

Entrepreneurial approach to human resource management and its relationship with internal space

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ABSTRACT

In the present era, which is acceleration and speed era, many changes and transformations are happening. Believe it or not, the wave of these changes will affect the life of all of us. Thus a society which has skilled, professional, creative and self belief manpower will be pioneer in adaptation with global changes and competition. In current situation, one of the factors, which cause transforming the economic, social and industrial face of a country, is entrepreneurial activities, having an entrepreneurial spirit and finally human's entrepreneurship. According to Timuts (1990), entrepreneurship is creating valuable thing from nothing and an Entrepreneur is a person with High hindsight power and able to find opportunities and growing up his idea and notion and changing it to a new product or service he can attempt to give value to nothing. This study aims at the investigation of the relationship between organizational atmosphere and entrepreneurship in Khorasan Science and Technology Park. Statistical community is all the staffs in Khorasan Science and Technology Park and according to Morgan Table 40 people were selected as a sample. The present study is applied in the case of goal and descriptive-analytic in the case of method. The analysis of the findings by SPSS software version 17 shows that there is a positive and significant relationship between organizational atmosphere and entrepreneurship in Khorasan Science and Technology Park and by improving the condition of organizational atmosphere we can improve and increase entrepreneurship in the organization. Factors such as goals, role, regulations, communications and Reward affect employees' entrepreneurship and the managers preparing situations can improve these dimensions and as a result increase entrepreneurship in the organization.

Keywords: Organizational Atmosphere, System, Manpower, Entrepreneurship.

1. Introduction

The changing process of human life from cave dwelling era up to present time has been affected by various factors. Human factor has been considered as one of the most important ones in this field. And entrepreneurs play an eminent role in this process. Nowadays, entrepreneurs are regarded as the engine of economic development. Current changes and transitions, especially in recent decades, and increasing the competition, environmental difficulties, potentiality and uncertainty bring about a condition, in which no big organization is able to compete with small companies that possess higher flexibility, speed and innovation. That is why the survival of big organizations depends upon fundamental changes and creativity of entrepreneurs in the country.

Entrepreneurship development is the engine of economy development. In current tough situation, entrepreneurs are able to prepare some sources in different fields – like production and manpower – for growth and development by their capabilities and superior characteristics. They increase the domain of products and services through developing innovations. Considering the current economic conditions all over the world, the only countries which benefit the globalization are those that produce the required goods and offer the required services. Organizational entrepreneurship and consequently staff entrepreneurship is one of the most significant aspects in this field.

In the 1980s, Science and Technology Parks were established as social organizations and a link of economic development chain on the basis of technology. Increasing the technologic innovations, economic development and providing proper job for experts are some goals of Science and Technology Parks. Many policy makers consider them as a part of an insightful and organized progress for national development. On the other hand, Science and Technology Parks are proper tools to attract the cooperation of companies that are internationally known and good reasons to attract scientists and experts to develop the entrepreneurship. (Karlsen, J, P. Gottschalk ,2004) The personnel and employees of these organizations must make the best possible decision at any moment as people who are dealing with technology and innovation. They must be good-tempered, consider the importance of entrepreneurship and transfer the information to their superiors. Leading and managing such people, who are aware of technologic developments as well as having individual capabilities, requires evaluating the relation between organizational atmosphere and involving factors in employees' entrepreneurship in order to benefit the obtained outcome for promoting the work performance.

2. Reviewing the Former Literature

Several studies have been carried out in evaluating the relationship between organizational atmosphere and entrepreneurship, some of which are discussed here:

Robert Lee Ryan (1994) studied organizational atmosphere and job satisfaction among professors in Texas University. Findings of the research showed that there is a satisfactory relation in work, observation and employees in mentioned field.

Chien Yu-Chen (1997) carried out a research, titled “An essential study in entrepreneurship, manpower, capabilities and performance of organizations”. Findings of the research are as follow:

- There is a similar relationship between the origin of entrepreneurship, organizational sources and capabilities.
- There is a positive relationship between extra activity, aggressive competition, more limitation in financial sources and lower expenses, better transaction and better performance in the company. But there is a negative relationship between taking a risk and the company performance.

- Considering the involving hostile factors, there is no important relationship between the company performance and organizational capabilities, but extra activity, competition and (positive) financial sources play vital roles in this field.

In another study by Yao-Wei Huang (2001), titled “Harmonizing the personal and environmental characteristics, organizational structure and entrepreneurship with the performance of entrepreneurship by SMEs”, it was shown that personal and environmental characteristics affect the entrepreneurship positively and entrepreneurship affects the performance positively as well; and the relationship between the performance and entrepreneurship is harmonized through organizational structure.

Wan-Ru Wang (2006) carried out a research– “Evaluating the relationship between organizational characteristics, organizational sources and entrepreneurship in domestic companies with social investment”. He showed that social investment plays a balancing role in organizational sources and entrepreneurship.

Ramirez Conger (2009) offered a model as a feature in economy growth in Spain to develop entrepreneurship in companies. Execution of the model clarified that importance of statistical evaluations in entrepreneurship. Offered model is of innovative type.

Blake Megan Kathleen (2011) has carried out another research “Relationship between organizational structure and organizational entrepreneurship”. He showed that bureaucratic hierarchy plays a considerable role preparing a suitable background for organizational entrepreneurship.

3. Theoretical Principles

Nowadays, environmental conditions and competitions have become so relentless, complicated, seeking and uncertain that organizations are not able to overcome their small, quick, flexible, innovative and opportunist rivals through few creative people, some entrepreneurs and executing few simple projects. They have to prepare a condition in which all staffs feel that they need to be entrepreneurs and perform their plans either individually or cooperatively. In order to achieve mentioned goal, the process of organizational entrepreneurship should be recognized, explained and clarified. Thus, this part introduces the experts’ definitions about entrepreneurship, and then related definitions and theories in organizational entrepreneurship are discussed.

3.1. Definition of Entrepreneurship

Entrepreneurship had become popular in French language many centuries ago, much before its usual modern usage. “*Entreprendre*” in French means “to undertake”. This term was translated into English as “Entrepreneurship” by John Stewart in 1848. Generally, entrepreneurship has accompanied human being since the first day of creation. It has been the base of all human changes and progresses. That is why it is defined variously and numerously (SamadAqa’ei, 1999); some of which are offered below:

Jean Baptist Say (1934): Entrepreneurship is a factor that combines all production tools. It takes the responsibility of all products, returning the entire capital, payments values, interests, installments, and obtained benefit as well.

Joseph Schumpeter (1961): Entrepreneurs are the main driving forces of economy growth and their role is to innovate or create new combinations via the materials. According to Schumpeter, innovation is the base of entrepreneurship.

McClelland (1995): An entrepreneur is a person who organizes a company or organization and increases its productivity.

Peter Drucker (2002): Entrepreneurs are people who start a new small economic activity with their own capital. (AhmadpourDarani, 2000)

Robert Histrich (2006): An entrepreneur is an innovative person, whose responsibility is to reform or change a production pattern through a new invention, achieving to new unknown technologies in producing a certain product, producing an old product in a new way, finding a new market for offering raw materials or starting a new industry.

3.2. Entrepreneurship Approaches

Two main approaches are usually used in entrepreneurship:

- *Trait or Content Approach:* The goal of applying this approach is to distinguish the entrepreneurs from non-entrepreneurs and to determine the field of entrepreneurs' personality and psychological characteristics. According to this approach, there are few vital personal characteristics for entrepreneurs, including need for achievement, center of control, risk taking propensity, creativity, and ambiguity tolerance.
- *Process or Behavioral Approach:* The goal of applying this approach is to concentrate on identifying the entrepreneurs' activities and to clarify the nature of entrepreneurship. In this approach, entrepreneurship is considered as a process, in which new organizations are established. (Reza'ian, 2001) Also, people are evaluated in this approach to test their entrepreneurship features. New opportunities, identified and sources are gathered, and possibility of common investment, using wasted sources and getting job admits are studied on the basis of supporting rules and laws. (Cooper, Arnold C 1990)

3.3. Different Types of Entrepreneurship

Generally, entrepreneurship literature shows that it is formed in three different frames or format:

- 1) Free and independent people to the organization (Individual Entrepreneurs – Independent Entrepreneurship)
- 2) Organization Employees (Organizational Entrepreneurs – Intrapreneurship)
- 3) Organization (Entrepreneurial Organization – Corporate Entrepreneurship)

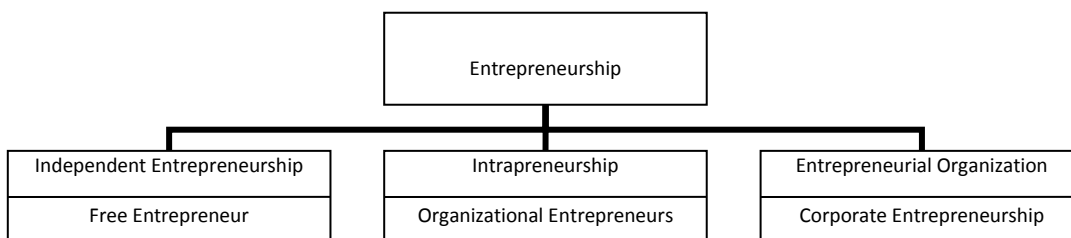


Chart 1: Different types of entrepreneurship and entrepreneurs

On the other hand, entrepreneurship is divided into individual entrepreneurship and organizational entrepreneurship as well:

Individual Entrepreneurship: it is a process in which entrepreneurship tries to accomplish entrepreneurial activities freely.

Organizational Entrepreneurial: it is a process in which entrepreneurship tries to accomplish entrepreneurial activities bureaucratically in an organization. (AhmadpourDarani, 2000)

In fact, organizational entrepreneurship is a process that involves the organization in some activities to identify opportunities successfully and invest in them. Also, organizational entrepreneurship makes the organizations able to establish a new business through entering new markets and services.(Pardakhtchi, Shafi' zadeh, 2006) Organizational Climate

The difference in organizations is not necessarily limited to physical conditions of their building, quality and quantity of manpower and their materialistic aspects. Every organization possesses its own culture, rules, values and methods, which are rather stable. Such characteristics help to predict the organization behavior and distinguish different organizations. This process is called organizational climate . (Alavi, 2002)Organizational climate is defined as a series of conditions, features and characteristics that make an organization warm, cold, trustworthy, untrustworthy, fearful or relieving, facilitator or preventing. It is used to distinguish one organization from another.

3.4. The Mechanism of Organizational Climate

The performance of organizational climate looks like a connecting bridge. On one hand, it plays a determinant role in employees' spirit, level of satisfaction and performance; and on the other hand, it is under the influence of some objective and vivid aspects of the organization. Generally, it plays an important role in organizational climate.(Hosseinzadeh, 2005)

3.5. Involving Factors in Organizational Climate

Some organizational factors affect the organizational climate, such as:

- Contradiction,
- Individual environment
- Humane considerations
- Human environment
- Materialistic environment
- Cultural environment
- Friendship
- Liberty
- Identity
- Support .(Fattah, 2008)

4. Methodology

This is an applied research. Because scientific backgrounds are used in this study in order to evaluate the required issues of organizations. In methodological aspect, since the questionnaire is used and gathered data are analyzed, it is a descriptive-analytical research. It tests the hypotheses according to former predictions as well as describing the current situation. The statistical society of the research is a group of employees in Khorasan Science and Technology Park. Participants are chosen randomly. On the basis of Morgan Table, 40 questionnaires were distributed among participants. Two different questionnaires were used in this research to gather required data; one questionnaire for evaluating the organizational atmosphere and another one for evaluating the employees' entrepreneurship. These two questionnaires are valid scientific ones (Layl Semasman-Sam Dipp and Stephen Robins, version 2002) and Cronbach Alpha was used to evaluate their validity.

The validity of the questionnaire, which is allocated to organizational atmosphere, is calculated as 86% for pilot and 85% for total samples. And the validity of the other questionnaire, which is allocated to entrepreneurship, is calculated as 72% for pilot and 80% for total samples. Outcomes show the high validity in both questionnaires. The first tool – entrepreneurship questionnaire – contains 22 questions and the later one – organizational atmosphere questionnaire – contains 20 questions.

5. Research Hypotheses

Six hypotheses are introduced according to identified effective components in the research literature and applied questionnaires:

5.1. Main Hypothesis

There is a significant relation between organizational atmosphere and entrepreneurship in Khorasan Science and Technology Park.

5.2. Secondary Hypotheses

- There is a significant relation between organization goals and entrepreneurship in Khorasan Science and Technology Park.
- There is a significant relation between the individual roles and entrepreneurship in Khorasan Science and Technology Park.
- There is a significant relation between rewards and entrepreneurship in Khorasan Science and Technology Park.
- There is a significant relation between the regulations and entrepreneurship in Khorasan Science and Technology Park.
- There is a significant relation between communications and entrepreneurship in Khorasan Science and Technology Park.

6. Testing the Hypotheses

In order to compare the average amounts of variables, normality of them have to be tested firstly through Kolmogorov-Smirnov test. If the normality of variables is confirmed, t-test will be used to evaluate the

research hypotheses. Following table represents the normality of variables, which is calculated by Kolmogrov-Smirnov test.

Table 1: Normality of variables, calculated by Kolmogrov-Smirnov test

Variables	Number	Test Statistic	P-value	Result
Organizational Atmosphere	22	1.109	0.171	Normal
Organizational Goals	22	0.744	0.637	Normal
Individual Role	22	0.524	0.947	Normal
Reward	22	0.835	0.488	Normal
Rules (Regulations)	22	0.514	0.954	Normal
Communications	22	0.551	0.921	Normal

According to table 1, it can be seen that P-value is more than 0.05 for all variables, so the normality of variables is confirmed. Now, t-test can be used to test the hypotheses:

Hypothesis 1: There is a significant relation between organizational atmosphere and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that organizational atmosphere is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 2: t-test results for organizational atmosphere

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.2071	0.61176	-6.079	21	0.000	(-1.06 and -0.52)

According to table 2, it is clear that the average amount of this variable equals 2.207, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (H₀) – no difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 1 is confirmed with 95% confidence interval.

Hypothesis 2: There is a significant relation between organizational goals and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that the variable, i.e. organizational goals, is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 3: t-test results for organizational goals

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.3712	0.67638	-4.360	21	0.000	(-0.92 and -0.32)

It is shown in table 3 that the average amount of this variable equals 2.37, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (H₀) – no difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 2 is confirmed with 95% confidence interval.

Hypothesis 3: There is a significant relation between individual roles and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that individual role is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 4: t-test results for individual role

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.6429	0.75561	-2.217	21	0.038	(-0.69 and -0.022)

According to table 4, it is clear that the average amount of this variable equals 2.64, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (HO) – no difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 1 is confirmed with 95% confidence interval.

Hypothesis 4: There is a significant relation between reward and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that reward variable is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 5: t-test results for reward

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.4015	0.55075	-2.217	21	0.038	(-0.84 and -0.35)

According to table 5, it is clear that the average amount of this variable equals 2.401, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (HO) – no difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 4 is confirmed with 95% confidence interval.

Hypothesis 5: There is a significant relation between regulations and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that regulations variable is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 6: t-test results for regulations

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.3485	0.66251	-4.613	21	0.000	(-0.94 and -0.35)

According to table 6, it is clear that the average amount of this variable equals 2.34, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (HO) – no

difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 5 is confirmed with 95% confidence interval.

Hypothesis 6: There is a significant relation between communications and entrepreneurship in Khorasan Science and Technology Park.

Considering the fact that communications variable is normal, a one-sample t-test is used in order to compare the average of this variable with constant number 3 (Test Value = 3):

Table 7: t-test results for communications

Number	Average	Deviation	t-test	Freedom	P-value	95% Confidence Interval of the Difference
22	2.5170	0.66737	-3.394	21	0.003	(-0.77 and -0.187)

According to table 7, it is clear that the average amount of this variable equals 2.51, and calculated P-value for comparing this average with number 3 is less than 0.05. Therefore, hypothesis (H₀) – no difference in average amount and number 3 – is rejected. And according to resulted assurance space, it can be claimed that the average is significantly less than 3, so hypothesis 6 is confirmed with 95% confidence interval.

Finally, it can be asserted that all hypotheses are confirmed. Following table shows the results of hypotheses all together:

Table 8: Results of testing the hypotheses and comparing them together

One-Sample Test	Test Value = 3					
	T	DF	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational atmosphere	-6.079	21	0.000	-0.79293	-1.0642	-0.5217
Organizational goals	-4.360	21	0.000	-0.62879	-0.9287	-0.3289
Individual Role	-2.217	21	0.038	-0.35714	-0.6922	-0.0221
Reward	-5.097	21	0.000	-0.59848	-0.8427	-0.3543
Regulations	-4.613	21	0.000	-0.65152	-0.9453	-0.3578
Communications	-3.394	21	0.003	-0.48295	-0.7788	-0.1871

7. Conclusion

In current seeking environment, survival of organizations depends on entrepreneurs and employees' entrepreneurial behaviors. Effective activities of such people bring about more efficient and better performance of the organization. Management efforts in evaluating the employees' entrepreneurship can lead to three different levels positively and negatively; i.e. individuals, groups and organization. Thus, on the basis of organizational atmosphere, managers require knowing effective procedures on entrepreneurship leading factors and encouraging innovative and entrepreneurial spirits among employees in order to promote their performance and benefit the employees' activities and performance.

In this paper, it is tried to identify and test the relation between organizational atmosphere and employees' entrepreneurship as manpower in Khorasan Science and Technology Park. After evaluating the subject literature, six components were considered, i.e. organizational atmosphere, organizational goals,

individual role, reward, regulations and communications; and some hypotheses were compiled on the basis of these six factors. Testing the hypotheses through questionnaires confirmed all hypotheses, and consequently, the relation between employees' entrepreneurship and six mentioned components in organizational atmosphere. Finally, it is recommended to test the validity of these six factors in other governmental or non-governmental organizations in future studies in order to generalize the findings of this study.

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