

Designing the Thematic Network of Individual Factors Influencing on Organizational Entrepreneurial Behaviors with Opportunity Recognition Approach

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Abstract

Today, in the fourth wave of the industrial revolution and the rapidly changing world, identifying, attracting and nurturing people with special characteristics in order to opportunities recognition and as corporate entrepreneurs in various fields and levels, plays an important role for success in domestic and foreign arenas. Also, various individual factors influence on opportunities recognition that ultimately lead to entrepreneurial behavior in existing organizations; The purpose of this research is to recognize and achieve a better understanding of these factors related to organizational entrepreneurial behaviors with an opportunity recognition approach. In this research, at first, by using documentary studies and then with semi-structured interviews with selected experts and taking notes from them by qualitative method of theme analysis by extracting and categorizing themes to achieve theoretical saturation, are accomplished. The research objective is developmental and applied type which was done by field method. The statistical population consists of selected entrepreneurs of Alborz province. The qualitative section also includes the province's entrepreneurship experts and academic experts who, by purposeful sampling method and by conducting 14 individual interviews, after analyzing the data, 69 initial codes in the form of 9 themes were formed. The main themes include personality, individual and organizational risk, organizational learning & knowledge, social, critical and interactive, organizational motivation and expectations, organizational perceptions, cognition and creativity and innovation that in order to observe holism in presenting the model, the validity of all factors and indicators was confirmed by the method of calculating the two indices of content validity ratio and content validity index.

Keywords:

Individual factors; Entrepreneurship; Organizational Entrepreneurial Behavior; Opportunity recognition

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Introduction and problem statement:

In the 21st century with environmental characteristics include volatility, uncertainty, complexity and ambiguity and the existence of new challenges facing organizations, the failure of businesses and its negative effects on macro indicators such as employment and production and consequently on the level of international competitiveness such as national power of countries are very important concerns in economic and political bargaining. The basic condition in the development of any

society that will increase the advantage of economic competition in the global arena and the development of the country is corporate entrepreneurship; Which is a kind of entrepreneurial behavior (Alaei, 2014). On the other hand, the lack of people with special and talented characteristics, also the problems of group and team activities affected by individual factors and finally the lack of proper review and identification of these factors can be considered as one of the important reasons for organizational failure. Given the recent global economic crisis, although various business strategies to overcome the negative effects of recession have been widely discussed in various literature, only limited studies have emphasized the importance of combining solutions with social infrastructure and examining individual characteristics associated with entrepreneurial behavior in organizations. And research that has only dealt with external elements has not been able to reveal the fundamental factors of entrepreneurship that lie deep in the heart and mind of every organizational entrepreneur, It's in that situation where suitable people with special characteristics are the most important assets of entrepreneurial organizations and in this regard, the results of some studies show that in achieving organizational entrepreneurial behaviors instead of focusing on other elements, the element of "who" is very important to start and continue ; Therefore, it is necessary for organizations to identify and describe a specific breed of people in order to attract, accept, retain, nurture and promote them in terms of organizational entrepreneurial behavior, and today, leading companies consider it vital to its success. As some researchers have pointed out, the real secret of today's top entrepreneurial companies is that in them, everything is really about people and around them. Opportunity recognition, on the other hand, is one of the most important organizational entrepreneurial behaviors, and Employees across the company should be able to identify, search, discover, create and ultimately refine new ideas that lead to business opportunities if they encounter a potential new idea and opportunity in business; Therefore, in this study, identifying and achieving a better understanding of individual factors related to entrepreneurial opportunity recognition behavior in organizations, or in other words, the search, discovery, creation and evaluation of opportunities is emphasized. Studying these factors provides an in-depth understanding of the opportunity recognition process as desirable behavior, which is organizational entrepreneurial behavior, and explains why some people can recognize entrepreneurial opportunities in organizations and some are unable to. Opportunity recognition as an entrepreneurial behavior in organizations helps them to be flexible and to institutionalize creativity and innovation in the organization for any situation through ideas and opportunities. To achieve the desired behavior, which here is organizational entrepreneurial behavior, it must be known. In fact, entrepreneurial behavior is a process which in that process, recognizing opportunities and opportunities exploitation are the two main concepts (Kuckertz et al., 2017). One of the important questions is why some people recognize opportunities well in organizations and have potential organizational entrepreneurial behavior but some cannot? In general, it should be noted that people with special characteristics are more likely to recognize opportunity and eventually start an entrepreneurship. These individual factors, in addition to creating the ground for their personal success, can be of great importance in the valuable current and future achievements of organizations and communities. According to the slogans and letters of the country in recent years with a focus on economic issues and value creation, the achieving of these goals is not possible without laying the bed and creating organizational entrepreneurial behaviors by identifying, exploiting and developing relevant individual factors. Today also with the emergence of startups, knowledge bases and domestic technology companies, it is obvious that

venture capitalists, business angels and other investors, in evaluating startups, projects and business plans, pay special attention to the element of personal traits and characteristics affecting on opportunity recognition in organizations and work teams in addition to other factors such as product, market and etc., Although there has been researches on opportunity in entrepreneurship, no consensus has yet been reached on the entrepreneurial behavior of who recognizes opportunities in organizations and relevant individual factors, if properly examined, identified, and categorized, can help opportunities recognition in organizations as entrepreneurial behaviors and consequently their success in today's challenging environments. The existing research is mostly aimed at examining the factors affecting entrepreneurship or entrepreneurial behavior in general and is free from a limited approach to opportunity-oriented entrepreneurial organizational behaviors. According to the mentioned issues and related field experiences of the researcher in the entrepreneurship and technology ecosystem of the province where he lives and works, the selected entrepreneurs of Alborz province were considered as the target community.

Research Methodology:

The main purpose of this qualitative research is to study and explore the concepts and categories of individual factors related to organizational entrepreneurial behaviors with an opportunity recognition approach which in terms of purpose, the present research was developmental-applied and was conducted by field method. Documentary studies, inference and researcher perception were used to collect information at the beginning. Then, by conducting semi-structured interviews with selected experts and taking notes from them, a qualitative method of theme analysis and extraction and classification of themes was performed, until a new code wasn't obtained in the interviews and theoretical saturation was achieved. The statistical population consists of selected entrepreneurs of Alborz province which in the qualitative part, including experts active in the entrepreneurial ecosystem of the province in terms of criteria; 1. Minimum Master's degree education, 2. Familiar with the concepts of corporate entrepreneurship, 3. Experience of at least one managerial position in starting an entrepreneurial business, 4. Has at least seven years of experience in organizational entrepreneurship, and also academic professionals in terms of criteria; 1. Teachers and activists with academic background in the field of entrepreneurship, business and management and 2. At least ten years of teaching and research experience, it was interviewed by purposive sampling method until the stage of theoretical saturation. According to this method, the sample volume in the group of experts and elites was equal to 14 people with whom semi-structured in-depth interviews were conducted in line with the objectives of the research and from the twelfth interview onwards, repetition was observed in the received information, but this process continued until the fourteenth interview for reassurance. After collecting data from the interviewees, the information was analyzed using theme analysis method. According to Boyatzis (1989), theme analysis can create a good connection between researchers in different fields. This method enables researchers to facilitate the process of transmitting their observations, findings, and interpretations to others. In general, theme analysis is a good way to establish the transfer of concepts between researchers in different disciplines and with different orientations, and is the relationship between different philosophical approaches and between theorists and practitioners. The theme analysis method used in this research has six phases as described in Table (1) (Braun and Clark, 2006):

Table (1). Steps to perform theme analysis

Step	Explanation
Familiarity with data	Writing data, if necessary (orally), reading and re-reading, recording initial ideas
Create initial codes	Encoding the desired data properties on a regular basis throughout the data set, matching and sorting the data with each of the codes
Search for themes	Matching codes to potential themes and collecting all data related to each of the potential themes
Review themes	Investigate potential themes with extracted codes (level 2) and data set (level 1) and finally create an analytical network of themes
Defining and naming the themes	Continuous analysis to refine the traits of each "theme", Comprehensive expression of quotations, Develop clear definitions and appellation for each topic
Compilation of reports	Last opportunity to analyze, select clear and obvious samples, The final analysis of analytical extraction associated with research questions and literature and the compilation of a university report of analysis

Sixteen initial codes with a total of 78 repetitions or frequencies were extracted from semantic units, with 53 extraction factors of resources, in total, sixty-nine formed the initial codes and 9 themed. Creswell recommends several strategies to check the accuracy of the findings and ensure the validity and reliability of the research are used; therefore, the researcher used Morse and Gibbs for the validity and reliability of the research (Creswell, 2018; 323-325) included: Select the appropriate sample, collect and analyze data simultaneously, Thinking theoretically, Methodological coherence, Therefore, in order to increase the validity, it was attempted in this research so that participants are accurately elected and to be eligible. Also, data collection and their analysis were carried out simultaneously, as it was encoded after each interview and then the next interview was taken. For research reliability, interviews were documented or recorded to check out all details, also, after implementation, the interviews were again matched with documents or recorded voices. The researcher used guidance of professors in the coding process and in all research process, attempted to have the necessary accuracy and while documenting details, avoid any bias. The present research attempts to develop individual factors influencing on organizational entrepreneurial behaviors with opportunity recognition approach based on texts, literature review and interview with entrepreneurs and academic experts, and with the cooperation and assistance of elite and experts, the pattern validation is done. In order to holistic of the model, including 9 main factors and 69 indicators the researcher, in addition to using strategies of Morse (2001) and Gibbs (2007), asked five academic and executive experts to ensure more than the validity of qualitative research, in order to validate factors and indicators, to make cases of due to "relevance and being necessary" in designing the corresponding model. After collecting information and in order to check the content validity, two indices of content validity ratio¹ and content validity

1. Content Validity Ratio (CVR)

index² were calculated. The content validity index is calculated as the sum of the agreeing scores for each item that scores "relevant but in need of review" and "fully relevant" divided by the total number of experts. To determine the content validity ratio, experts were asked to review each item based on a three-part range of "necessary", "useful but not necessary" and "not necessary", Then the answers were calculated according to the following formula:

$$CVR = (\text{Number of experts who said it is necessary} - \text{total number of experts}/2) / (\text{total number of experts}/2)$$
 If the value of the content validity index is greater than 0.79 and the value of the content validity ratio coefficient for a panel of 5 experts is equal to or greater than 0.99 according to the standard decision classification, the content validity is confirmed. According to the results, the value of content validity ratio index for all factors and indicators was greater than 0.99 and the value of content validity index for all factors and indicators was greater than 0.79, so in general it can be said that all factors and indicators have content validity.

Research background:

There is a variety of theoretical and research literature on opportunity recognition and entrepreneurship, but in the present study, all three important and different approaches of individual factors, entrepreneurial behavior and opportunity recognition in organizational entrepreneurship were examined simultaneously. As an example of individual factors affecting the identification of entrepreneurial opportunities, the results of research by Sakhdari et al. (2012) show that social networks are effective in accessing information, on the other hand personality traits, entrepreneurial awareness, knowledge and previous experiences of entrepreneurs have a role in both access to information and cognitive abilities that lead to the understanding and interpretation of information. According to the findings of Mirvahadi et al. (2017), the effective factors in identifying opportunities are a combination of individual factors including prior knowledge, sense of self-efficacy, creativity, regular search for opportunities, motivation and entrepreneurial awareness and social factors. Motahari et al. (2021) state that the psychological dimension including experience, creativity, progress in success, awareness and risk-taking are effective in creating entrepreneurial opportunities in handicrafts. Some findings regarding the trait of agreeableness as the dimension of personality, indicate that these individuals are less likely to discover opportunities (Moghimini et al., 2018) But Steiber & Alange (2016) studies on the characteristics of organizational entrepreneurs introduce adaptation as an item consistent with entrepreneurship in order to identify opportunities. The findings of Scott Shane (2003) showed that people with specific psychological characteristics with general dimensions of personality and motivation, core of self-assessment and cognitive characteristics are more likely to decide to explore opportunities (Moghimini et al., 2018). Regarding the relationship between individual factors and the possibility of discovering entrepreneurial opportunities, the findings of Irengun & Arikboga (2015) show that personality is constantly influenced by internal and external factors and consists of physical, intellectual, spiritual, gender and learning abilities, instincts, emotions, aspirations, habits, The way of thinking and any kind of behavior such as perception and attention. The results of research by Shane and Venkataraman (2000) show that people who can recognize the potential of an opportunity are different from those who cannot, and their distinction is based on two dimensions of prior knowledge and cognitive skills to evaluate them (Wasdani & Mathew, 2014). Findings of Yan (2010) study regarding the impact of individual factors on the perception of new

2. Content Validity Index (CVI)

and risky business opportunities emphasized that three characteristics of the risk tendency, locus of control, and proactivity are significantly related in the expected directions and proactivity had the greatest effect and motivation for success did not find any significant relationship. On the other hand, the research of Taşkın & Etal (2017) emphasized that awareness, innovation and the need for progress can be three important dimensions in influencing entrepreneurial intention. However, the locus of control did not have a significant effect. The findings of Vendor and Frank (2016) show that the migration of individuals can help nurturing opportunity recognition abilities and increasing people's knowledge leads to the creation of more compounds through which they can cognitively explore opportunities. In Lucca and Cazan (2011) studies, the relationship between the potential of opportunity recognition entrepreneurial behavior and some individual characteristics such as entrepreneurial skills, resource organization, creativity and locus of control was confirmed.

Literature Review

Individual factors and entrepreneurial organization

The importance of individual factors in entrepreneurship is not hidden from anyone. On the other hand, companies today need to take back the broader concept of entrepreneurship, not just remain in the sense of creating new companies. Doing so requires an action that we have always emphasized: attracting and employing entrepreneurs in various positions in the company (Stieber and Alang, 2016). With the development of the concept of entrepreneurship, the characteristics of an entrepreneur have received much attention, including behavioral and personality characteristics (Behboud and Aghajanloo, 2019). In order to achieve the entrepreneurial organization, it is necessary that the managers of the organization, while evaluating the internal and external environment of the organization, provide the necessary context and infrastructure from different individual, group and organizational dimensions to create and strengthen organizational entrepreneurship (Ahmadpour Dariani and Karimi, 2019). In an article entitled "Strategic Entrepreneurship," Michael A. Hitt & el wrote that trade has entered an era of discontinuous change and uncertainty: If you hire someone with an entrepreneurial mindset, instability can be to your advantage. There are opportunities in instability that the company must focus on identifying and exploiting and this is true not only for corporations but also for nonprofits and government organizations (Stieber and Alang, 2016). The Center of Global Entrepreneurship Monitoring has defined individual characteristics in its measurement indicators, including several demographics, psychological and motivational factors. For example, regarding the age of young or old people, youth entrepreneurial activity, like the elderly, is a phenomenon that is of great importance (Rehák & Etal, 2017). In this context, Shane (2003) examines individual factors including psychological and non-psychological factors affecting entrepreneurship (discovery and exploitation of opportunity). According to Shane, people with these special characteristics are more likely to be entrepreneurs (Moghimini et al., 2018). Given the economic problems of countries in today's world, understanding entrepreneurship and the individual characteristics of entrepreneurs is very important (Taskin et al., 2017). Regarding the relationship and development of cognitive factors as an individual factor in relation to some environmental factors, we can also mention the cultural factor (Vendor and Frank, 2016). Cultural values shape personal intentions, attitudes, and motivations, while cultural actions influence the actual behavior of a startup (Brännback & Carsrud, 2018).

Individual factors and organizational entrepreneurial behavior

In the second decade of the 21st century, societies and economies are clearly focused on entrepreneurship and innovation (Şek, 2017). In the study of entrepreneurship with different approaches, the organizational approach is one of the newest approaches. Corporate entrepreneurship is defined as entrepreneurial activities that have been created in connection with one or more existing organizations. However, the process of organizational entrepreneurship is not well understood and the effects of organizational entrepreneurship on the organization remain a mystery (Moghimini et al., 2018). Organizational entrepreneurship, which is a special type of organizational innovation, it is considered as a process that can permanently facilitate companies' efforts to innovate and enable them to effectively compete with competitive companies when faced with competition in global markets. Organizational entrepreneurship is considered as a window to exploit sustainable competitive advantages, innovation and pioneering for organizations (Soltani Aliabad et al. 2019). Organizational entrepreneurship is a process that the organization goes through so that all employees can perform their duties in the role of entrepreneurship (Ahmadi and Darvish, 2008). In today's evolving world, success is for organizations that establish a significant relationship between scarce resources and the managerial and entrepreneurial capabilities of their human resources (Ahmadpour Dariani and Karimi, 2019). Because of corporate entrepreneurship is a type of organizational behavior, in order to achieve the desired behavior, which is organizational entrepreneurship here, the contextual and structural components must be oriented in such a way that these components support entrepreneurial behavior both individually and in interaction with each other (Alaei, 2014). Some behavioral characteristics identified through empirical research include: the ability to search and gather information, the ability to identify opportunities, the ability to deal with risk, the ability to build relationships and networks, the ability to make decisions in uncertainty, the ability to lead and the ability to learn from Experience. Research in this field focuses more on the ability to search for information, identify opportunities and education (Moghimini et al., 2018). The strategic entrepreneurial vision of senior management for large corporations that encourages the processes and general forms of the entrepreneurial process are reflected in entrepreneurial behavior (Hisrich et al., 2017). The place of individual factors in organizational entrepreneurial behavior reflects the fact that how individuals, independently or within organizations, see unknown issues and challenges and has created a new framework of tools and goals to use them in entrepreneurial activities (Behboud and Aghajanloo, 2019). Businesses are created by people and this concept assumes that individuals, as start-up entrepreneurs, start their own business independently or are working for an existing business (Reynolds, 2018). Regarding the importance of individual characteristics, Douglas Lubber as an entrepreneurial expert, believes that three categories of factors within the organization, external environment and individual characteristics cause the development of organizational entrepreneurship (Alaei, 2014). Also, regarding the importance of human resources, development of entrepreneurial spirit and success of organizational entrepreneurship, what is important is to gather a team of qualified people who have the necessary quality and skills for the growing process (Azami, 2013).

Opportunity recognition and organizational entrepreneurial behavior

Corporate entrepreneurship is a type of organizational behavior (Alaei, 2014), it is of entrepreneurial type. Behavioral approach also considers entrepreneurship as a process (Moghimini et al., 2018). On the other hand, opportunity recognition and exploitation are the two main

concepts in this process (Kuckertz et al., 2017) and opportunity recognition by individuals is influenced by individual capabilities and the business environment and before moving towards exploiting of entrepreneurial opportunity, they should spend some time evaluating the attractiveness of the identified opportunity (Ahmadpour Dariani and Karimi, 2019). Entrepreneurial behavior is a subset of entrepreneurial activities related to understanding, predicting and influencing the behavior of individuals in entrepreneurial groups. Brad et al. (2012) argue that understanding entrepreneurial behavior requires focusing on human activities in creating, developing, maintaining, and growing venture businesses. Behavior, is outcome and output of external characteristics including motivation, personality, skills, knowledge, experience, and abilities of entrepreneurs, are mediated by action (McAdam & Cunningham, 2019). Given the above, in addition to the opportunity exploitation, which is an entrepreneurial behavior, also opportunity recognition includes the search, discovery, creation and evaluation of opportunities, is an entrepreneurial behavior.

According to Barringer and Ariland (2006), opportunity identification is the process of discovering, finding and creating opportunities (Moghimi et al., 2018). Michael et al. (2002) defined entrepreneurial cognition as "the knowledge structure that individuals use to evaluate, judge, and make decisions, including evaluating opportunities and creating and growing a venture business" (C. Santos et al., 2017). From a perspective, there are two general approaches to opportunity recognition literature, one of them considers opportunity recognition as the product of regular search for opportunities and the other believes that unknown discoveries cannot be systematically searched (Rezvani and Musavinejad, 2016). Opportunity is called discovered when it is externally recognized, and created when it is internal recognized through imagination and effectuation. Several researchers, especially Alvarez and Barney (2013), have shown that the opportunity recognition process involves both the creation and discovery of opportunities. And in fact they happened at the same time. According to research by many researchers, people who have the opportunity recognition skills are more likely to be entrepreneurs than those who do not. Individual characteristics and networking capabilities are among the factors that affect the opportunity recognition of entrepreneurs (Wazdani and Mathew, 2014). Employees across the company need to be entrepreneurial, that is, looking for opportunities. They should always be receptive to innovation in the way they do their work, looking for a competitive frontier and a better way, and be able to recognize a potential new business idea while working (Stieber and Alange, 2016). Entrepreneurial opportunities and the distinction between recognizing and exploiting opportunities have long been hotly debated. Shane and Venkataraman (2000) argue that while discovering an opportunity is a prerequisite for entrepreneurship, it is not enough. Once discovered, a potential entrepreneur must decide to exploit the opportunity. According to this logic, the present study considers the recognition and exploitation of opportunities as specific but often successive stages in entrepreneurship. In this study, recognizing and exploiting opportunities, behavioral and activity-oriented concepts that occurred at the individual level were considered. Findings show that identifying and exploiting opportunities are in fact multifaceted activities (Kuckertz et al., 2017). Although there is a body of research on the key aspect of opportunity in entrepreneurship, no consensus has yet been reached on what an opportunity is made of, whether it is the creation of an opportunity or the process of identifying it. This is also true of research into the factors that explain who creates opportunities. Researchers need to look more closely at how the concept of opportunity can be measured more accurately and effectively (Leger et al., 2017).

Findings and argument

Table (2) shows the descriptive findings of the demographic characteristics of the participants.

Table (2). Demographic information of the participants

Gender	Male	11
	Female	3
education	Master degree	6
	PhD student	2
	PhD degree	6
Age	30 to 40 years	7
	41 to 50 years	5
	Over 50 years old	2

Table (3) provides an example of the semantic units and related initial code.

Table (3). Some results of interview analysis

Document	Initial code	Semantic unit
M3	Prepare for organizational entrepreneurial adventures	In discussing individual factors related to entrepreneurial behaviors with the opportunity recognition approach in organizational entrepreneurship, in the case of entrepreneurial behavior in organizational entrepreneurship in organizations, opportunity recognition and exploitation of opportunities are two important concepts in the entrepreneurial process. It can also be said that risk taking people in the organization are important factors in organizational entrepreneurship.
M2	Internships and learning by doing	For the concept of individual factors related to opportunity recognition entrepreneurial behavior, these factors can include non-psychological issues such as education and experience. As well as continuous training while working
M9	Organizational benevolence and trust in the organization and shareholders	Organizational citizenship behavior and trust in the organization and stakeholders - Organizational commitment is one of the individual factors affecting entrepreneurial behaviors with the opportunity recognition approach in organizational entrepreneurship.

M11	Expect to be in the rightful place	In the field of entrepreneurial behavior and organizational entrepreneurship, there should be an appropriate evaluation system in the organization to determine the entrepreneurial activities of individuals and the necessary and prominent indicators.
M10	Expect to encounter an entrepreneurial environment	Motivation to create, develop and train group activities and freedom of action and organizational support (Which, by developing the factor of individual and social motivations in organizations, accelerates the recognition of opportunities)

Open coding begins with examining each line or set of data lines, naming their internal actions or events (Safari Shali, 2018; 78). After the initial coding, the thematic operation is performed to ensure that the themes are theoretically saturated. The results show that sixteen initial codes with a total of 78 repetitions or frequencies are extracted from semantic units. Based on the frequency of codes, the initial code of access to information and organizational co-creation with 7 replications and frequency has the highest importance factor and timing and speed of action and social responsibility with 3 repetitions has the lowest importance factor in terms of frequency. Axial coding develops analytical work resulting from initial coding and, to a lesser extent, regulatory coding. The purpose of this encoding method is to put together data that has been separated or broken in the initial coding process. "Axis" in axial coding is a theme derived from the first round of coding (Saldena, 2016: 326).

According to the findings, after the axial coding of 7 main themes; Risk-taking, organizational knowledge and learning, social (interpersonal and personal), critical and interactive, organizational motivation and expectations, organizational perceptions and cognitive were obtained. The results show that the social theme with 3 frequencies and the theme of organizational motivation and expectations with 24 frequencies have the lowest and most significant units based on quantity, respectively. Which shows that participants place more emphasis on the characteristics of organizational motivation and expectations. As mentioned, 16 basic codes of semantic units extracted along with 53 factors extracted from sources; There are a total of 69 initial codes and 9 themes that form the core of the questionnaire designed in the quantitative section according to Table (4).

Table (4). Initial codes and primary and secondary themes

No	Initial code	Secondary Theme	Primary (Main) Theme
1	Extraversion		Personality
2	Judgment Non-		
3	Optimistic		
4	Passion and interest in their work		
5	Need for achievement		
6	Desire for independence		
7	very humble		

8	Committed- Conscientiousness		
9	Idea expression		Risk taking (individual & organizational)
10	Proactive		
11	Risk taking/ Courage in action and execution		
12	Ambiguity tolerance		
13	Accepts failures easily		
14	Responsibility		
15	Corporate entrepreneurial adventure		
16	expertise & tech knowledge		Organizational learning & knowledge
17	Agility and emphasis on individual and organizational learning and development		
18	Digital & IT skills.		
19	Level of Education		
20	Openness to Experience (career experience)		
21	Problem solving skills		
22	Internship & learning by doing		
23	Age	Personal	Social (Personal & inter personal)
24	Gender		
25	Marriage		
26	Relatives and assets and family records		
27	Passion for social development	inter personal	
28	Ethnicity and Culture (geographical location)		
29	Social Responsiveness		
30	Pay attention to comments and welcome opportunities		Critical and interactive
31	Tolerance of conflict		
32	Critic		
33	Effective leadership and influence		
34	Effective interaction and communication		
35	adaptable and collaborative		
36	Access to information and organizational co- creation		
37	Organizational benevolence and trust in the organization and shareholders		
38	Expect to be in rightful place		Organizational expectations & motivation
39	Appropriate behavior with their multidimensional abilities		
40	Expect to encounter an entrepreneurial environment		
41	Get feedback along with future job transparency		
42	The chance to do challenging and important work		

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43	Material expectations (salary, benefits, rewards, etc.)		
44	Freedom in action, decision making and use of organizational resources		
45	Matching of individual values with culture and organizational strategies		Organizational perceptions
46	Systemic attitude and lack of organizational politic		
47	Great ideas in terms of the organization's capacity for growth		
48	Value and attitude to the brand image of the organization		
49	Organizational foresight and futures research		
50	Intention to benefit others while generating wealth		
51	Work Experience (work background - dissatisfaction with previous job or current status)		
52	Awareness of opportunity costs (perceived organizational opportunities)		
53	Believe in your talents		Cognitive
54	Representativeness		
55	Intuition/ Self-awareness		
56	Perceptual abilities and intelligence		
57	Mutual cultural experience		
58	Self-disciplinary		
59	Critical thinking skills and the power of factor analysis		
60	Timing and speed of action		
61	Curiosity-questioning skills		creativity and innovation
62	Synthesis skills/Associating		
63	Experimenting skills		
64	Observation skills		
65	Networking and idea evaluation capabilities		
66	Multidimensional abilities / intelligent creative skills		
67	Divergent thinking skills (Fluency-flexibility-Originality of thinking-Elaboration)		
68	imagination and effectuation/		
69	Comparison skills		

Findings show that individual factors related to opportunity recognition as organizational entrepreneurial behavior, including 9 themes: Personality, Risk taking (individual & organizational), Organizational learning & knowledge, Social (Personal & inter personal), Critical and interactive, Organizational expectations & motivation, Organizational perceptions, Cognitive,

creativity and innovation. The personality theme consists of 8 initial codes extracted from sources and the result of literature and background studies, including; Extraversion, non-judgmental, receptive and optimistic, high passion and perseverance, need for success, desire for independence, humble, conscientious and committed. Risk taking theme consists of 7 initial codes that prepare for organizational entrepreneurial adventures, extracted from semantic units and the codes of courage in expressing opinion and belief, proactivity, willingness to take risks and daring in action and execution, tolerance of ambiguity, readiness to experience failure and responsibility, extraction from sources and the result of literature and background studies. The theme of organizational knowledge and learning consists of 7 initial codes that internship and learning are extracted by doing semantic units and codes of expertise and technical knowledge, agility and emphasis on individual and organizational learning, digital skills, level of education, receptive experience and problem-solving skills, are extracted from sources and the result of literature and background studies. The social theme consists of two interpersonal and personal themes. The interpersonal sub- theme includes; The desire for social development, ethnicity and culture of individuals and social accountability that social accountability was extracted from semantic units. Personal theme includes age, gender, marital status and relatives, and capital and family history extracted from sources. The critical and interactive theme consists of 8 initial codes in which access to information and organizational co-creation, organizational benevolence and trust in the organization and shareholders were extracted from semantic units. Attention to ideas and acceptance of opportunities, tolerance of conflict, criticism, leadership ability and effective influence, interaction and effective communication, consistent and participatory, have been extracted from the sources. Organizational motivation and expectation theme consist of 7 initial codes that expect to be in the right place, behave appropriately with their multidimensional abilities, expect to face an entrepreneurial environment, get feedback along with transparency of future work, chance to do challenging and important tasks were extracted from semantic units and codes of freedom in action and decision-making and material expectations are extracted from resources. In the organizational perceptions theme, 4 initial codes: "adaptation of individual values to the culture and strategies of the organization, systemic attitude and lack of organizational politicization, big ideas in terms of organizational capacity for growth and value and attitude to the brand image of the organization" were extracted from semantic units and 4 codes: "Organizational foresight and research, the intention to benefit others, work experience and awareness of opportunity costs" are extraction of resources. In the cognitive theme, 2 codes of critical thinking skills and analytical power- timing and speed of action were extracted from semantic units, and 6 codes of high belief in one's talents, representation, intuition, perceptual abilities and intelligence, mutual cultural experience and self-discipline extracted from sources. The theme of creativity and innovation consists of 9 initial codes including skills of curiosity, Synthesis thinking, experimentation, observation, divergent thinking, imagination and effectuation, comparison and also networking capabilities and evaluation of ideas and multidimensional abilities which are extracted from sources and the result of literature and background studies. In the figure (1), the network of identified themes is shown.

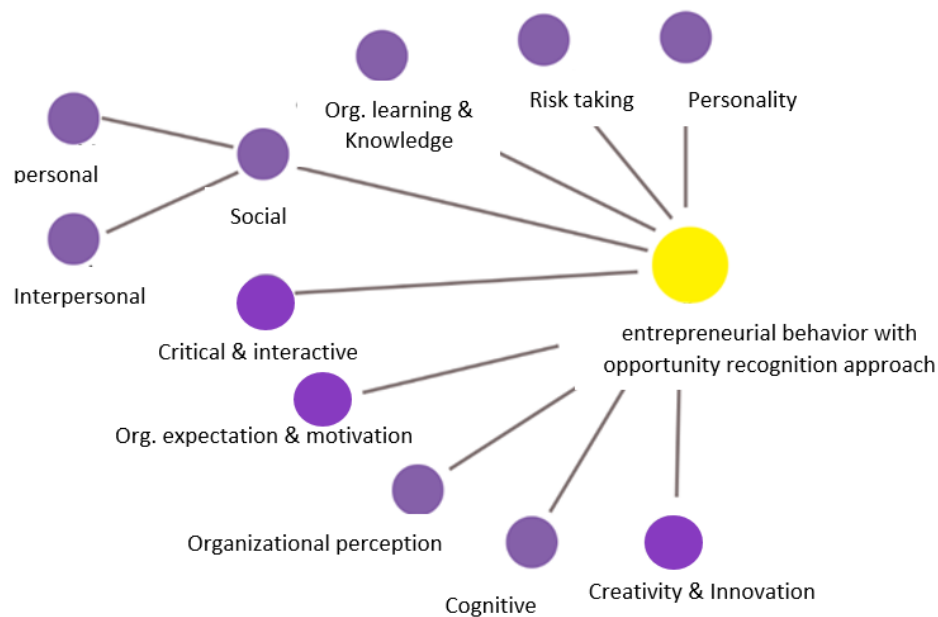


figure (1). The Thematic Network of individual factors related to opportunity recognition as organizational entrepreneurial behavior (researcher-made)

Conclusions and recommendation:

Given the problems and challenges of today's world, the great importance of individual factors as an essential element related to opportunity recognition in any type of entrepreneurship, is not hidden from anyone. On the other hand, regarding the necessity of organizational entrepreneurship, it should be noted that paying attention to it, is a basic condition in the development of any country in the 21st century which will increase the advantage of economic competition in the global arena and the development of the country (Ahmadpour Dariani and Karimi, 2019). Since organizational entrepreneurship is a type of entrepreneurial behavior (Alaei, 2014), in this research, identifying and achieving a better understanding of individual factors related to opportunity recognition in organizations as organizational entrepreneurial behavior is emphasized, to direct these factors in some way to support this entrepreneurial behavior. One of the questions that arises is why some people recognize opportunities well in organizations but others cannot? In response, it should be noted that people with special characteristics are more likely to try to identify opportunities in organizations and eventually start an entrepreneurship. The results of this qualitative research using theme analysis method indicate that individual factors, if properly identified and classified, can help to identify opportunities in organizations as an entrepreneurial behavior, until the other prerequisites and contextual and structural dimensions of the organizations are improved, then the ground for identifying, attracting and retaining talented people will be smoother Or, with the necessary training, increase people's abilities for entrepreneurial behavior. Findings show that opportunity recognition is in fact a multifaceted activity (Kukertz et al., 2017). In this research, opportunity recognition includes the search, discovery, creation and evaluation of opportunities and is a behavioral and activity-oriented concept that occurs at the individual level in organizations. Based on the analysis and findings of

the study, the results show that according to Table 4, a total of 69 indicators with nine main themes in this study are related to organizational entrepreneurial behaviors with an opportunity recognition approach. Personality category as a set of psychological characteristics includes a person's perceptions, emotions, mentalities, motivations and actions in interaction with different environmental conditions. People with different aspects of personality, such as extroversion and introversion, act differently in similar situations. Personality and motivation, while motivating and guiding individuals in a particular way of action, affect the likelihood of entrepreneurial behavior in the search, discovery, creation, and evaluation of opportunities, which is consistent with the findings of Scott Shane (2003). Cognitive factors are among the factors that affect the thinking of the decision maker and since the discovery of opportunity requires individuals to formulate new means-purpose frameworks in response to the information they have received, and given the results of interviews that have taken place, Individuals' cognitive differences are related to opportunity discovery, which is in line with the findings of Timmons and Baron's research (Wazdani and Mathew, 2014). Interpersonal communication, social networks, interactions and effective communication by increasing information, and synergy can lead to the establishment and readiness to identify opportunities and complex human behaviors, including potential opportunity recognition behaviors, can also be achieved through learning. And organizational knowledge and learning, which in the simplest sense is the awareness of individuals in a real and empirical way, can lead to greater readiness at the intersection of opportunities to discover, create and evaluate them which Somehow is in line with the results of the research of Sakhdari et al. (2012) , and the findings of Michael et al. (2002), which state that "entrepreneurial cognition is the knowledge structure that individuals use to evaluate and make decisions, including evaluating opportunities and creating and growing a venture-business," confirms above findings. According to Ardichevili et al, the factors influencing the opportunity recognition process are: entrepreneurial awareness, prior knowledge, targeted search vs discovery, social media, and personality traits including risk-taking, optimism, self-efficacy, and creativity which confirms the findings of individual and organizational risk, social and creativity and innovation of this research. Personality and motivation are the basic characteristics of individuals and most of the interviewees believed that motivation in interaction with organizational expectations in the sense of the expected impact of individuals from organizations, causes people to behave in a certain way and try to achieve the desired goals. This affects the likelihood of people recognizing entrepreneurial opportunities. Regarding the relationship between organizational motivation and expectations with opportunity recognition entrepreneurial behavior, the results of Lucca and Cazan (2012) show a strong relationship between achievement motivation and entrepreneurial behavior. On the other hand, various factors such as attitudes, interests and past experiences, as well as organizational characteristics and contingent conditions, affect the perception of people in organizations. Some interviewees acknowledged that organizational perceptions in the sense of perceived effects of the organization, which are different for different people, can pave the way for entrepreneurial behavior of opportunity creation or discovery. According to the results of the research, since most of the participants were more focused on the motivation and expectations of the organization, it is recommended that the founders and senior managers of organizations act by identify material and spiritual factors mid meeting the expectations of individuals in accordance with their real position and organization missions. On the other hand, by institutionalizing structural support for challenging and important individual and team activities, freedom of action, participation in decision-making, and behavior

commensurate with the multidimensional abilities of some of these individuals, pave the way for the emergence and promotion of opportunity recognition entrepreneurial behavior and on the other hand to identify, attract, retain and nurture people with this characteristic. In addition, this research should be done only with the approach of opportunity exploitation to compare and integrate the results with the recognition of opportunity. Due to the high acceleration of changes in science and technology and the competition of some domestic organizations in the international arena for competitive advantages and consequently its significant impact on employment and the economy, it is recommended that the subject of this research be limited to the opportunity creation approach with a case study of domestic companies active in the international field. The geographical limitations of this study, which is limited to the target population of selected entrepreneurs in Alborz province, it can have social and cultural implications for findings. On the other hand, the findings in this community may be true but not generalizable to other communities or other individual elements that may have been overlooked by the researcher's perceptions and studies and could influence the findings; therefore, recommending research in this field by researchers in other regions and target communities, leads to synergy, knowledge sharing and optimal utilization in organizations.

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