

Identifying and Ranking Key Factors in the Success or Failure of Greenhouse Enterprises in Iranshahr Township

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Abstract: The main objective of the present study is to investigate factors affecting the success and failure of greenhouse enterprises in Iranshahr Township. The present study is applied in terms of objective and regarding the subject matter and in terms of methodological classification, it is a descriptive-analytical research based on operational data. The population of the study included all individuals owning greenhouse enterprises in Iranshahr Township whose number was estimated as 86 individuals. To select the sample size, 76 individuals were selected as participants using Cochran formula and by the simple random sampling. To investigate research variables, two researcher-made questionnaires were used. The reliability of the first questionnaire (related to factors affecting the failure of greenhouse enterprises) was 83% and the reliability of the second one (related to factors affecting the success of greenhouse enterprises) was 87%. The data obtained from these questionnaire were analyzed at the level of inferential statistics (Chi-square and Friedman tests).

Key words: Small and medium-sized enterprises, entrepreneurship in the agricultural sector, greenhouse enterprises, Iranshahr, population

INTRODUCTION

Variable tendencies of global markets have influenced the agricultural sector and enterprises. In the globalization, it is necessary that the management of production quality and marketing be improved in order that products can be produced based on global standards because the increase in the quality of productions according to global standards, their competition increases and causes that these products find their way into international markets. Therefore, the process of agricultural enterprises should be market-based in such a way that employers produce what is needed by the market not what they can produce (Lais *et al.*, 2010).

This issue requires having powerful, self-efficient and entrepreneurial human forces because they have new ideas or thoughts and they tend to risk-taking and are creating new methods of doing work (Sharifi *et al.*, 2011). In addition, by increasing population and consequently demands for preparing agricultural products, the lack of confidence and risk about prices and amount of products and consumed inputs as well as the seasonality of producing products have caused that, to supply people's needs, strategies be considered in order that the degree of production can increase, the possibility of producing products outside certain seasons can be feasible, the application of consumed inputs can be economical and be

conducted with special skills, and marketing products and goods for realizing needs and demands can be provided. Among these strategies, growing crops (including fruits and vegetables) in greenhouses (Lais *et al.*, 2010).

Since according to the 20 year perspective document, the task of food security is on the shoulder of the agricultural sector and also is based on the general policies of fourth development plan: supplying food focuses on production from internal resources and emphasizes the production of main agricultural products, the main task of a government is to make policies and determine plans to provide the space for doing business for realizing aims of the agricultural sector (Danaeifard *et al.*, 2010).

One of the appropriate methods for optimal use of relative advantages of the agricultural sector in the domain of production is marketing, making the agricultural sector competitive, presence in global markets and developing greenhouse utilization units (Danaeifard *et al.*, 2010).

In spite of the fact, that there are suitable global experiences in the field of the utilization of different countries from entrepreneurship for economic development in the cultural sector, unfortunately in Iran and particularly in Sistan and Baluchistan Province, no sufficient attention has been paid yet. In other words, the issue of entrepreneurship and research related to it in our

country is very young and so far, little researches have been done on entrepreneurship particularly greenhouse enterprises. Iranshahr Township, in spite of having sufficient human forces land suitable for farming and construction of greenhouses and in terms of providing other environmental conditions is not at the favorable level in terms of having greenhouse units including in quantitative and qualitative. Therefore, the present study is to find an answer for this issue. In other words, in the present research, researchers are to find out key factors affecting the success and failure of greenhouse enterprises in Iranshahr Township? Why this issue is less invested in this township?

Research questions:

- What are factors affecting the failure of greenhouse enterprises in Iranshahr Township?
- What are factors affecting the success of greenhouse enterprises in Iranshahr Township?
- How is the ranking of factors affecting the success or failure of greenhouse enterprises?

Research hypotheses:

- Financial factors are effective on the failure of greenhouse enterprises in Iranshahr Township
- Infrastructural and technical factors in the failure of greenhouse enterprises of Iranshahr Township
- Legal factors are effective on the failure of greenhouse enterprises in Iranshahr Township
- Sociocultural and educational factors are effective on the failure of greenhouse enterprises in Iranshahr Township
- Personal factors are effective on the failure of greenhouse enterprises in Iranshahr Township
- Financial factors are effective on the failure of greenhouse enterprises in Iranshahr Township
- Infrastructural and technical factors in the success of greenhouse enterprises of Iranshahr Township
- Legal factors are effective on the success of greenhouse enterprises in Iranshahr Township
- Sociocultural and educational factors are effective on the success of greenhouse enterprises in Iranshahr Township
- Personal factors are effective on the success of greenhouse enterprises in Iranshahr Township

Small and Medium sized Enterprises (SMEs): Definitions and classifications of SMEs have been increasing in the world and in a lot of advanced and developing countries, the SMEs are considered as the economic engine and the main origin of entrepreneurial skills, innovations and employment. Paying attention to the improvement of the

business environment for SMEs, the advancement of entrepreneurship, the survival of investment of the private sector and increasing development of micro companies around the world particularly in Europe have resulted in changes in the definitions of these units. Definitions for SMEs are different from one country to another in terms of the number of employees, annual performance and annual balance sheet. The highest number of employees in SMEs in developing countries is 250 individuals, in Japan it is 300 individuals and in the US, it is 500 individuals. The Institute of International Finance Cooperation has defined the SMEs as companies having <300 employees and with 15000 Dollars as their whole property. In Iran, there is no unified definition of SMEs and even there are differences between the definition of Central Bank and that of the Ministry of Industry and Mines. In spite of differences in the definition of SMEs, their role in economic development of different regions in the world cannot be denied and these enterprises have basic and key roles in creating occupational opportunities and improving the quality of human resource, providing entrepreneurship, accelerating creativity, and opening new business opportunities (Zaribaf and Shafikhani, 2006).

Enterprises of the agricultural sector: Definitions and concepts of entrepreneurship in different sectors (agriculture, industry and services) are the same in principles and foundations. Although, entrepreneurship in agriculture has no difference with entrepreneurship in urban regions and other economic sectors, in fact inputs required for developing entrepreneurship such as capital, management, education, technology, institutions and organization, infrastructures of transportation, access to market, distribution network and skillful work forces in cities and industrial regions and other economic sectors can be found more easily than rural and agricultural regions. Agricultural entrepreneurship has condition, farm and product-bound states. Wider gaps among rural and urban regions in developing countries and the domination of industry on agriculture as well as the tendency of strategies and development policies towards industry along with socioeconomic characteristics of rural and agricultural communities have caused that agricultural entrepreneurship receives less development. In developing countries, farmers are among the weakest agent of production of a country. They lack professional capabilities and required supports from the government as well as national and local organization in order to act as dynamic entrepreneurs. In spite of the fact that farmland is a rich resource in these countries and they have appropriate potentials for entrepreneurship,

farmers are still poor in these countries. Changes occurring in the market (such as globalization, population growth, transformation in the labor market, food security and competitiveness of markets), agricultural policies (movement towards market-based commercial agriculture) and the society (rising unemployment and dysfunction, environmental issues, biodiversity, natural resources) are among factors representing the necessity of entrepreneurship in agriculture more than ever. Due to mentioned upheavals, a structural transformation in the current methods of agricultural production has been necessary and market-based agriculture in the framework of sustainable development will be basic strategies of agricultural development. In this agricultural type, farmers should in such a way that they can sell their products in the competitive market which is based on needs of customers. Accordingly, farmers should be opportunistic and identify customers' needs appropriately and then make necessary strategies for realizing these needs. In other words, nowadays, farmers should be entrepreneurs (Sharifzadeh *et al.*, 2010).

Francois and Nicholas consider the earth as the unique origin of wealth and know farmers as entrepreneurs and take particular statuses for entrepreneurs (Eftekhari *et al.*, 2010).

Review of literature

Studies in Iran: Lais *et al.* (2010), in a research titled as "the effect of entrepreneurship on greenhouse economy in West Azerbaijan Province" investigated the effect of entrepreneurship on greenhouse products in this province using the cross-sectional data collected from 241 greenhouses. The results of the research indicated that the most important factor in greenhouse economy is the existence of demand in the society for greenhouse products. In addition, entrepreneurship has negative effect on consumed inputs.

Sharifi *et al.* (2011), in a research titled as "investigating factors affecting the sustainability of greenhouse cultivation system in Jiroft and Kahnoj regions" investigated factors affecting the sustainability of greenhouse cultivation system in Jiroft and Kahnoj regions. The results of their research indicated that there is a significant correlation between the sustainability level of greenhouse cultivation and the history of greenhouse activities, area of greenhouses, the degree of participation in educational courses related to sustainable agriculture, attitudes to sustainable agriculture and the level of knowledge about sustainable agriculture and educational level. This correlation of the greenhouse agriculture sustainable level with individuals' age and the area of farming land is not significant.

Khanjari *et al.* (2012), in a research titled as "investigating the effect of promotional experts on the efficacy of greenhouse production in Sistan region" indicated that promotional programs can have effective steps on enhancing efficacy among greenhouse owners of the region. Promoting via improving agricultural methods and techniques and increasing efficacy of production and income, promoting the level of life and enhancing social and educational standards influence rural communities.

Rafati and Azinfar (2011), in a research titled as "investigating technical, allocative and economic efficacy of cotton farmers in Golestan Province using the parametric method" found out that the mean scores of technical, allocative and economic efficacy of cotton farmers in Golestan was estimated as 90, 85 and 77%, respectively. In addition, the results indicated that in the function of the technical of cotton farmers, variables of educational level and participating in promotional and course have negative effects.

Moradnejad *et al.* (2007), in a research titled as "analysis of barriers to entrepreneurship development in greenhouse production units in Iran" whose sample size included 142 entrepreneurs of greenhouse units (selected by the stratified random sampling from 8 regions of Iran) and found out that policymaking, economic, supportive, educational, infrastructural and cultural factors are main barriers to entrepreneurship development in greenhouse production units in Iran.

Yaghouni *et al.* (2009), in a research titled as "the role of organizational and management factors in entrepreneurship development in the "Agricultural Promotion Organization of Iran" investigated the degree of entrepreneurship in the organization and also identifying and analyzing the role of organizational and management factors in developing organizational entrepreneurship in this organizational. The results of this research indicated that organizational and management conditions of promotion administrations including organizational regulations and structure, management behavior, reward system and organizational communication are not accelerators of organizational entrepreneurship.

Eftekhari *et al.* (2010) in a research titled as "strategies of agricultural entrepreneurship development in rural regions" investigated strategies of agricultural entrepreneurship strategies in villages of Khodabandeh Township. The results of their research indicated that individuals' attitudes among weaknesses of the studied region for developing agricultural entrepreneurship, severe rural poverty and unavailability of social and economic spaces are main factors affecting the lack of a agricultural entrepreneurship development.

Studies in other countries: Nainggolan (2003), in his research by counting challenges of quality, optimization of limited resources, value creating, competition and transaction on the ground of freeing markets and globalization, innovation and diversification for responding new demands (customer-orientation and market-orientation) for developing commercial agriculture, referred to cases including barriers of regional and international business, limited access to credits, variable exchange rate, inflation, poor business policies, tariffs and taxes for imports and exports, inappropriate administrative structure, high costs of transportation and inefficient distribution network, low quality and inappropriate supply of raw materials, weakness of developmental infrastructure and the absence of professional managers as issues and problems of developing agricultural enterprises.

Gielen *et al.* (2003) concluded that in a business environment with advanced technological level such as agricultural sector of Netherlands, the ability of innovation and learning of agricultural entrepreneurs are considered as basic necessity for the sustainability of enterprises.

Pisani and Patrick (2002), in their research concluded that the lowness of productivity and efficacy in small enterprises are due to the lowness of quality, unreliable supply, old equipment, unskilled workers, the small size of the units and limited access to for governmental and nongovernmental financial supports.

McElwee (2006) his research, considered the problems of small enterprises as access to capital, distribution channels and supports from conventional enterprises in business. In addition, according to a systematic approach, internal and external factors such as common allocation of productive resources, risk management, production planning, power of innovation and education, family situation, ecological conditions agriculture (such as soil, water, climate, etc.) and market prices and political stability are effective on agricultural enterprises.

MATERIALS AND METHODS

The present study is an applied one in terms of objective and a descriptive-analytical one in terms of nature and method which is based on operational data. In addition, in the temporal dimension, the present study is a cross-sectional research because it has been conducted in a certain period of time. In addition, in the present study, to collect data, books, magazines, internal quarterly and monthly reports were used. The field study used in this research used a researcher-made questionnaire

Table 1: Chi-square test for investigating H_1

Test value	Sig.
9.012	0.00

Table 2: Chi-square test for investigating H_2

Test value	Sig.
11.17	0.00

distrusted among participants and then they were collected for analysis. A number of 80 questionnaires were distributed among participants and from this number, 76 questionnaires were returned.

Data analysis: In this study, the data of the research is to be investigated and evaluated using scientific methods. The objective of collecting data obtained from questions and categorizing them is to identify variables and relationship among them in order to reach conclusions appropriate to the research objectives. Analyzing data is based on inferential statistics. The objective of inferential statistics is to conclude about the population's characteristics from which the sample has been selected.

Findings of inferential tables:

- H_1 : Financial factors are effective on the failure of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ Financial factors are not effective on the failure of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ Financial factors are effective on the failure of greenhouse enterprises in Iranshahr

In Table 1, the calculated test value is significant. It means that the value of significance level is smaller than 0.05. Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that financial factors are effective on the failure of greenhouse enterprises in Iranshahr:

- H_2 : Infrastructural and technical factors are effective on the failure of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ infrastructural and technical factors are not effective on the failure of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ infrastructural and technical factors are effective on the failure of greenhouse enterprises in Iranshahr

Regarding Table 2, the calculated test value is significant. It means that the value of significance level is < 0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence.

Table 3: Chi-square test for investigating H_3

Test value	Sig.
16.04	0.00

Table 4: Chi-square test for investigating H_4

Test value	Sig.
14.01	0.00

Therefore, it can be concluded that infrastructural and technical factors are effective on the failure of greenhouse enterprises in Iranshahr:

- H_3 : Rules and regulations factors are effective on the failure of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ rules and regulations factors are not effective on the failure of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ rules and regulations factors are effective on the failure of greenhouse enterprises in Iranshahr

Regarding Table 3, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that rules and regulations factors are effective on the failure of greenhouse enterprises in Iranshahr:

- H_4 : Sociocultural and educational factors are effective on the failure of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ sociocultural and educational factors are not effective on the failure of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ sociocultural and educational factors are effective on the failure of greenhouse enterprises in Iranshahr

Regarding Table 4, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that sociocultural and educational factors are effective on the failure of greenhouse enterprises in Iranshahr:

- H_5 : Personal (manager/entrepreneur) factors are effective on the failure of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ personal (manager/entrepreneur) factors are not effective on the failure of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ personal (manager/entrepreneur) factors are effective on the failure of greenhouse enterprises in Iranshahr

Table 5: Chi-square test for investigating H_5

Test value	Sig.
13.19	0.00

Table 6: Chi-square test for investigating H_6

Test value	Sig.
14.12	0.00

Table 7: Chi-square test for investigating H_7

Test value	Sig.
6.47	0.00

Regarding Table 5, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that personal (manager/entrepreneur) factors are effective on the failure of greenhouse enterprises in Iranshahr:

- H_6 : Financial factors are effective on the success of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ financial factors are not effective on the success of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ financial factors are effective on the success of greenhouse enterprises in Iranshahr

Regarding Table 6, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that financial factors are effective on the success of greenhouse enterprises in Iranshahr:

- H_7 : Infrastructural and technical factors are effective on the success of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ infrastructural and technical factors are not effective on the success of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ infrastructural and technical factors are effective on the success of greenhouse enterprises in Iranshahr

Regarding Table 7, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that infrastructural and technical factors are effective on the success of greenhouse enterprises in Iranshahr:

Table 8: Chi-square test for investigating H_3

Test value	Sig.
8.06	0.00

Table 9: Chi-square test for investigating H_4

Test value	Sig.
11.29	0.00

- H_3 : Rules and regulations factors are effective on the success of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ rules and regulations factors are not effective on the success of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ rules and regulations factors are effective on the success of greenhouse enterprises in Iranshahr

Regarding Table 8, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that rules and regulations factors are effective on the success of greenhouse enterprises in Iranshahr:

- H_3 : Rules and regulations factors are effective on the success of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ sociocultural and educational factors are not effective on the success of greenhouse enterprises in Iranshahr
- $0 H_1: \rho$ sociocultural and educational factors are effective on the success of greenhouse enterprises in Iranshahr

Regarding Table 9, the calculated test value is significant. It means that the value of significance level is <0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that sociocultural and educational factors are effective on the success of greenhouse enterprises in Iranshahr:

- H_{10} : Personal (manager/entrepreneur) factors are effective on the success of greenhouse enterprises in Iranshahr
- $H_0: \rho = 0$ personal (manager/entrepreneur) factors are not effective on the success of greenhouse enterprises in Iranshahr
- $0 \neq H_1: \rho$ personal (manager/entrepreneur) factors are effective on the success of greenhouse enterprises in Iranshahr

Regarding Table 10, the calculated test value is significant. It means that the value of significance level is

Table 10: Chi-square test for investigating H_{10}

Test value	Sig.
15.14	0.00

Table 11: Ranking factors affecting the failure and success of greenhouse enterprises in Iranshahr test statistics (a)

Parameters	Values
Financial factors	2.390
Infrastructural and technical factors	2.310
Rules and regulations factors	2.110
Sociocultural and educational factors	3.190
Personal (manager/entrepreneur) factors	2.250
Chi-Square	75.188
df	3.000
Sig.	0.000

Table 12: Ranking factors affecting the success of greenhouse enterprises in Iranshahr test statistics (a)

Friedman test	Ranking mean
Financial factors	3.170
Infrastructural and technical factors	2.340
Rules and regulations factors	1.960
Sociocultural and educational factors	2.520
Personal (manager/entrepreneur) factors	2.230
Chi-Square	89.936
df	3.000
Sig.	0.000

<0.05 . Therefore, H_0 is rejected and the statistical hypothesis can be accepted with 95% of confidence. Therefore, it can be concluded that personal (manager/entrepreneur) factors are effective on the success of greenhouse enterprises in Iranshahr.

As illustrated in Table 11, socioeconomic and educational factors are in the first rank and rules and regulations factors are in the last rank.

As illustrated in Table 12, financial factors are in the first rank and rules and regulations factors are in the last rank.

RESULTS AND DISCUSSION

The results of the first research question is consistent with the results of Moradnejad *et al.* (2007) stating that economic (financial) factors are the most important barriers to or the failure (development) of greenhouse enterprises in Iran, those of Sharifzadeh *et al.* (2010) stating that difficult conduction of achieving credits is one of the most important barriers to or failure of agricultural enterprises in Golestan Province, those of Asadi stating that the credit factor is one of the four factors preventing greenhouse enterprises and Mcelwee and Gielen stating that the factors of capital and credit are the most important problems of agricultural enterprises.

The results of the second research question are consistent with the results of Sharifi *et al.* (2011) stating the effect of areas of greenhouses on its sustainability, Sharifzadeh *et al.* (2010) stating the occurrence of natural

disasters as one of the factors of failure of agricultural enterprises in Golestan Province, Asadi stating the infrastructural factors as failure factors of greenhouse cultivations, Moradnejad *et al.* (2007) stating infrastructural and supportive factors as failure factors of entrepreneurship in greenhouse units in Iran.

The results of the third research question are consistent with the results of Shairfzadeh *et al.* (2007) stating the fluctuation of the government's policies in the agricultural market in relation with importation, pricing and regulation of the market as factors of failure of greenhouse enterprises in Golestan Province, those of Asadi stating legal factors as factors preventing greenhouse cultivation, those Moradnejad stating factors of policy making as factors of failure of entrepreneurship in greenhouse units in Iran and those of Nainggolan stating poor business policy and laws related to taxes as problems of developing agricultural enterprises.

The results of the fourth research question are consistent with the results of Sharifi stating the effect of the factor of education on the sustainability of greenhouse cultivation, those of Eftekhari *et al.* (2010) stating not being ready the social space as factor affecting the failure of developing agricultural entrepreneurship and those of Moradnejad *et al.* (2007) stating cultural factors as barriers to developing entrepreneurship in greenhouse units in Iran.

The results of the fifth question are consistent with the results of Sharifi *et al.* (2011) stating the effect of the duration of greenhouse activities on its sustainability, and those of Shafiei and Nainggolan stating the effect of the absence of professional managers on the failure of agricultural enterprises.

The results of the seventh research question is consistent with the results of Shafiei and Pourjoyari stating infrastructural and technical factors (appropriate positioning, management, establishment of appropriate facilities, the formation of a cooperative to provide inputs, marketing, packaging and transportation) as the most important factors of success of greenhouse enterprise in Kerman provinces.

The results of questions 8, 9 and 10 are consistent with the results of Shafiei and Pourjoyari stating that proper economic rules and regulations, calm spaces and environment (security), supporting different organizations in charge of agricultural sectors, the formation of institutions related to rural entrepreneurship, the adoption of accurate technical advices of experts and promoters, and paying attention to education and learning power, self-confidence, innovation, personal creativity and high motivation as factors of success of agricultural enterprises.

CONCLUSION

The results indicated that financial, infrastructural and technical factors; factors related to rules and regulations; and sociocultural and educational and personal (manager/entrepreneur) factors were effective on the success or failure of greenhouse enterprises in Iranshahr Township.

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