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**THE RELATIONSHIP BETWEEN THE SYSTEM OF HUMAN RESOURCE AND
ENTREPRENEURIAL ORGANIZATION STAFF OF THE GENERAL DIRECTORATE
OF YOUTH AND SPORT OF NORTH KHORASAN PROVINCE**

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ABSTRACT

The purpose of this study was to investigate the relationship between human resource management system and CE in North Khorasan staff General Administration of Sports and Youth is. The population of this study consisted of all the employees of the General Directorate of Youth and Sport of North Khorasan province and 61 people. With respect to size of the population, and of sample the total number was calculated as 61 people. To collect data from two questionnaires using a standard questionnaire Zyrsamanh doctor Moqimi HR (2003) Credit (89/0 = a), and standard questionnaire doctor Moqimi CE (2003). Also according to data normality of the Pearson correlation coefficient was used to determine the relationship between variables. Based on the findings of the Human Resources Management System (ie recruitment and manpower, training, job design and compensation) of entrepreneurship, there is a significant positive relationship except Zyrsamanh labor relations and development. General Directorate of Youth and Sport Managers seem to strive to create an environment of creative, innovative and entrepreneurial goals are much more favorable result possible.

Keywords: The Human Resources Management System, CE, manpower and recruitment, training and development, career planning, compensation.

INTRODUCTION

Entrepreneurship is a process of presenting new thought, use of facilities and available opportunities relying on knowledge, business and work related to it and accept the risk that, until various factors put beside each other the harness the resources and enabled them for productivity and providing national interests can be possible and will be created efficient and creative institutions and cause growth and comprehensive development [1]. One of the most important steps for the development in the most advanced countries and developing is entrepreneurship. In this regard, more universities in developed countries have incorporated entrepreneurship training in their curricula [2]. According to fundamental role of entrepreneurship in lasting, growth and development of various economic sectors at national and international levels, creating the perfect environment for support entrepreneurship and entrepreneurs is considerable. Scientists considers management them, as one of the most important factors of organizational change and innovation in the present age, therefore, any environment where his people have been the entrepreneurial thinking and art, will have a dynamic and diversified economy. Entrepreneurship is a process that plays a critical role in the continued, growth

and development of national and even global economy. Therefore, creating the right atmosphere for logistic supports including financial, spiritual, cultural, future research and scientific from entrepreneurship and entrepreneurs, is felt more than ever. Economists considers entrepreneurs as the engine of economic growth and development [3]. Organizational entrepreneurship is known as a phenomenon that its common goal is improving the competitive position and financial performance of companies [1]. According to research of Chandler (2000), human resource management can considering the role of creating “innovation supportive environment “indirectly impact on organizational entrepreneurship. As well supportive perception without reward systems improve the innovation supportive environment [4]. Scientist determine the innovation supportive environment innovation as cognitive interpretation of persons from organizational supports that this interpretation reflect the requirement of organizations to support its members [5]. In fact, this environment presents symptoms that, people receive in front of organization supports from innovative and creative behaviors [6] and it’s including mechanisms of organization support that pushes creative

staff to use their creative abilities and creatively talents for doing entrepreneurial activities and it's a stimulus for employee motivation and using their maximum capacity and efficiency for innovative actions [7]. The availability of such an environment is considered as the common property of individuals and organizations and it is a function of the structure of the organization, membership and efforts of individuals to understand the organization supports [8]

Considering the importance of entrepreneurship, one of the main goals of education in the third millennium, is breeding entrepreneur manpower, so youth and sports department of the country must be equipped with new training, and deliver strong, creative and entrepreneur person to economic and industry society, so that graduates will be able to optimize the production of society and community achieve to growth and development through it. Necessary to achieve this goal is identify the most important factors in the formation of entrepreneurship of employees means human resources and presenting innovative and efficient plans to the offices to facilitate their entrepreneurship in society. Kuratko and colleagues (1990), in their studies refer to five subsystems of supply human resources, career planning, education, human resource development,

labor relations and services compensation in the field of human resources, that each one can have an impact on entrepreneurship, recruitment is the entrance gate of each organization, attracting specialist and competent persons at all levels of the organization, cause the diversity of ideas and outbreak creation and competitive environment in an entrepreneurial atmosphere [4]

Teaching and Learning is a generic word that includes many factors such as education and development. The results of some studies show that raising the level of education have a positive impact on entrepreneurship [9]. Reasonable and fair Setting of labor relations in the organization, deal to formation of trust atmosphere and in such an environment, will facilitate entrepreneurial processes and behaviors, in services compensation subsystems, large companies to compete effectively in order to attract entrepreneur talents must pay higher salaries to improve entrepreneurship [10]

Considering the impact of human resources subsystems on entrepreneurship and following it, impact of entrepreneurship on organizations performance, various studies are seeking to identify the factors affecting on promotion of entrepreneurship. . However, rarely has been made a research

about the relationship between subsystems of human resources and entrepreneurship in sport. The aim of present study considering the importance of entrepreneurship subject is to investigate the relationship between the subsystems to human resource and entrepreneurship. In today competitive world, one of the most important tools to create change and organizational survival and achieving the desired goals and mission, is the human element. In the meantime, what gives life to transformation issue and also ensures the organization survival is human resources. Human role in the organization and the type of his look, will have a significant role in the success or failure of the organization. Considering the importance and role of human resource management, particularly subsystems of human resources and entrepreneurship in efficiency and effectiveness of organizations especially In Youth and Sports Department, this institution with poll and study of the views of staff in this relationship, addition making clearer of present situation, specifies results and effects human resources subsystems on entrepreneurship. And these findings can give us awareness in identify the factors influencing on under review community, because a better understanding of these problems and organizational problems and

trying to improve condition and performance of employees and entrepreneurs can lead to success and effectiveness of the organization and These factors will lead to the growth and organization survival that shows the necessity and importance of present study further. According to above subjects, the researcher trying to achieve the ultimate goal of this research, means examining the relationship between subsystems of human resource management and organizational entrepreneurship in North Khorasan's General Directorate of Youth and Sport.

METHODOLOGY

This research is descriptive and consider from kind of correlational. Human Resources subsystems is considered as independent variable and organizational entrepreneurship as dependent variable. The study population 61 people have formed that include all male and female employees of North Khorasan's General Directorate of Youth and Sport. Considering the number of community, the number of sample is equal to the number of community and it is as the total number. The researchers in this study has used two questionnaires as follows; questionnaire of human resources subsystems: To evaluate human resources subsystems is used questionnaire of human resources subsystems of doctor Moqimi (2003) that, includes the

six dimensions of providing human resources, career planning, human resource training, human resource development, labor relations and services compensation. This questionnaire in the form of 29 questions using spectrum of five-item Likert measures proposed dimensions. Standard questionnaire of organizational entrepreneurship: To evaluate organizational entrepreneurship is used standard questionnaire of organizational entrepreneurship of doctor Moqimi (2003). These questionnaires have been organized based on the Likert spectrum from 1 means Strongly Disagree and 5 means agree more.

RESULTS

In the considerable sample includes 64.3 per cent male employees and 36.7 percent female employees. Most participants were married (75.5 percent) and single people were 24.5 percent. In terms of education, the highest percentage of this research subjects had a BA degree. Only 15.1 percent of them had master degree. Incidentally 57.3 percent of them were in field of management and 42.7 percent of them were non-management. Age of research subjects is in the range of 24 to

59 years. Also, they had work experience between 1 and 27 years that on average, work experience was 12.65 years.

According to Table (1), for normality of the distribution these variables was used Kolmogorov-Smirnov test that, due to the normality of the distribution variables, to examine assumptions was used Pearson's correlation coefficient.

As noted in table (2), according to the attained correlation coefficient means 0.411** and 0.004 significance level with 99 percent certainty it can be judged, there are a significant and positive relationship between subsystems of attract and human resources and organizational entrepreneurship.

Results Table 3, also correlation coefficients and significance levels shows, that there are no significant relationship between supply of human resources, career planning, organizational entrepreneurship, training and service compensation and components of development and labor relations with entrepreneurship have no significant relationship.

Table (1) Kolmogorov-Smirnov test for normality of the variables distribution

Kolmogorov-Smirnov test	Recruitment and human resources	career planning	training	development	Job relations	Services compensation	Subsystems of human resources management	Entrepreneurship
Z	0.110	0.95	0.114	1.23	1.664	1.662	1.465	2.024
Sig	0.168	0.2	0.65	0.38	0.009	0.008	0.027	0.21

Table (2) results of Pearson's correlation coefficient on examining the relationship between subsystems of human resources and organizational entrepreneurship

Variables	indicators	Organizational entrepreneurship
subsystems of human resources	Correlation coefficient Significance level No	0.411** 0.004 61

Table (3) results of Pearson's correlation coefficient

organization entrepreneurship	indicators	human resources subsystems
Attract and provide force	correlation coefficient	0.154
	Significance level	0.004
	No	61
Career planning	correlation coefficient	0.469
	Significance level	0.001
	No	61
Training	correlation coefficient	0.317
	Significance level	0.001
	No	61
Development	correlation coefficient	0.30
	Significance level	0.0579
	No	61
Job relations	correlation coefficient	-0.75
	Significance level	0.162
	No	61
Services compensation	correlation coefficient	0.557
	Significance level	0.001
	No	61

CONCLUSION

According to research findings, there was a significant and positive relationship between subsystems of human resources and organizational entrepreneurship. In other words, according to subsystems of human resources, as well as promoted organizational entrepreneurship. The results are consistent with previous studies and more important research that has been done in this area, represents indirect impact of human resources subsystems of entrepreneurial [9] The findings of this study, approved previous research in the field of attract and supply of human resources that is done by other researchers within and outside the country.

Because the use of skilled and capable manpower at all levels of the organization led to the creation of the entrepreneurial environment that, provide field of flourishing, creativity and innovation for all employees. Human resources is one of the rarest and most valuable asset items of any organization, so organization to promote entrepreneurship should hire people with ingenuity, innovation, problem solving and communication skills with others, so that emerge the entrepreneurial spirit of the people.

In this study, there was a significant relationship between career planning and organizational entrepreneurship that is

consistent with the results of research [11, 12]. Studies show that career planning in successful entrepreneur companies has a less structured, more complex, and more hierarchies of authority [13].

In this study, there was a significant and positive relationship between subsystems of training and organizational entrepreneurship, while there was no significant and positive relationship between subsystems of development and organizational entrepreneurship that is consistent with researches [9, 14, 12, 15, 16], but do not match with research of Ahmadi et colleagues (2002). The reason of this contrast may be due to working conditions and environment, available amenities and facilities in this statistical population. In the present age, development of the country, largely updated in identifying talents, abilities, attract and training of skilled and thinker manpower in sciences production and expanding frontiers of knowledge and acquire technology. With examining the indicators of knowledge-based development with emphasis on the infrastructures of educational development in the present age, can education and its role known as the most important and most effective tool of communities to deal with the challenges of the third millennium and

embarking more effective in the development process.

It seems that when education effects on entrepreneurship that promotes the capacity of imagination, innovation, flexibility and "the capacity of use the knowledge in a real environment of human activities". Studies have proven the facts that, unlike education, development on entrepreneurship have positive impact and it can promote the value and status of staff. In general it can be said that there is no consensus about the impact of education on entrepreneurship. Means can be found research that high levels of education considered as an obstacle to entrepreneurship [10].

In this study, there was no significant relationship between labor relations and organizational entrepreneurship that contrasts with research results of Ahmadi and colleagues (2002) and other researchers. The reason of this difference can be research tool, cultural factors, research statistical population and other issues. Logical and equitable relations setting causes entrepreneurial behavior. One of the important variables in the indicator of labor relations is trust and reciprocity, in such an atmosphere facilitate relationship and consequently the entrepreneurial behavior. Perhaps factors such as cooperation and

empathy with colleagues and participation in decisions making related to work environment on the one hand cause strengthens labor relations and factors such as bureaucracy or office bureaucracy, pessimism, mistrust and other psychological factors on the other hand leads to the weakening of working relations.

Also in this study, there was significant relationship between services compensation and organizational entrepreneurship that correspond with research results [11, 10, 13, 17]. Studies of Heaton (2005) shows that pay incentives cause cooperation, commitment, knowledge sharing and voluntary behaviors by employees, especially in active companies in the field of superior technologies that ultimately, brings improvement [10].

Today, human resources is one of the important tools for change, vitalize and ensure survival of the organization. The role of employees in the organization and the type of look at him, will have a significant role in success or failure of the organization. With the beginning of the third millennium, every day the role of human resources has been more prominent and now, is known as the only factor of the success and sustainable competitive advantage in the organization. Yet human resource management in organizations is faced with numerous

challenges that, can be refer to: globalization, shortage of skilled and committed workforce, the pyramid of decision-making, lack of understanding of the workers need, disorganization, lack of meritocracy, discrimination, inadequate productivity of human resources, lack of motivation, lack of employee involvement, leaving the experienced staff of organization.

Studies have shown that employee training is led to maintain the continuity and organization survival, Also trained staff are more able to adapt themselves with vary environmental stress. So growth and organization survival and organization adaptability with environmental changes depends on the growth and development of employees. In addition to, improvement of human resources does not achieve only with technical and specialized training, but from multiple ways it can be pay to train and development of staff.

In this review and ultimate conclusions, we can say that attention of the relevant authorities to subsystems of human resources and organizational entrepreneurship can lead to individual success, satisfaction and ultimately efficiency of the organization. But neglect of human resources act quite contrary, because human resources as most basic reserves of a nation has a major role in

the development of human societies. Therefore, in the present day development of the country is updated, largely in identifying talents, abilities, attracting and training skilled and thinker manpower in Science production and extend the frontiers of knowledge and acquisition of technology. The relevant authorities should diminish employees concerns with develop and extend adequate space and providing facilities and standard equipment in the education and until by creating an office environment and consequently healthy community, ensure the growth and organization survival. Considering positive and significance relationship between subsystems of organizational Human Resources and staff organizational entrepreneurship of General Directorate of Youth and Sport, the importance and necessity role of attracting, career planning, training and management, development and services compensation of employees, it is necessary, all employees of General Directorate of Youth and Sports try in order to create an environment of creative, innovative and entrepreneurial in education until Achieving the goals of education be possible whatever better. According to the results, it can be stated considering positive and significant relationship between subsystems of providing human resources

and organizational entrepreneurship recommend, managers of General Decorate of Sport and Youth in the recruitment process with careful study of Job specification, careful analysis of jobs and hiring people commensurate with the job, assimilation of employment conditions for all and abandon discrimination provide job security for employees, so that people with taste that has different skills, successfully pay to creativity, innovation and entrepreneurship skills. Considering positive and significant relationship between the system of career planning and organizational entrepreneurship is recommended, Directorate General of Youth and Sports has been the most attention on the 5 main features job, including diversity skills, job identification, job importance, autonomy and feedback. Managers should be promote individuals entrepreneurial skills considering the job dimensions and support of multiple features job. Considering positive and significance relationship between education and organizational entrepreneurship subsystems recommend the Managers of General Decorate of Youth and Sports determine the training needs, promote in-service training and increase its hours, establish new training programs, use Job training methods, including workflow, training and teaching

methods outside of work, such as lecture, film or video and simulation exercises. Attention to this fact that growth and development is only for middle or low level managers, it is a patently mistake, so organization should know the development for all organization people and managers. So considering the lack of communication between subsystem of labor relations and organizational entrepreneurship is recommended, training and development efforts be evaluated to ensure that the organization receive its "capital value". Considering that, there are no relationship between subsystems of labor relations with employees organizational entrepreneurial is recommended, organization in dealing with employees using protective practices and by creating an atmosphere of bilateral trust provides a context for employee participation, So that increase the sense of employee responsibility and commitment, this leads to cooperation of staff and more intimacy among individuals. Due to the significance and positive relationship between subsystems of organizational entrepreneurship and services compensation is recommended. Managers of General Decorate of Sport and Youth with services compensation management by providing financial and non-financial rewards,

increased salaries and benefits and fairness in payments keep alive the entrepreneurial spirit in people until motion of organization toward successful.

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