

**Effect of high-performance human resource management in the corporate entrepreneurship.**

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**Abstract:** This study sought to examine how performance aspects of human resources (selection, training, worker mobility, job security, job design, rewards, assessment of results and participation) communicate and impact on corporate entrepreneurship (risk-taking activities, pioneering, high innovation, and aggressive competition) with respect to the role of procedural justice and organizational citizenship behavior. This study shows that high performance of human resources has a positive relation with corporate entrepreneurship. Data analysis is done through collecting questionnaire from 93 managers of small and medium enterprises in Gilan using Pierson statistical test and multiple regressions. Research findings indicate that human resources are important for corporate Entrepreneurship prevalence and reach to a competitive power and maintain corporate development in a Long-term. In this regard, Procedural justice and organizational citizenship behavior is effective in corporate development in long-term and finally some practical solutions are listed for achieving the desired goal.

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**1. Introduction**

Corporate knowledge and management has been changed fundamentally over the past 100 years. From the early 1980s, corporate showed much attention to innovation in order to accelerate changes. Nowadays corporate must have innovation to survive. So the best way is to encourage people to become an entrepreneur. It will become feasible through freedom and access to various resources to pursuit its goals better. In the era of global, regional, national business competitiveness, organizations environments is increasingly convulsive. The new field of scientific thinking announces that most successful organizations are those which take their important advantages from committed, versatile team players and all experts in all levels, not from absolute hierarchy. According to some researchers, corporate entrepreneurship is based on corporate ability for learning through new knowledge and exploiting current knowledge. These processes depend on Intellectual capital of the organization and especially on human and social capital. Increased competition in both local and global markets has revealed the significance role of entrepreneurship in the current corporate in order to develop competitive profit.

One organization with high performance is an organization which values for its employees and treat them as the most valuable asset of the organization. Such an organization has effective and efficient performance and knows itself responsible against Suppliers, sellers and commercial partners and tries to create more values for Shareholders, Treat them with

justice and respect to other shareholders and rules and environment. Organizations with high performance focus on costumer and continuous quality improvement and value human resources and variety and will become like a norm. Personnel factor and human resources increase the organization ability in achieving its goals. Some organizations have attracted efficient and devoted managers and employees and thereby could find global fame.

In future, technological corporations will depend on employees who are willing to contribute to the effective organizational performances regardless of their formal role. Therefore, the increased performance of employees like organizational citizens behavior is so important and even is so vital for these organizations. Human as an organizational citizen is expected to work more than his/her role requirements and beyond official duties to serve the goals of the organization. In other words, the structure of organizational citizenship behavior seeks to identify, manage and evaluate the behavior of the employees who work in organization and organizational effectiveness improves. Unlike past that employees were expected to act in formal roles, behaviors beyond role are expected in new psychological contracts. Current researches consider these behaviors as organizational citizens behavior and do not accept ignoring them in evaluating employees' performances and emphasis on a long-term partnership in the organization success. Perceiving injustice has devastating effect on the morale of collective work, because overwhelmed manpower efforts and employee motivation. Therefore justice is the key to the survival

and sustainability of staff development. Procedural justice has a positive correlation with corporate support, Interpersonal supports, innovation and pure competition for the organization.

Research findings which have been obtained in administrative central organizations of Iran in 1386 indicate that these organizations do not have a Favorable entrepreneurial state. The current state in these organizations has been traditional and non-entrepreneurial. According to these findings in Iran and the importance of entrepreneurship and human resources management and also their unfavorable trend in Iran, there should be more effort to accomplish these two important issues in Iran.

Therefore according to the current variable conditions staying in competitive markets and profitability besides addressing adequate skilled human resources organizational citizenship behavior and procedural justice in organizations has so many problems and is considered as a hard work. For promotion of corporate entrepreneurship to what extent are human resources important to reach a new competitive power and maintain organization development in long-term and does procedural justice and organizational citizenship behavior Influence on making organization development in long – term? The research findings can help managers in planning for high performance activities of human resource which can make and develop corporate entrepreneurship with procedural justice and Reinforcing organizational citizenship behavior.

## 2. Review of literature

### 1.2. Corporate entrepreneurship:

Corporate entrepreneurship is an important component in organizational performance. This component plays an important role in innovation development average and medium-sized companies' technologies. Entrepreneurship is increasingly a mechanism which not only supports the economy, but also makes Social, economical, benefits and a growth in the area. No doubt that contemporary organizations with this process of change and quick release of knowledge and information which caused the competition between companies and made it impossible to predict the future, confront Extensive international threats. Hence the survival of organizations needs solutions and ways of confronting problems and gaining knowledge and skill in every job which depend much on innovation, making goods, processes, and new approaches. Therefore the governments concluded that there is a need of entrepreneurship development for reaching an economic success in national and international levels, in the area of services and products in organizations. The research results in a Canadian university can be mentioned for the importance of entrepreneurship, it

asserted that decreasing the power of entrepreneurship causes decreasing 85 percent of growth in a long-term.

In fact, nowadays the role of the entrepreneur is an engine of economic development, champion of industrial development, investment encourager, The main option for technology transfer, option for fixing damage and market constraints, the main option for creating jobs. Entrepreneurship is a very important issue which many developed and developing countries pay so much attention to. One of the main branches of entrepreneurship, is entrepreneurship in organization has a significant contribution to the organization's success and excellence. Entrepreneurship is the dynamic process of generating incremental wealth. Those who make this wealth accept major and time financial risk and job commitment or make value for some services or products. Services or products may be new or Unique but the main point is the value that entrepreneur gives to it. Entrepreneur With proper understanding of skills and resources can make this value. Corporate entrepreneurship refers to perilous business by organization and Internal entrepreneurship which emphasizes within the organization as a place for entrepreneurial activities development. It is seen as a source of new and perilous business within the organization and it can be considered as challenge of organization for self-renewal in a broader realm through using new combinations of resources.

Corporate entrepreneurship is a set of activities which makes exploiting the competitive advantages of innovation possible in an organization and it is an approach in institutionalizing innovation. In fact corporate entrepreneurship is considered as a window to exploit the competitive advantages, innovation and leadership for organizations. Successful men and women have superior characters in business world. Yet entrepreneurs should have other positive characteristics besides honesty. A person who wants to put big business must coordinate his employees, and issue that needs justice. Also he should recognize the staff Annoyance and solve injustice. Nothing can harm organizations more than apparent injustice. If someone in the same position of other people, is favored over them, or receives more financial rewards, deep differences will be create between them. An Entrepreneur should be a just judge. Our country needs brave, creative, innovative and risky organizational entrepreneurs in the public and private sections for reducing and relieving from economic problems like Inflation and unemployment to make a new plan In line with the organization and community development.

According to Aktan and Biolet (2008) corporate entrepreneurship includes 4 aspects which are innovativeness, risk-taking, proactiveness, competitive aggressiveness.

2.1.1. Innovativeness: innovativeness means the most innovation which can be within product, services, or technology. Night (1997) considers development or Products Promotion and services and also principles and technologies as a part of corporate innovation.

2.1.2. Risk-taking: risk-taking includes corporate orientations in order to reach new innovations for profit and corporate development with the lowest possible losses.

2.1.3. proactiveness: this aspect is related to leadership in pursuing opportunities entering new markets. Leadership is an amount that organizations in issues like key areas of business, at the time of introducing products and services, using technology and administrative techniques try to lead competitors.

2.1.4. Competitive aggressiveness: it is defined as the organization's tendency in challenging or competing with competitors. In fact competitive aggressiveness is a response to threats.

History, concept and theoretical principles of entrepreneurship date back to the 18th century. In that time, Richard Kanilon divided economic factors to three categories of ground, work force, and risk-taking economic factors. The incorporation of risk-taking concept with economic activities was the first step for the codification of theoretical foundations of entrepreneurship. Therefore some people call him the innovator of the word "Entrepreneurship". Thence entrepreneurship concept has been changed so much and has gone beyond the economic area and has established a new paradigm with traversing the boundaries of creativity and innovation which cannot be explained except with the title of entrepreneurship. The history of entrepreneurship is in the table below (Table 1).

## 2.2. High performance of human resources

In today's highly competitive environment traditional sources of competitive advantage for organizations like technology, scores' rights, the economic advantages, have lost their efficiency with globalization and other environment changes. So retaining and attracting talented, skilled and flexible employees as alternative options for these sources can help to develop the core competencies of organizations. Therefore managers use functions of human resource management. Haslid and Baker 1996 believe that a human resource system which is designed and applied appropriately can be considered as an economic and valuable asset for an organization. In recent decade, academic studies argue that human resources which are unique resources for corporate potential make a continuous competition for organizations. Employees are the main source for organization and their value is in their rare, inimitable and non-replacement behaviors.

Table 1: evolvement of entrepreneurship

The emergence of theoretical concepts of entrepreneurship and the term entrepreneur
The root of this word is French, it means broker or dealer
Medieval: a player or a person who is responsible for big manufacturing projects
17 <sup>th</sup> century: a person who suffers Losses on fixed-price contract with the government
1725: Richard Kanton : a person who takes the risk is different from a person who is the Provider of capital
1803: Jean Baptist C: entrepreneurship benefit is distinct from capital benefit
1876: Francis Valker: there is a difference between those who provide capital with those who Have the financial ability
1934: Jozef Shompiter: an Entrepreneur is innovator and the creator of new technologies.
1961: David Mc colland: Entrepreneur is an active person who takes the common risks
1964: Piter Draker : Entrepreneur maximizes opportunities
1975: Albert Shaprow: Entrepreneur is innovator and organizer of several social and economic mechanisms and takes the risk of bankruptcy risk.
1980: Karl Wesper: Entrepreneur is different From the perspective of economists, psychologists, merchants, and politicians
1983: Giford Pinchat: Inter –corporate Entrepreneur is an entrepreneur is a new established organization
1985: Robert Histrich: Entrepreneurship is the process of creating something valuable and different through devoting sufficient time and effort, with financial, psychological and social risk, also receiving financial rewards and Personal satisfaction from the results.
Mid-twentieth century: the theory of innovative Entrepreneur: The task of the entrepreneur is reforming and transforming production paradigm by exploiting the invention or more generally untried technological possibility for producing new products or producing old products in a new approach, opening new sources for accessing new material or new market of products with new industrial organization

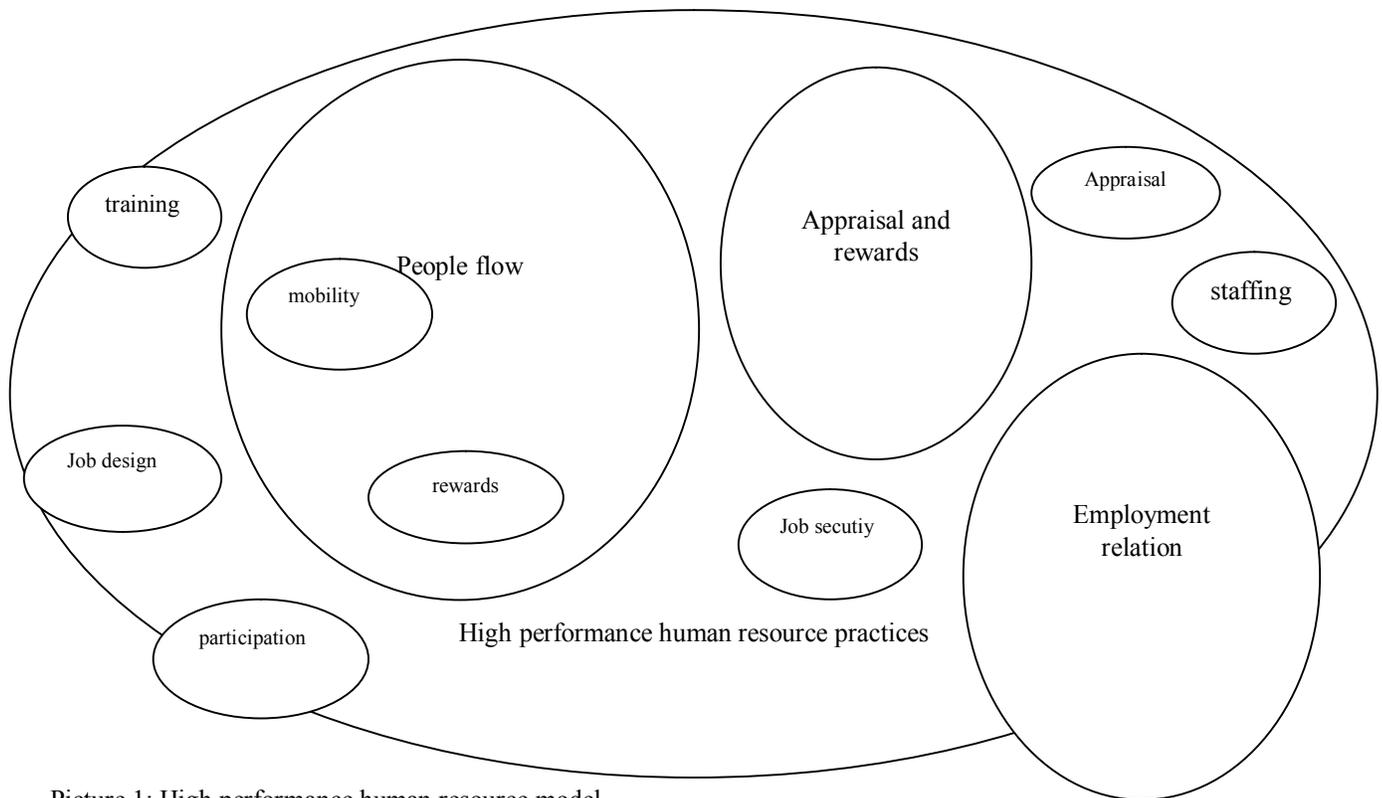
Haslid 1995 suggested that the companies with better performance choose to invest on complex ways of human resources for achieving a high performance. Because these companies have found that human resources are the most important asset of a company and they can fertilize productive capacities and Inherent capabilities of people. The complexity and importance of human resources activities has been increased so that in the current time even smallest organizations have a full-time manager for human resources circle.

In fact Human resources system is an important mechanism which according to it an organization's information about its members is recognized and analyzed. Managers categorize and attract them according to employees' performance and behavior in different parts of an organization. Recently, different studies about certain types of systems or HRM structures applied in the organization performance have been discussed and analyzed. Examples of this information have been observed in works of Arthur (1992,1994), But (2002), Bikro Gerhardert( 1996), Dilery and Dati (1996), Den Harteg and Verburg (2004), Gatteri (2001), Hasild (1995), Ichonsky and Shav (1999) and Mc Daffi (1995).

Some of the related systems are called HRM methods, High-involvement work systems (HPWs). A high performance system is able to identify a set of distinct but interrelated ways which as applied in order to choose, maintain and make motivation in a work force which has prominent features (i.e. specific key skills) and to use abilities in job activities and work-related activities (Outcomes, the actual behavior of employees). All these approaches are Intermediate indicators of company performance (i.e. indicators upon which work force is able to control directly.) and provide an appropriate context for sustainable competitive advantage. Such systems play an

important role in Increasing capabilities, commitment, and motivating employees and finally provide an appropriate context to improve organizational performance. Over several studies, the positive effect of HPWs on organizations performances is proved. High performance of human resources includes coherent proceedings which encourage organizational citizenship behavior, Staff and company skills in making decisions and cause encouraging employees, cooperation, exchanging knowledge and volunteering for work.

Using an approach Based on resources, Dilery Vedati 1996 have discussed that the human resources performance facilitates employees' works in the fields of education and job development. On the other hand from the control point of view Esnel 1992 has presented a theory that human resources performance depends so much on the employee performance showing. Both approaches do not provide the need of modern enterprises in the current competitive environment. So Bamberger and Mishalam 2000 incorporated these two approaches into a coherent framework and valued the high performance of human resources so much. Three parts of the high performance of human resources according to the model of Bamberger and Mishalam 2000 are shown in the picture below (Figure 1).



Picture 1: High performance human resource model

Based on the above model, the high performance of human resources includes three main parts of employment relations of human resources, work flows of human resources, and rewards of human selected staff, training, staff mobility, and job security. Assessments and rewards include performance evaluation, paying salary, and other benefits such as unlimited rewards. Work flows include job designing and encouraging in cooperation.

The novel philosophy of human resources management, its structure and organizing in a modern form, all are the results of events and developments which have started with the industrial revolution in England and have continued till today. From the developments of the industrial revolution 1760, the labor movement 1786, scientific management movement 1885, industrial Psychology 1890, this issue was gradually accepted that human resources management is a specialized task like production and Sales which should be left to the expert. Raising the school of human relations (Neoclassical) was a reaction against the classics. Alton Mayo is known as the father of this school. The goals of operating systems with high performance are effecting on company performance through increasing employees and team productivity and gaining a higher level of skill, competence, commitment and employees motivation, enhancing the quality of work, and services, increasing the quality level of services to the customer, increasing benefit, more develops, and making more value for shareholders with the help of staff. The characteristics of corporate high performance are: Attractive choice, promoting employment security, making and developing teams, providing development and more training, revealing essential information, creating supportive cultures, reducing different situations, giving rewards according to the performance, promoting health and security, completing the strategies of human resources management.

According to effect of human resources management's methods on the company performance and through analyzing the responses of 968 American companies to a questionnaire, Hasild 1995 found that if the companies use way of workings with high performance so much, then the loss rate and flow of employees will decrease strongly and productivity and profits of company will increase strongly.

### **3.2. Organizational citizenship behavior and procedural justice:**

1.3.2. Organizational citizenship behavior: citizenship behavior is a kind of valuable and useful behavior which people blurt voluntarily. So this kind of behavior which is called organizational citizenship behavior looks so important.

According to organ 1990 organizational citizenship behavior means employee's talent for promotion from the role that is assigned. This behavior is except the role for supporting and facilitating psychological and social implications which supports task performance in the organization. Organizational citizenship behavior represents contents such as chivalry, civic virtue, Self-sacrifice, deontology, and politeness. Organizational citizenship behavior is meta-role behaviors and spontaneous behaviors that put employees in such a situation that work beyond Job expectations and their job descriptions voluntarily. Employee perceptions of the fairness of payments and equality in organizational procedures and fairness of interpersonal behavior have an important role in encouraging and developing organizational citizenship behavior. Nowadays voluntary, useful and over-expected efforts are known as organizational citizenship behaviors. Most managers want those employees who go beyond expectation, do behaviors which are not parts of their formal duties and generally have high organizational citizenship behaviors. The high performance of human resources causes incidence of long working relationship. Therefore employees have more time in organizational citizenship behaviors. If organizational citizenship behaviors degree is high in working texture, employees will have some innovations for the organization. On the other hand if organizational citizenship behaviors degree is low, then there will be no motivation and tendency for making creative Ideas in corporate entrepreneurship.

2.3.2. Procedural justice: one of the main ambitions of human in history was to establish justice in society. Then various schools of thought on human and divine were suggested for defining and establishing it. Procedural justice refers to the Perceived fairness of the procedures and processes by which outcomes are allocated. Therefore procedures are perceived when they are applied consistently and regardless of personal interests and based on detailed information, All of the participating interests be considered, Standards and ethical norms are observed.

In fact, today's organizations are miniatures of society and establishing justice in them is like establishing justice in society. For this reason, nowadays corporate justice such as other important variables in corporate behavior including corporate commitment and job satisfaction has found a special position in management literature. Studies show that procedural justice is related to cognitive, emotional and behavioral reactions of employees toward the organization (like corporate commitment). Therefore a process leads to a special outcome when it is understood unfairly. Understanding justice also depends on organization's following the rules of procedural justice. For example a procedure that allow

participants to express their subjects, is more equitable than a procedure that prevent this action. Procedural justice has two aims: firstly protects people interests, so they gain something they deserve. So procedural just is associated with results such as satisfaction, agreement, commitment. Secondly procedural justice reinforces the person's relationship with group, leaders' reliance and commitment to the organization. Fair procedures can be a sign for people so that they

feel valuable and respectful in the organization and it can promote balance and reliance in relation to others. It is important that group members believe organizational status is given to people Based on equality. Any idea that is made in inequality makes the organization unbalanced; in that case some corrective actions should be applied. Perceived procedural and interactional justice is the main anticipants of organizational citizenship behavior.

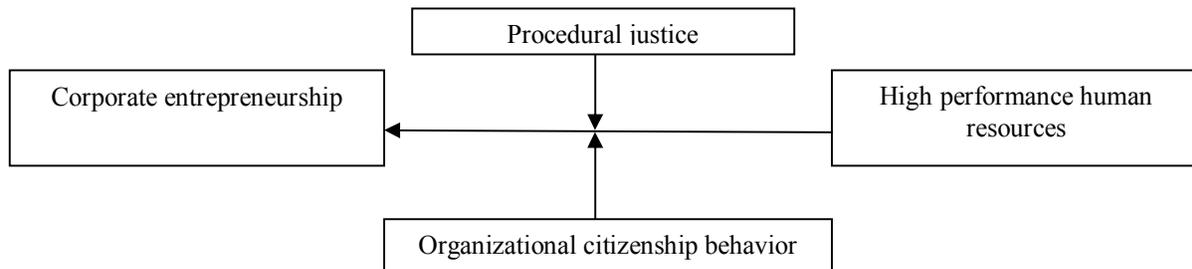


Figure 1: Conceptual Framework of the research and relations between variables

### 3. Corporate entrepreneurship and human resources systems

Many studies on direct relationship between human resources management and corporate entrepreneurship has been made in the last three decades. Corporate entrepreneurship is an important aspect of organization performance that HRM systems are expected to be effective like that. Since entrepreneurship capabilities need making networks with entrepreneurship capability or collaborative capability (both of them), using different sets of HRM approaches is recommended for promoting the special capabilities of entrepreneurship. So HRM system focuses on middle managers and entrepreneurship innovations in the organization. In fact managers are in the middle of these formal networks. Under these circumstances, entrepreneurship ideas are formed. So senior managers play an important role in the proceedings and successes of developing entrepreneurship innovation, from identifying opportunities to using them. Entrepreneurship is not a unique factor but consists of a few things. An entrepreneur organization have these features: pays attention to development, is more aggressive, has creativity, focuses its activities on the customer, can estimate the risks associated with each action, and then accepts the risks which probably cause the organization's development and the increase of market share, is tolerable against frustrations and failures, and finally has a lot of efficient employees, i.e. those who have long-term and short-term strategies and believe in the organization existence.

Haiton 2003 proved the positive effect of HRM on entrepreneurship performance in 99 American companies with more than 100-500 employees. He

gathered the information related to 25 HR approaches. He found out the positive and significant relation of HRM approaches on entrepreneurship performance. Yet traditional HRM approaches do not have such an effect. Companies with less than 100 employees do not show a tendency to use formal HRM approaches. According to Pfeffer 1998 human resources play an important role in controlling the organization and the central effective components on organizational performance. So to understand how to manage human resources with the goal of maximizing Productivity and enhancing creativity (Due to cost control) is the main task of researchers.

Working systems with high performance are organizations which are established base on Employees involvement and participation. In these systems, employees are known as the organization assets. So they do not look at the others as if they are without thinking. They allow employees to express their ideas for a better production and giving creative solutions for problems. So people feel they play an important role in the organization and are accepted as a main and key part of the organization. So they work with more motivation and their commitment will increase toward the organization, then they participate in the best way to improve organizational performance. Human resources approaches lead to the firm performance when they are incorporated to create and support the employees' abilities. So the best definition for strategy of entrepreneurship human resources is: a set or sets of human resources approaches that probably enhance converting new knowledge into new products or services. HRM approaches effect on making networks especially networks leading to three capabilities of entrepreneurship, i.e. recognition,

evaluation and using opportunities. In entrepreneurship companies, managers show a tendency to Informal contracts with employees and use strategic approaches to attract skillful employees (In order to sustain

business growth). Some of the researches about corporate entrepreneurship and human resources management which are used in this research are shown on the table below:

Table 2: the previous researches on corporate entrepreneurship and human resources systems

Author and research date	Research area	Research summary
Haiton 2005	corporate entrepreneurship, activities of human resources management	Activities of human resources management are related to corporate entrepreneurship, two issues of personal acceptance of risk and encouraging voluntary offset losses are related to each other.
Cook and Hartog 2006	Working systems with high performance, broad performance and innovation in small companies	KSAS is promoted by approaches such as training, job plan, and skills development. Since HPWS leads to enhancing KSAS of employees, helps them to influence on KSA and making motivation in them. The effect of prudent activities of employees, creativity and efficiency are issues that have attracted most experts' attentions.
Mason and Bart 2006	Knowledge and activities of human resources management, small companies	In most literatures, the positive relation between HRM and company's performance is proved. Researches show that training is one of the main subjects of HRM in most small companies. But formal training is not considered so much in these companies. The ability of a company in attracting, motivating, and maintaining employees through competitive salary and appropriate rewards, provides an appropriate in running the performance and company development.
Jack et.al 2006	Small entrepreneurial partnerships, human resources management	The importance of HRM in entrepreneurship is not only effective in helping to shape strategies, but also is effective in making partnerships and healthy development of organizations
Guy and Terembly 2007	High collaborative activities of human resources, procedural justice, corporate commitment, organizational citizenship behavior on specialized technologies of desertion.	Procedural justice, Sustained and effective commitment and modestly organizational citizenship behavior due high collaborative activities of human resources are effective on tendencies for desertion from high professional skills.
Oktan and Biolet 2008	corporate entrepreneurship	In corporate entrepreneurship, achieving greater economic potential needs more spending time and investment and should be reinforced constantly. In entrepreneurship, goals, strategies, processes, and values of the company are effective for the performance.
Zang et.al. 2008	High performance of human resources, corporate entrepreneurship, organizational citizenship behavior,	High performance of human resources has a positive effect on corporate entrepreneurship through enhancing organizational citizenship behavior
Behrens 2008	Working systems with High performance, employees' feelings, employment Status	Employees' feelings about corporate support, corporate commitment, corporate justice, with making decision and workload are related to job satisfaction and tendency to desertion. unsuccessful efforts for running working systems with high performance often lead to the low performance and satisfaction of employees and increased workload
Machitla 2008	Activities of human resources management, corporate performance, corporate entrepreneurship	HRM approaches has important effects on making networks especially those led to three entrepreneurial capabilities like recognition, evaluation and using opportunities.

#### 4. Research hypotheses

##### 4.1. Main hypothesis:

There is a significant relation between the high performances of human resources and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

##### 4.2. Subsidiary hypothesis:

1. There is a significant relation between human resources employment and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

2. There is a significant relation between human resources training and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

3. There is a significant relation between human resources job design and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

4. There is a significant relation between human resources staff mobility (Variability) and corporate entrepreneurship according to the role of Organizational citizenship behavior and procedural justice.

5. There is a significant relation between human resources job security and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

6. There is a significant relation between human resources results evaluation and corporate entrepreneurship according to the role of

organizational citizenship behavior and procedural justice.

7. There is a significant relation between human resources rewards and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

8. There is a significant relation between human resources partnership and corporate entrepreneurship according to the role of organizational citizenship behavior and procedural justice.

## 5. Research methodology

Since this research studies the relation between the high performance of human resources and corporate entrepreneurship according to the role of two mediator variables in this relation. According to the goal, Application and method, data analysis is a correlation. Statistical population of this research is the managers of 600 small and average companies of Gilan province. The statistical sample of the research was obtained according to sampling formula from a limited society, managers of 93 small and average companies. In each company one of the managers was selected randomly and 110 questionnaire were given to managers and 93 questionnaire were analyzed, using SPSS software Pearson correlation analysis and Multiple regression were used for data analysis and test hypothesis.

## 6. Data analysis instrument: reliability and validity

### 6.1. Research instrument and its reliability

Questionnaire is used for gathering information in this research. Questions are designed so that the respondent mark the options according to Likert's five options range (seldom, few, average, much, too much) and a questionnaire which is used for gathering information is distributed to the respondents and constitutes questions related to dependent and independent variables.

Corporate entrepreneurship questionnaire constituted 17 questions that Oktan and Biolet 2002 provided that according to the aspects which are discussed by Baringer and Belardon 1999, Hornsby, Koratko and Zahara 2002, Miler 1983, Kalanton, Kavsgil and Zaho 2002, Antonik and Histrich 2001, Des, Lampkin and Kavin 1997, and Namen and Selvin 1993. A factor analysis was done for localizing this questionnaire in Iran and determining its validity. Two questions were deleted from 17 questions and the number of questions decreased to 15.

The high performance of human resources' questionnaire constitutes 28 questions which were provided by Snel and Din 1992 and other researchers like Bay and Lavler 2000, Dilery and Dati 1996, and Zang et al. 2008 used it. For determining the questions reliability a Confirmatory factor analysis was applied

which all the questions of this variable were confirmed.

Procedural justice questionnaire constitutes 5 questions provided by Terembly, Guy and Simred 2001. For determining the questions reliability, a confirmatory factor analysis was applied that all the questions of this variable were confirmed.

Organizational citizenship behavior questionnaire constitutes 5 questions provided by Mayer and Alon 1991, Poodsakf and Ahern and Macenzy 1997, and Wiliam and Anderson 1991 and Par and Temeby 2007 used it. For determining the questions reliability, a confirmatory factor analysis was applied that all the questions of this variable were confirmed.

According to the contents mentioned above, the total number of questionnaire became 53.

### 6.2. Research instrument validity

Cronbach's alpha coefficient was calculated through SPSS software to determine the questionnaire validity. If Cronbach's alpha coefficient of the questionnaire is more than 70 per cent, it can be said that the questionnaire has acceptable validity. Cronbach's alpha coefficient for research variables are:

Cronbach's alpha of independent variable, i.e. the high performance of human resources is equal to 93/9 %, Cronbach's alpha of dependent variable, i.e. corporate entrepreneurship is equal to 74/6 %, Cronbach's alpha of first adjuster variable, i.e. organizational citizenship behavior is equal to 90/9 %, Cronbach's alpha of second adjuster variable, i.e. procedural justice is equal to 76/9 %, and Cronbach's alpha of all four variables is more than 70 per cent, it shows that questions validity is related to the variables.

Cronbach's alpha of high performance of human resources' components is as follows:

Cronbach's alpha of human resources employment is equal to 88/6 %, Cronbach's alpha of human resources training is equal to 86/4 %, Cronbach's alpha of human resources job design is equal to 81/5 %, Cronbach's alpha of human resources evaluation results is equal to 76/6 %, Cronbach's alpha of human resources rewards is equal to 71/1 %, Cronbach's alpha of human resources partnership is equal to 83/1 %. Cronbach's alpha of all variables is more than 70 per cent and it shows that questions validity is related to components.

## 7. The study of findings based on statistical test

Using statistical test, the relation between dependent and independent variables (main hypotheses) and also the relation between the high performance of human resources' components and corporate

Entrepreneurship (subsidiary hypotheses) is determined according to the role of procedural justice and organizational citizenship behavior of the

research. Statistical tables of hypotheses are as follows (Table 3):

Table 3: Descriptive table for high performance of human resources and corporate Entrepreneurship

Relation between variables (research hypotheses)	Significant level of relation before entering adjustor variables	Correlation intensity of variables before entering adjustor variables	Significant level of relation after entering adjustor variables	Correlation intensity of variables after entering adjustor variables
high performance of human resources and corporate Entrepreneurship	0.000	0.427	0.000	0.514
Employees employment and corporate Entrepreneurship	0.006	0.284	0.000	0.466
Employees training and corporate Entrepreneurship	0.136	No relation	0.000	0.463
Employees mobility and corporate Entrepreneurship	0.002	0.319	0.000	0.484
Employees job security and corporate Entrepreneurship	0.031	0.224	0.000	0.472
Employees design and corporate Entrepreneurship	0.000	0.409	0.000	0.508
Employees result evaluation and corporate Entrepreneurship	0.010	0.265	0.000	0.464
Employees rewards and corporate Entrepreneurship	0.271	No relation	0.000	0.466
Employees partnership and corporate Entrepreneurship	0.000	0.370	0.000	0.556

According to table 3 the result for statistical test of hypotheses is as follows:

The result of main hypothesis test: high performance of human resources has a relation with corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior.

The correlation intensity is 42/7 per cent between high performance of human resources and corporate entrepreneurship. Two adjustor variables of procedural justice and organizational citizenship behavior can be used for enhancing the intensity of this relation. Using these two adjustor variables simultaneously, the intensity of their relations will be enhanced to 51/4 per cent.

The result of the first subsidiary hypotheses test: there is a relation between employment and corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior.

Correlation intensity between employment and corporate entrepreneurship is 28/4 per cent. Two adjustor variables of procedural justice and organizational citizenship behavior can be used for enhancing the intensity of this relation. Using these two variables simultaneously, the intensity of their relations will be enhanced to 46/6 per cent.

The result of the second subsidiary hypotheses test: there is a relation between training and corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior.

Despite the lack of Initial correlation between training and entrepreneurship with entering adjustor

variables of procedural justice and citizenship behavior, a correlation is created between training and corporate entrepreneurship and the intensity of relation is 43/3 per cent between training and corporate Entrepreneurship.

The result of the sixth subsidiary hypotheses test: there is a relation between results evaluation and corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior. Correlation intensity between results evaluation and corporate entrepreneurship is 26/5 per cent. Two adjustor variables of procedural justice and organizational citizenship behavior can be used for enhancing the intensity of this relation. Using these two adjustor variables simultaneously, the intensity of their relations will be enhanced to 46/4 per cent.

The result of the seventh subsidiary hypotheses test: there is a relation between rewards and corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior. Despite the lack of Initial correlation between rewards and entrepreneurship with entering adjustor variables of procedural justice and citizenship behavior, a correlation is created between rewards and corporate entrepreneurship and the intensity of relation is 43/6 per cent between training and corporate entrepreneurship.

The result of the eighth subsidiary hypotheses test: there is a relation between partnership and corporate entrepreneurship according to the role of procedural justice and organizational citizenship behavior. Correlation intensity between partnership

and corporate entrepreneurship is 37 per cent. Two adjustor variables of procedural justice and organizational citizenship behavior can be used for enhancing the intensity of this relation. Using these two adjustor variables simultaneously, the intensity of their relations will be enhanced to 55/6 per cent.

### 8. Discussion

Human resources management plays an important role in developing entrepreneurial companies despite the recognition of HRM importance in developing entrepreneurial companies, research in this area is limited and a few studies are devoted to the recognition of HRM strategic nature in small companies. The proposed theories about establishing HRM intersection and small and entrepreneurial companies reveal the importance of understanding the role of HRM in these companies. Some resources asserted that because of reasons such as Value or credit, Scarcity, lack of sustainability, the inimitable derived from heterogeneity, ambiguity and complexity of the resources; provide an appropriate context in shaping stable competitive advantage. Generally when HRM activities are Stable, they reinforce people so that they will have an effect like associates on ambitious actions of employees. The results that researchers mentioned can be cited for showing the relation between corporate entrepreneurship and human resources. Hornsby, Koratko and Montago 1999 introduced five important factors which relate HR activities to CE. These factors include opportunity to use rewards, Provision of management support for innovation, access to resources for innovation, corporate structure that leads to training and cooperation and personal risk-taking. Shever and Shever 1995 have asserted: Creating an entrepreneurial corporate culture features need reinforcing organizational citizenship behavior in employees and managers so that they can help the organization in achieving challenging targets.

In this research, the relation between high performance of human resources and its eight components with corporate entrepreneurship was studied according to the role of two adjustor variables of procedural justice and organizational citizenship behavior. The results of statistical test of hypotheses indicate a positive and significant relation between the high performance of human resources and corporate entrepreneurship. In fact the main hypotheses of the research are confirmed. In the statistical test of research subsidiary hypotheses according to the statistical table 1, it is observed that six components (employment, employees mobility, job security, job design, results evaluation, and partnership) from eight components of high performance of human resources has a positive and significant relation with corporate entrepreneurship and there is no relation between two components of human resources training and rewards

with corporate entrepreneurship. According to the statistical population of current research, i.e. small and average companies of Gilan province, it can be said that the reason for the lack of correlation of two components training and rewards is the Little attention of managers to employees training and rewards and other researchers have confirmed it. For example researches indicate that training is one of the main subjects of HRM in most small companies but formal training is not considered so much in these companies. Despite the positive effect of training on performance, in small companies, this effect is no so high because of the high cost of education.

If management includes owners of an institution and encourages employees to a higher performance and does not pay attention to their payment, the organization's members will criticize, and will have low trust and fidelity. The traditional system on which a person is evaluated should be corrected, In order to assess the performance of the team. Evaluating a person's performance, determining hourly wage, personal motivations can force the team members to present a perfect performance. So in addition to the evaluating actions and giving rewards to employees (according to the role they played) management should evaluate the team's works, run profit sharing system, share people in the action, give some gifts to the team members, and work in such a way that people will be encouraged, and work more and do their best efforts towards the commitment of the team.

In the current research it is observed that a significant and positive relation is created between the high performance of human resources and corporate entrepreneurship by entering two adjustor variables of procedural justice and organizational citizenship behavior and correlation intensity increases significantly. Even if there is no correlation between a component like rewards or training from the high performance of human resources variable and entrepreneurship, there will be a correlation by entering the procedural justice and organizational citizenship behavior which indicates the positive importance and effectiveness of these two variables on high performance of human resources and corporate entrepreneurship.

According to the high importance of high performance of human resources and corporate entrepreneurship and discussed contents and previous research results it is determined that high performance of human resources promotes the qualitative relationship between employees and organization, thus an innovation will be created. So it can be concluded that those organizations which look at their human resources as the main assets of organization, give the employees this option to express their ideas for a better production and presenting creative solutions to solve

the problems. If the human resources in organization understand fairness and equality in managers' procedures, then they can do their tasks better and they will be motivated and relaxed. Managers should pay attention to the components of high performance of human resources in long-term for stable development of organizations through corporate entrepreneurship and make plan for them and invest on them and try to shape these components despite the procedural justice Fairness in employees and also the aspects of organizational citizenship behavior such as cooperation and generosity. So that by reinforcing these two variables in the relation of high performance of human resources and corporate Entrepreneurship, organizations can compete with their competitors without Bureaucratic formalities and in this changing era outpace other organizations and achieve a stable development.

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