ENTREPRENEURS' PERCEPTIONS OF THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

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ABSTRACT

In literature, many studies have been done in the area of human resource management and entrepreneurship. However, little research regarding the role of entrepreneurs' perceptions of strategic HRM there. This study examines the role of human resource management in relation to sustainable entrepreneurship and focuses on developing ways HRM is explaining ways of helping entrepreneurs and discuss - do. In addition, this study has been used for 85 entrepreneurs. Information obtained from the questionnaires have been analyzed through SPSS. The results show that contrary entrepreneurs have a positive approach towards human resource management. Before conducting the survey, which was expected entrepreneur’s money as an important stimulus to the first set up your own company to bring. However, the results of this study show that workforce is more important than the money to entrepreneurs. On the other hand, surprisingly, entrepreneurs have at least an average level of knowledge in relation to human resource management and its functions can be.

KEYWORDS: Human Resource Management, Entrepreneurship, Small Business and Self-Employment, Business

Entrepreneurship, strategic role in economic development by accelerating economic activity and create jobs, to play. Human resource management, as well as a comprehensive strategic business function that enables employees to contribute effectively to the benefit of the company and the goals and objectives of the organization are to. Sight. However, the entrepreneurs as owners of smaller businesses will focus on human resource management; this will lead to a sustainable development of the company. The purpose of this study was to increase understanding of the strategic role of human resource management and entrepreneurship discloses harvested in this case is. So, firstly, a review of literature, concepts such as entrepreneurship, entrepreneur, small business and self-employment, business administration, management, business, human resource management and human resource performance should consider. Then, a qualitative research based on questionnaires regarding 85 business owners is performed. The main aim of implementing a research-based questionnaire to understand the actual behavior of entrepreneurs and their comments on the strategic role of human resource management is.

LITERATURE REVIEW

Entrepreneurship and Entrepreneurs

The concept of entrepreneurship, broad definitions are included. Definitions include: patience in the face of uncertainty, having a combination of sources, the ability of entrepreneurs to fill shortages input market through activities completed, the ability to deal with the imbalance, and the ability to judge the decisions about resource coordination scarce. Hence, entrepreneurship is often associated with creative and innovative measures that the missing link between capital investment in new knowledge and economic growth be. By serving as a conduit for knowledge spillovers, entrepreneurship, an important mechanism for knowledge filter to facilitate the full knowledge and ultimately economic growth (Zheng et al, 2009), which is. Useful definitions related to the concept of entrepreneurship is: entrepreneurial activity that involves the discovery, evaluation and exploitation of opportunities to introduce new products and services ways of organizing, markets, processes, and raw materials through organizing efforts which is being already there. According to research conducted at Harvard University, entrepreneurship, not only with the birth of his or is related to employment, but is claimed to have the entrepreneurial function makes it possible for them to. Thus, entrepreneurship is more than just starting a new business (McClelland, 1961) is. Traditionally, the field of entrepreneurship has focused on the individual entrepreneur. Environment to provide opportunities and resources tries to attract enterprising individuals starting a new business or expanding an existing business can operate successfully. Environment within which entrepreneurs to resources and opportunities to add available to increase (Kotey, 2006).
Entrepreneurs are defined as individuals who are self-employed, who have started their own business or who owns a business can be. Entrepreneurs often as the engine of the economy, the sustainable level of competitiveness, job creation and new innovative processes and products are considered to be (Hartog and Brinj, 2007).

Thus, the concept of “entrepreneur” has evolved over time, since economic activity has become more complex, the development has been greater than before. At the beginning of the industrial revolution, entrepreneurs, were intermediate types, they would barely be produced - began. They showed that the risk associated with having a high potential to do things. Then they became a cornerstone of economic development, they began manufacturing and innovation, while they are still at risk (Fayolle, 2007). Moreover, entrepreneurs are often regarded as people who have a major impact on economic and social progress (Özbilgin, 2009).

Small Business and Self-Employment

There are many ways to describe a small business owner there. However, most of the papers the word “entrepreneur” is used for this purpose are.

A small company (small business), a company that has only a small share of the market, the company through a personal style is managed by its owners or part-owners, and its management through a form of elaborate management structure not be large enough to access the capital markets is not (Özcan, 1995). The owners manage the business in a normal way - pay and sales, profits, and normal growth is expected to be (Megginson et al, 1997).

However, many people have managed primarily by large businesses linked know, but effective management for small businesses is also very important and plays an important role in the economy can. In fact, most of the national trades are small. In some aspects, the effective management of the small business sector is far larger than the commercial units, is more important. A large company can easily lose themselves after a few thousand dollars for a wrong decision to improve, and even after the loss of millions of long-term survival is not threatened. But a small business could lose even smaller amounts (Griffin, 2002) is difficult.

Business

By an entity (not by force), is the creation and management. Economic forces restrictions in relation to the matters that may be taken by the management, it pay, they have the opportunity to be provided in conjunction with management actions. However, they themselves do not determine the trade what do occur.

The profits of a business can not be defined or described. To the question of what is a commercial matter, a businessman of these answers: “to create profit organization.” Economists such as answers to the same question. The answer is not only incorrect, but has no relevance.

Knowing “what is a business “; we need to consider the purpose of the business. Its purpose should be related to business outside the scope of. In fact, it should be associated with the community, as a commercial entity, a member of the community. Only one valid definition of business purpose: the creation of a client. Markets by God, inherently, or economic forces, have not been created, but is created by traders. . It is the customer who decides what a business that is is. The client is solely responsible for a product or a good service operation and financial resources to make payment of wealth, things into goods that convert. Customer base of a business is to maintain its. He alone is to create jobs. To meet the demands and consumer needs, the resources required to generate wealth and commercial enterprise to assign (Drucker, 1978).

When we consider entrepreneurship purpose we introduce new products and services, ways of organizing, markets, processes, and raw materials through organizing efforts that previously did not exist, suggests that all this effort to create customers and profits in business, takes place.

Moreover, in terms of business, entrepreneurial behavior can be understood by examining six major business operation examined. These six dimensions are as follows: strategic orientation, commitment to opportunity, commitment to the process, resources, control of resources, the management and compensation policies (Sahlman et al, 1999).

Management

To manage the economic and social development deals. Develop relevant human power, not economic wealth. Energy production and for human task
management. Management shocking development, a result. Management of complex of activities (including program planning and decision making, organizing, leading and controlling) directed at an organization’s resources (human, financial, physical and information) with the aim of achieving organizational goals in a manner is efficient and effective. Efficient means of measuring wise and wasting unnecessary resources are there. For example, a Company like Toyota Motor Corporation, which produces quality products at relatively low cost pay, the company is efficient. Being efficient means doing things with success. Console television company that can produce high quality black and white, why not enjoy much success is because people are no longer popular television black (Griffin, 2002). In general, the efficient and effective also be successful. Although there is no precise definition of management, but management includes three major features that definition is:

1. Managing processes related to collection activities and related is continuous.

2. Managing ways of achieving organizational goals focused. Three. Managing these goals by working with and through organizational resources, human and other resources to be (DeCenzo and Robbins, 1988).

**Director**

Director, who together with other people and cooperate with them in order to achieve organizational goals, pays to operate. This might mean a group of co-ordination department, or may be meant to monitor a single unit. This could include coordinating the activities of a team of people working in different sections or even people outside the organization, such as temporary employees or employees who provide customers organize (Robbins and Coulter, 2002) activity those. In fact, his main responsibility of a manager is someone who manages the processes to be (Griffin, 2002). Managers, not just those responsible for specific tasks and can be unchangeable, but they have a responsibility towards entrepreneurship are. So, this is a complex task, even with the rapid changes of more complexity will enjoy. A manager, faced with many challenges and unpredictable is expected, but the manager an opportunity to make a difference well marked - deals. Many features that are targeted help to manage the complexity and uncertainty of the environment in which they originated, environmental organizations working to pay (Griffin, 2002).

**Human Resource Management**

Suitability of products or services to customers and to understand their needs, an issue related to good management. Understand the economics of commercial products and services, and how to convert them back to a commercial advantage; good management is a relevant topic. What opportunities will insist on it' and which is prevented in a subject related to good management is good management of all resources in the conduct of business: design, production, quality control, finance, sales and customer service to the aims to meet customer needs. The mechanism by which the entrepreneur can use it idea for a product/service to a business' success (Burns and Dewhurst, 1993) has become. Therefore, in order to provide the successful management of human resources is one of the key elements in the organization and management of work. HR management is the management of people (Werther et al, 1989) which are of strategic importance in the company's success. Maximum use of resources would be impossible, if the company is not eligible enthusiastic workers who have enough power to do its job. Human resources, material resources and the quality of the goods and services makes this change depends on a combination of knowledge, skills and attitude (Mozina and Stanley, 1987).Dabu, 2009).

**METHODS OF RESEARCH**

**Purpose of Research**

In this study, we aim to identify the actual behavior of entrepreneurs and their comments on the strategic role of human resource management - is. Therefore, a qualitative research in relation to small business owners, start using a questionnaire was conducted. The questionnaire, along with entrepreneurs, including questions about any of the functions of human resource management is. This survey was made in the screening model. A screening model, an approach that seeks to describe the past and present. For this purpose, a person or an object considered as a subject of study - to be accompanied by specific conditions to be determined by. In connection with the change or the impact of these issues is not (Karasar, 2009).
Sample and Data Collection

Due to the fact that when analyzing issues in a study to consider the core group is very time consuming and expensive which is the designated groups as representative of a group of samples which can be considered, the preferred is. The aim of the study is 85 entrepreneurs. In this study, questionnaire data letters as collected and used. When evaluating indicators of research SPSS (Statistical Package for Social Sciences) was used for statistical analysis. When evaluating study data, statistical methods complement (number, percentage, mean, standard deviation) were used.

Results and Analysis of Results

To understand the role of entrepreneurs' perceptions of entrepreneurs in strategic human resource management, questionnaire consisted of three sections. In the first section, 10 questions in order to understand the characteristics of the population are entrepreneurs: their current jobs and their expectations about the total number of employees. Furthermore, by Question XI, each of the factors that business owners are encouraged to be entrepreneurial, have been investigated. The second and most important part of the questionnaire consisted of 17 multiple choice questions that any of the questions mentioned that one of the functions of human resource management in relation to theory of this study, may be . In the last section of the questionnaire, there are some survey questions, each of the various functions of human resource management including the preparation and selection of (planning and selection) , Development and Evaluation of reward management point 0.3 the last question (18, 19, 20), segment result - making the survey questions have been used to justify the second part of that . According to the results of a population sample of 85 men and women who participated there. Many companies are are between 30-40 years old (47, 1%) and women (69, 4%) are. Entrepreneurs who participated in the survey, the big city life to 85, 9% 51.8% are married and 60 percent of the company's they have children have. Entrepreneurs, an undergraduate educated people (41, 2%) and high (31, 8) are. Almost half of the entrepreneurs on their business experience (56, 5%) are of, while the rest (45.5%) had no experience be. The entrepreneurs, according to their works before attending the "budding entrepreneurs", a small number of them were family owned company operating, mostly in the private sector (47,1%) were engaged and (33%) of them are self-employed be. In terms of corporate goals: 33 (38,8%) entrepreneurs are interested in other sectors such as industry, and production to run their business affairs with high percentage of 74.1%, the total number of micro-level of co 1-9 employees they are. In addition, 21 (24.7%) are interested in participating restaurants/fast food/dining, while only 2 (2.4%) entrepreneurs are interested in the tourism sector are.

Aspects of Factors that a should be encouraged to play a role as entrepreneur, the "autonomy to run the product idea/business" with 75.3 percent, the highest percentage is allocated. Also, 56 (65%, 9) co participants "economic independence" for this purpose shall be elected by. So we can say that the "independence" is the most important motivating factor for entrepreneurs. In the second part of the table to understand the perceptions of entrepreneurs considered in connection with any of the functions of Human Resource Management is designed. Thus, the "human resource planning application" as a key factor for start-up companies and human resource management is very important, because I wanted to meet their clients', obliged to provide tailored products and services Without having the time of their competitors do. Also, the business plan HRP program should be implemented in conjunction with each other, since 56.5% of the Company's long-term planning rather program that, while 32.9% plan - the plan They prefer reasonable time. The answer to the first question confirms that, based on that, people who believe in human resource planning program to Schedule believed to be too long. In addition, as mentioned in the theoretical part, planning programs with entrepreneurs that are linked to long-term program of sustainable competition is. Get the right people working for al idea - create. Thus 78.8% of the company's survey, the importance of job analysis to avoid wasting time instead of wasting money (12.9%) agrees that be. These data show for the first time is an important indicator of the money, money, time served against the idea, as the first target entrepreneurs. Entrepreneurs find workers with the use of formal and informal employment and prefer to search. During the search, entrepreneurs share experiences, training and physical and so prefer - that, according to it, they can Jshijvy high percentage of samples required to pay 62.4%. Also in this case, perceptions of entrepreneurs in relation to occupational analysis confirm that. Select the recruiting process; we can say that entrepreneurs from attributing any part of the profession is needed, hence the high
percentage (75, 3%) of the participants, both the interview and exam chose. In the process of hiring / selection, final decision, there are several things that affect owner to the amount of salary, work capacity and / or the potential value of an employee to the company. 68% of entrepreneurs, adding value to the company as an employee, choose, and interestingly, only one entrepreneur the importance of employees in respect of wages / salaries believes. For making it unable to cope with new employees entering the workplace, their colleagues and their work, entrepreneurs also measured as a function of the importance of human resources believe. Reward management, human resource management is a key factor in a dynamic process from start, and it is necessary for both cost control and employee satisfaction is managed. Entrepreneurs and about 27.1% are being. Only an entrepreneur willing to pay the same salary to each of the employees who support the idea that factors HRM reward management for entrepreneurs. Human resource development and training company, able to adapt to the highly competitive environment in a very simple way make more. Thus, 95.3% of entrepreneurs as well as staff development and training activities, believe. However, this percentage as high as 64.7%, will decline when courses such as computer training, management, technology, etc. in order to be come. Perhaps this can be due to cost control and training unsuccessfully before an entrepreneur "has experienced. 89.4% of entrepreneurs believe that management bonuses is very important, private health insurance and pay additional shipping and food allowance also the most important and essential, which employees are motivated and happier. Nevertheless, considering their perceptions about of performance management has changed, if employees to deliver outstanding performance pay, approximately 62.4% of the entrepreneurs that prefer officer verbally say congratulations. Consequently, it can be said that entrepreneurs reward system prefer to finance the non-financier’s Health Personnel security is very important for the mental and entrepreneurs, so that they prevent work-related accidents and 98.8 of occupational diseases by occupational health and safety measures, is very important - do. Both money and human the most important resource in a company (whether micro, small or large) is, of course, entrepreneurs believe that human resources are more important than money. Therefore, 45.9% of the questions "What is the most important resource in your company?" citing the "force "human response, while 27.4% believed that the money front. In times of crisis, an entrepreneur who believes in the importance of human resources in a company, HR departments tend to be close to 45.9% percent and then PR is 42.4%. This is the last part of the study, 35.3% of entrepreneurs believe that financial problems can be a major problem for them. This is an expected response to inadequate financial resources in relation to companies. Additionally, entrepreneurs have to answer the following question: "Which of the following could be the biggest problem between employer and employee?" 3.9% of their duties and responsibilities as the biggest problem is lack of transparency know. It also features a positive response towards occupational analysis justifies - slow. Finally, 42.4% of entrepreneurs believe in the importance of job satisfaction can be employees, so that they can say about the program directly HR planning and performance management systems, compensation is earned.

**Means Can’t Be Obtained From the Tabulation**

A strong correlation between increasing age and positive approach towards human resource planning program there, when focusing on the meaning of the highest response takes place. However, the program planning business, young entrepreneurs (30-20) program of long term consideration, and they saw their potential value for the age group of employees is very important. Also in terms of search time, especially between the ages of 20-30, to share business information with candidates is paramount. When compared with the general statement that a positive attitude about aging and human resource planning is surprising that older people tend to use more HR departments are in crisis. Both male and female entrepreneur’s long-term business plans tend, however, to consult Mrs. for program planning, resource needs.

Time for men and women entrepreneurs as an important motive for believing in job analysis, be regarded as. They believe that before hiring an employee, the decision making about the character work to be done and then absorbed to avoid wasting time, is a very important. Costs and employee satisfaction by female entrepreneurs in terms of layout works as intended is not the most important. Job Specification for both male and female entrepreneurs is very important, which is the last salary; they tend to share items with be candidates during the search period. For married people, job analysis, human resource important to reduce the cost of hiring the right people is.
For entrepreneurs widow (100%), the most important resource in a company their raw materials. Also, many divorced people (62, 5%) believe that a public relations is the first part in a time of crisis should consider. The level of education has an important role in understanding the program, HRP. When analyzing the questions on job analysis, only 57, 1% of primary school for entrepreneurs in this case, accorded importance, whereas 88.9% of entrepreneurs in high school, 77.1 entrepreneurs undergraduate and 87.5% of entrepreneurs believe that graduate job analysis of the time efficiency is important. Similar situation when analyzing questions about rearranging certain period can be seen in the works, along with information regarding the candidate's time will be used for searching, selecting methods that will be used, are the biggest problem that they are faced with employees, and accept Job satisfaction is also very important.

Varies according to the commercial sector, there is no homogeneity between the performance of human resource management and harvesting entrepreneurs there. However, entrepreneurs behave according to their business sectors, with the current state of their business is in relation.

Differences between entrepreneurs from urban to rural areas are considerable, entrepreneurs in the urban areas of long-term planning rather than short-term use. Financial problems, major problems can be entrepreneurs most of his life living in urban areas. Job satisfaction for individuals, who are living in rural areas compared to urban areas or abroad who are living in, is important.

In the overall analysis related to human resource management, and an experienced entrepreneur and an entrepreneur with no business experience, there are several differences. The human factor in the question “What is the most important resource in your company?” Which is the difference between? (54.2% owner of the business and non-business owner, 35.1%). As a former business owner, are essential for job satisfaction (47, 9%) considered, while 35.1% of non-business owner in this case to suggest. Surprisingly, the former owners of businesses tend to close HR department (52, 1%) than non-business owners (37, 8%) believe. Entrepreneurs who have previous work experience in the private sector (92, 5%), they thought that HRP program is very important, the Thus only 75% of entrepreneurs belonging to the background, gave the same answer.

We hypothesized that these individuals would be the more importance to the sustainable growth of the private sector. For a self-employed person, the time factor is an important indicator of job analysis (87, 9%) is. Unexpectedly, when asking questions about the information they will share with candidates, entrepreneurs with experience in family owned company, the more important job (75%) hold, while other people have the same question with% 60 / 60.6%, respectively. Factors influencing decision-making in relation employment, entrepreneurs, family-owned company's history, the potential value of an employee is the most important point (91, 7%) are in opinion. In terms of bonuses, the private sector and self-employed entrepreneurs, equally important for management bonuses motivate employees hold more than 90%. Significant relationship between the size of the company and plan there are long-term planning. While medium-sized entrepreneurs (50-249) to the target prefer to use the term business plan (80%), while entrepreneurs with small (1 - 9) the target, prefer -long program with only 52.4% can be used. Manpower is the single most important factor for entrepreneurs with small size (1-9) to the target, money, people and raw materials have almost the same importance for them. However, for those firms targeting small, most human resource capital (52, 9%) and medium entrepreneurs who participated in the targeted (100%) of the workforce is the most important factor. Job satisfaction for entrepreneurs micro-sized enterprises (1-9) (49,2%) of them were placed, is less important, while the parameters for entrepreneurs and small-sized companies to target have, 23.5%, and for entrepreneurs who have participated sized target, 20%, is important.

CONCLUSION

The main body of this study, a review of literature, both the concept of entrepreneurship and human resource management with reference to the meeting points between them, are explained. Also, these two concepts are directly related to management of the business and have helped, and their relationships to offer a deeper understanding of business and management, has been studied. Therefore, stated that HRM is a strategic partner of entrepreneurship and entrepreneurs as a strategic partner for its long-term effectiveness are considered. Therefore, this study was to determine what factors influence the role of human resource management in entrepreneurial activity, is an important contribution to. And also, the understanding of this role is both
entrepreneurs-oriented and future-oriented human resource management benefit.

The survey, the second part of this study complements that constitute entrepreneurs exploring perceptions towards human resource management, human resource management will establish a link between entrepreneurs. In conclusion, the results of the study, change and/or improve the perception of human resource management will guide entrepreneurs and to provide capacity for the company will pay up.

Prior to conducting the survey, entrepreneurs can expect to go money as the first and most important factor driving their companies as they launch. However, the survey results can be concluded that workforce is more important than the money to entrepreneurs. On the other hand, surprisingly, the entrepreneurs of minimum levels of knowledge about human resource management and its functions are. Also studied this issue is that if entrepreneurs are inclined towards human resource management, to establish an effective management of human resources in your company will.

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