
<td>0.850</td>
<td>0.200</td>
<td>0.450</td>
</tr>
<tr>
<td>C9</td>
<td>0.500</td>
<td>0.750</td>
<td>0.950</td>
<td>0.550</td>
<td>0.800</td>
</tr>
<tr>
<td>C10</td>
<td>0.450</td>
<td>0.700</td>
<td>0.950</td>
<td>0.450</td>
<td>0.700</td>
</tr>
</tbody>
</table>
Conclusions and Recommendations

Today, man and organizations have been particularly been interested in entrepreneurship and its governing principles in Islamic values, particularly value creation based on competencies provided by God to man. On the
other hand, management through optimal usage of existing equipment and facilities by employing the plans and wisdom of prophets and Imams are some of other interesting issues. Managers can be successful if they utilize their leadership skills and techniques with an entrepreneurship strategy coupled with their management science. Moreover, leaders can be more successful if they are equipped with the knowledge of Jihadi management. Therefore, we should not try hard to separate these two issues. On the contrary, these two skills should be employed simultaneously depending on the time and location conditions to achieve the maximum effectiveness in the managerial behavior section. Thus, identifying and prioritizing the effective factors of management and entrepreneurship for the viewpoint of Islamic values greatly help accelerating the institutionalization of creative thinking and utilization of Jihadi management culture in the organization and accordingly in society.
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