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RESEARCH ARTICLE

The Impact of Strategic Entrepreneurship Attitudes In HRM

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ABSTRACT

Market competitive conditions and rapid environmental changes require organizations to develop entrepreneurship, in order to identify and exploit the opportunities that other organizations are unaware or indifferent about. Recognizing the place of entrepreneurship on the one hand and the valuable role of human resources in the realization of entrepreneurship on the other hand, in recent years, a growing trend towards human resources has emerged as a useful approach in the field of entrepreneurship studies. This approach is based on the assumption that specific design and actions in HRM can contribute to the growth of entrepreneurial activities at the company level. Entrepreneurship involves education from co-operation, creativity and individual commitment. As such, the underlying principles of HRM are an important driver for success. Therefore, the purpose of this study is to investigate the effect of strategic entrepreneurship attitude on HRM.

Keywords: entrepreneur; strategic entrepreneurship; human resources; management

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valuable role of human resources in the realization of entrepreneurship on the other hand, in recent years, a growing trend towards human resources has emerged as a useful approach in the field of entrepreneurship studies. This approach is based on the assumption that specific design and actions in HRM can contribute to the growth of entrepreneurial activities at the company level. Research has also shown that entrepreneurship is strongly tied to the use of resources, especially human resources (Morris and Jones, 1993). At present, the country's industry is in dire need of providing, training and upgrading and maintaining a capable and entrepreneurial staff.

The concept of entrepreneurship

In the definition of the term entrepreneurship there is no consensus among the scholars; in fact, the real sense of the word cannot be understood from its meaning. The root of the term Entrepreneurship comes from the French word *Entreprendre*, which means commitment. In Webster's Dictionary: An Entrepreneur is the one who undertakes to organize, manage, and sustain the risks of an economic activity. Entrepreneurship is a process that leads to satisfaction or new demand. Entrepreneurship is the process of creating value through the creation of a unique collection of resources in order to take advantage of

I. INTRODUCTION

Market competitive conditions and rapid environmental changes require organizations to develop entrepreneurship in order to identify and exploit the opportunities that other organizations are unaware or indifferent about. Today, much research is being done about entrepreneurship, because entrepreneurship is a key element in increasing the company's innovative capacity and realizing competitive advantage (Jaw and Liu, 2003). It should be noted that entrepreneurial activities within the organization are initiated and sustained by individuals. As a result, the organization can be innovative, proactive and risk-taking through its members' activities. Employees who are talented in innovation, risk taking and knowledge sharing in organization are the necessity of each organization. This kind of look is consistent with the company's resource-based view that emphasizes the importance of resources as a driver for growth, profitability and competitive advantage. In particular, the company's resource-based view believes that having key resources such as human resources with features such as value creation, irreversibility, uniqueness, and not having successors can create competitive advantage, improve innovation culture, Initiative and development of entrepreneurial attitudes within the organization (Tohidi, 2011). Recognizing the place of entrepreneurship on the one hand and the

the term entrepreneur comes from a French word meaning commitment and according to the definition of the Webster University Glossary; the entrepreneur is the one who organizes, administers and accepts the risks of an economic activity. So, it is appropriate to start with the French writers about the background of this topic. The first author who recognizes entrepreneurship is Richard Canthillion.

He believes that an entrepreneur is someone involved in exchanges for profit, and specifically faces uncertainties or risks in the conduct of business judgments. This uncertainty has a long history in entrepreneurship. After Canthillion, Francoise Quenzini introduced farmers on a large scale as entrepreneurs. Jean Batiste developed this concept by saying "Entrepreneur at the core of all stages of production and distribution" but it's important that he believes that the entrepreneur will eventually become the manager. In contrast to French writers, classical economists consider entrepreneurs as financial providers. Adam Smith emphasizes the entrepreneur as a cautious man who provides capital and he/she is a slow but continuous factor. Jeremy Bentham, on the other hand, argues that the entrepreneur is an economic development factor. In German writings such as Tonen, an important distinction is drawn between the provider of capital and the entrepreneur. Van Mangold considers risk taking as an essential part of entrepreneurship. In neoclassical schools, the role of entrepreneurship became very dim but among them Joseph Schumpeter became the star of the role entrepreneurship, and by reviewing the views of many scholars he states his point of view that entrepreneur is a perfect innovator that gains his profit albeit temporarily using the successful innovation that he makes. However, he denies risk taking as an inherent part of entrepreneurship. His view based on the belief that entrepreneurs are engines of economic development and their performance is creative destruction has attracted many researchers. To investigate these ideas, Arthur Cole founded the Center for Research on Entrepreneurship History at Harvard University. In most of the twentieth century, there has been agreement on the role of the entrepreneur, but discussions about risk discrepancies and uncertainty or the issue of balance and imbalance in entrepreneurship have continued and even entered the twenty-first century (Hébert and Link, 2007).

Entrepreneurship by psychologists was considered by understanding the role of entrepreneurs in the economy in order to identify their characteristics and behavioral patterns, and management scholars have also focused on entrepreneurship and the creation of an entrepreneurial environment in organization.

opportunities. Peter Dracker says regarding entrepreneurship that most of the things you hear about entrepreneurship and America as a leading advocate of managerial thinking is nonsense. There is no magic, it isn't a secret and it has nothing to do with the genes. Entrepreneurship is a science and it can be learned like other sciences. Entrepreneurship is the creation of value through the creation of a unique collection of resources in order to take advantage of opportunities (Bögenhold, 2016). In the early sixteenth century the persons who were leading military missions were called entrepreneurs. Since then the same term has been used for variety of hazards. Entrepreneurship is an interdisciplinary subject that involves cognitivecreativity, management, psychology, sociology and economics approaches. There are several definitions of entrepreneur and entrepreneurship among which three definitions are considered with sociological, psychological and managerial approach (Baedke, 2017). In sum the best definition that can be made of entrepreneurship is that entrepreneurship is: the process of innovation and exploitation of opportunities with a lot of effort and perseverance combined with the acceptance of the financial, psychological and social risks which is of course driven by financial gain, succession, personal satisfaction and independence (Grichnik and Hisrich, 2005).

Entrepreneur

Entrepreneurship has traditionally focused on the entrepreneur. Celebrities using opportunities and resources provided by the environment start a new business or expand the existing situation successfully. Entrepreneurs optimize existing opportunities by adding to the resources of the environment (Jensen et al., 2010). An entrepreneur refers to individuals who engage in independent activities or organizational entrepreneurship. Entrepreneurs are defined as the economy engineers who are responsible for creating new businesses and processes and products (Romer, 1990).

At the beginning of the industrial revolution, entrepreneurs were all kinds of intermediaries, they rarely produced production. Then they became the cornerstone of economic development and began to produce and innovate with risk-taking. Additionally, entrepreneurs are known as a group that has a major impact on the economy and social progress of nations (Özbilgin and Malach-Pines, 2009).

History

The word "entrepreneur" is French and means the French coinage. Some also believe that

management of resources. This section highlights the value of creativity and innovation in the search behavior of opportunity and advantage.

Human Resources Management

Human resources management is to identify the importance of the organization's workforce as an essential element in achieving organizational goals and multiple uses in human resource activities and functions so that they effectively and fairly guarantee the individual interests of employees, organizations and community. Understanding customers and offering a product or service that can meet their needs are of the requirements of good management. Understanding the economy and how to create a competitive advantage by products and services in business is another desirable management requirement. Good management means managing all the resources in the business, such as: design, production, quality management, business, sales and ... to satisfy customers. This is a mechanism where an entrepreneur can turn the idea of a product or service into a successful business (Burns and Dewhurst, 1996).

Davies and Wooder (1989) argue that HRM is the management of those who have a strategic importance for the success of an entrepreneur. Human resources transform material resources into goods and services and the quality of this conversion depends on a number of factors, such as knowledge, skills and attitudes of employees. Human resources are characterized by a combination of inherent unity, non-erosion of use, which can provide human management for economic growth, in particular, with its expected value (Chadwick and Dabu, 2009).

Human resource tasks are a set of activities, methods, roles, responsibilities, and structures within an organization that relates to human resource management and may be carried out by all employees or individuals, including managers or non-executives. Generally, the tasks of HRM are attraction, development, motivation and health. So human resource management is a strategic approach to attracting, developing, managing, motivating, and engaging with key organization resources that are, people who work for it. If organizational policies and practices are consistent with each other and have a significant contribution to achieving organizational goals and strategic plans, organizational breakthrough is more likely. With the initial growth of an organization, the need for new employees will be felt to ensure the future of the organization, and efforts will be made to meet this need in a variety of ways that can provide the greatest number of job seekers to choose from. The objectives of HRM are:

Sociologists also consider entrepreneurship as a social phenomenon and examine the relationship between entrepreneurs and other sections and groups of society.

Strategic entrepreneurship

Ireland and Webb(2007) argue that strategic entrepreneurship is in fact the combination of entrepreneurship and strategy.

Entrepreneurship and strategic management focus on how companies change by exploiting the opportunities created by distrust in their external environment. Companies are capable of identifying opportunities but they fail to exploit them and benefit from value creation so they cannot keep the stakeholders happy. Wealth is only created when companies combine effective opportunistic behavior with effective advantageous behavior. Companies that identify potential valuable opportunities, but are not able to exploit them to develop competitive advantage, do not create value for customers or wealth for their owners. Firms with competitive advantages that have lost their ability to identify valuable entrepreneurial opportunities are unlikely to be able to maintain this advantage over time. Therefore all companies should endeavor in two dimensions of opportunity and advantage search and only in this case the wealth is created.

Ireland and Webb (2007) described entrepreneurship dimensions in five dimensions:

Entrepreneurial mentality: An entrepreneurial mentality involves identifying entrepreneurial opportunities, entrepreneurial vigilance, the logic of real choices and entrepreneurial frameworks.

Entrepreneurial culture: An entrepreneurial culture is a culture in which new ideas, creativity and acceptance of risk are commended and encouraged, failure is tolerated, and learning is promoted. The product, process, and innovation in the product, process, and execution are supported and continuous changes that carrying opportunities are considered.

Entrepreneurial leadership: Entrepreneurial leadership is the ability to influence others to strategically manage resources in order to emphasize opportunistic and advantageous behaviors.

Strategic management: strategic management is the art and science of compilation, execution and evaluation of multiple task decisions that enable the organization to achieve its long term goals and forms the basis for opportunistic and advantageous behaviors.

Using Creativity and Innovative Development: using creativity and developing innovation are the results of entrepreneurial mentality and it involves entrepreneurial culture and leadership and strategic

Organization leadership in entrepreneurship

Entrepreneurship has a significant and important contribution to the success of the organization and it is the leadership that with its capabilities can help the organization to be more active and creative and accept risks. Regarding the relationship between leadership, HRM and employee risk-taking, it has been shown that the remuneration levels of technical experts and the Board of Directors, which are increased with leadership's view, are very effective in encouraging employees to offset a large amount of risk that they face. Leadership, especially in complex organizations, plays a much more important role in entrepreneurship. It is logical for companies to create the conditions for leadership that can create the spirit of innovation and entrepreneurship in them. On the other hand, we know that leadership is one of the most important elements for improving the performance of companies, and human resource management plays an important role in securing macro management, or leadership in order to achieve performance improvement.

Social entrepreneurship and human capital

The interest and intensity of research on social entrepreneurship is very high. Social entrepreneurship is a process of creating value through the combination of resources with new methods that initially discover the opportunities of creating new social values and create new values by estimating social changes and meeting social needs. Knowledge, skills and experience are from human capital, which are recognized as key resources and capabilities of a company (Hitt et al., 2001).

One should see why human capital is important in social entrepreneurship? Systems, activities, and business practices, along with the organization of development and remuneration of human capital, directly affect the processes that lead to the competencies of a company for development and re-structuring. In social activities, the adaptability of human capital, both at the managerial level and at the operational level, lies behind the forefront of organizations. Due to the fact that social activities are carried out in the absence of physical, economic and technological resources, therefore human capital that are flexible, knowledgeable, creative, skillful and energetic join entrepreneurship movement (Miller et al., 2012).

The three key dimensions cause the entrepreneur impact on the operations and missions of a company. The first dimension is the ownership of human capital, the second dimension is the development of human capital and the third dimension is the maintenance of human capital.

- minimum manpower
- developing talents and skills of individuals
- maintaining qualified forces and creating optimal relationships between them
- Providing material and spiritual needs of staff and satisfying them so that the necessary alignment between their personal goals and organizational goals is created.

History of the relationship between human resource management and entrepreneurship

Over the past three decades limited but growing literature has been shaped which empirically studies the relationship between human resources management activities and organizational entrepreneurship. As organizations increasingly adopt entrepreneurial and innovative strategies, they need to identify key human resource drivers for these strategies (Becker et al., 2011). Organizational Entrepreneurship is an important aspect of organizational performance that is expected to be influenced by human resource management systems.

Linking Human Resources Management and Entrepreneurship

In today's business environment, entrepreneurial orientation is essential for the survival and growth of the organization. In addition, the conventional process for high-level industries means that competition increasingly depends on the management of communication bases of members of the organization. The culture, attitudes, values and commitment of employees are important in the success of small and large companies. Manpower management practices are recognized as key mechanisms for stimulating entrepreneurial initiatives in organizations. For example we can refer to studying human resources and its expansion in new companies and accepting more risks (Schmelter et al., 2010).

Scoler and Jackson (1987) described the relationship between each human resource management practices – planning and people's availability for organization, evaluation, rewarding, education, development and communication of managers and employees and entrepreneurship. Differences in HRM practices may be related to changes in the level of entrepreneurship observed throughout the organization, as it can be consistent with the possible theories of organizations. The characteristics of staff are associated with successful entrepreneurial endeavors such as innovative behaviors, flexibility against change, collaboration, independent behavior, tolerance of ambiguity, and getting ahead to take responsibility (Jensen et al., 2010).

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II. CONCLUSION

In this article, a large-scale overview of both the literature of entrepreneurship and human resource management, with reference to the points of interaction and the effects that they have with each other, was dealt with. The results indicate that HRM is a strategic partner of entrepreneurship and it is especially important in the long term effects since setting up a company. This research helps entrepreneurs to better understand what constitutes effective factors in shaping the role of human and human resources management in entrepreneurship. The other results are that entrepreneurs should have a positive attitude towards human resource management and use this useful tool, with no bias. As a point to be noted in this regard we can point to the false impression that funds were sufficient to launch an entrepreneurial plan, while for entrepreneurial success human and human capital are much more important. Given that entrepreneurs are potentially present in organizations, the ground should be provided to actualize their capabilities and the structures should be provided that allow entrepreneurs to express themselves to enable them to apply it.

The lack of attention paid by entrepreneurs who have a moderate level of knowledge of human resources and management have created a lot of problems for them and it is noted that by recognizing the importance of the position of human resources, human resource management has found its worthy place among entrepreneurs and plays a key role in supporting and setting up a company.

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