Relationship between Entrepreneurial Thinking Staff with Job Performance in Higher Education System

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ABSTRACT

Background: Current research was investigating relationship between entrepreneurial thinking staff with job performance. This research is applicable and descriptive. We used library and method of research was correlative. Statistical included 738 clerks of Payam Noor University who 155 clerks were selected randomly. We used two questionnaires in order to collect data entrepreneurial thinking staff and job performance and coefficient of alpha cronbach were 0.956 and 0.969 respectively. We used Pearson coefficient and multiple linear regressions. Results of hypotheses indicated that components of entrepreneurial thinking staff (ambition, independence, creativity, risk taking and internal self-control).

INTRODUCTION

Survival and development is the most important principle of development and growth. Diversity and speed of changes is highly in order to improve thinking. In according to the most important factor of productivity in organization is human resources. Therefore, using from thinking about is highly important and need planning and specific strategies. In fact, Entrepreneurial environment in which organizations can significantly improve the performance of labor and consequently increase the productivity of the organization and the community, empowering people with entrepreneurial thinking. Therefore, it can be concluded that issue of entrepreneur is highly important.

Generally, aim of this research is investigating relationship between entrepreneurial thinking of staff and job performances of Payam Noor universities of Khorasan Raazavi and there has not been any similar research. In fact, entrepreneurship as new issue can be effective on job performance of clerks and finally performance of organizations.

Theoretical research:

Saat believed that theoretical thinking divide thinking ways and actions about business and its condition and how achieve lack of finality. Furthermore, entrepreneurial thinking is related to creativity, innovation and using opportunities lead to profitability and success. Type of thinking about entrepreneur can provide the best decision for lack of finality. In fact, definition of entrepreneurial thinking is ability and discovery opportunities, satisfy needs and creating value.

Job performance:

Job performance is an important construct in organizational practice and research because it acts as the main role in most personnel decisions such as merit-based compensation, promotion and retention of employees.

Job performance of Academic Staffs:

The word “Performance” has no universal definition [2]. Oxford dictionary online defines performance as the action or process of performing a task or function, and a task or operation seen in term of how successfully it is performed. Performance is often confused with effort, which refers to energy expended whereas performance is measured in the terms of results. Performance can be defined as the accomplishment of an employee’s assigned duties and the outcomes generated on a specified job function or activity within a specified time period.
The entrepreneurial university:

The entrepreneurial university has the ability to generate a focused strategic direction, both in formulating academic goals and in translating knowledge produced within the university into economic and social utility. For example, the Polytechnic Milan, a university, which recently established a technology transfer office to patent and license research results reported its first noteworthy deal which has returned to the faculty member the equivalent of four years’ salary. This of his colleagues and inspired them to interrogate example has captured the attention their own research results for commercial potential. A university in which research results are routinely scrutinized for commercial as well as scientific potential is becoming the model academic institution. Such an academic institution increasingly has the internal capabilities to translate research results into intellectual property and economic activity according to a predictable metric.

The university is an especially propitious site for innovation due to such basic features as its high rate of flow through of human capital in the form of students who are a source of potential inventors. The university is a natural incubator; providing a support structure for teachers and students to initiate new ventures: intellectual, commercial and conjoint. The university is a natural incubator; providing a support for teachers and students to initiate.

Entrepreneurial cultures:

In the institutions analyzed by Clark (1998), and by the author, quite different characteristics may be discerned to those described earlier. Whilst there is huge respect for the successful individual academic or group, there is normally an acceptance of the need for university level strategic thinking to set a policy framework in the light of internal and external assessments, and to priorities and make choices systematically. There would be belief that decisions are best made openly and quickly, because external relationships are likely to be more effective as a consequence. In contrast to the defensive individuality discussed earlier, the entrepreneurial culture will tend to be marked by more open communication and frankness; the ability to handle internal comparisons and competitiveness transparently; a collective ability to admit to weakness and act accordingly; a preparedness to confront problems; and a readiness to be accountable, academically and financially. One will generally observe mutually supportive and informal relations between individual, department and centre, and recognition that failures or successes in one area have negative or positive consequences for everyone else. The entrepreneurial culture is generally characterized not only by the willingness to take risks and to experiment with new things, but by the ability to evaluate those ventures, learn collectively from experience, and transfer the essence of experience across the university. There are clear links with the concept of the “learning organization” and the manifestation of a so-called “quality culture”. Leadership will tend to be developmentally oriented at all levels [which, of course raises issues about the (s)election of leaders at all levels] and displays the ability to drop or change rules which inhibit development.

It was observed in the first IMHE study that entrepreneurial universities are unlikely to be neat and tidy universities for these reasons. Subsequent studies confirm that a toleration of ambiguity and certain messiness is a prime characteristic. The above characteristics would be set within the context of a firm policy framework, coupled with relatively loose operational control, to facilitate individual creativity, i.e. this would be an entrepreneurial rather than corporate ethos.

Components of entrepreneurial thinking:

1. Ambition:

Success requires the ability to create pride in doing the job, when success is achieved in one or more activities. Emkenson, 1968 believed that ambition is intending to do activities with high quality standards in order to achieve competitive position.
2. **Independency:**
   The need for autonomy is a feature that has been highlighted as a motivating force. In fact, the need for independence can be phrases such as having control over their own destiny, to do something for him and for his being declared.

3. **Creativity:**
   Some of abilities is existing to new phenomena and some other people who call it as ability for processing psychology of process of creating new products and valuable.

4. **Risk taking:**
   Willingness to accept risk is the risk that mild can be inhibited through the personal efforts. Two elements are playing role in this concept; one of this is level of understanding entrepreneurs in starting level of risk taking and change of failure in unsuccessful activities.

5. **Internal control:**
   Control center to individual opinion that luck or fate, personal life, it is said to be controlled. Individual believes that he is controlled by external events or internal

**Entrepreneurial thinking:**
What is the essence of being “entrepreneurial?” The field has explored related questions from many perspectives, but one recurring insight is that the successful entrepreneurs can be characterized by an expert mind-set. However, K. Anders Ericsson has shown that while some individuals move from novice to expert, others do not. In addition, that change manifests itself in significant changes in deep cognitive structures. If that is true, then it is vital for the field of entrepreneurship to learn as much as we can about what differs in the deep cognitive structures of expert entrepreneurs (maps, scripts, schemas, etc., and the deep beliefs and assumptions driving them).

It is also important to gain a better understanding of how such deep structures evolve. As this understanding grows, our ability to help entrepreneurs grows in parallel. One key implication of Ericsson’s work is that experts, including entrepreneurs, are definitely made, not born. There may be some innate “hard wiring” but expertise appears to be learned. The research also indicates that experts consistently and reliably follow recognizable, if highly complex, cognitive behaviors and processes [3,7]. Consequently, if we want to understand entrepreneurship, it is vital to understand how one becomes an expert entrepreneur. The evidence indicates that the content of an expert’s knowledge base need not differ from that of a novice, but experts typically organize or structure the content differently. This begs the question concerning how expert entrepreneurs structure their knowledge. I believe that to answer this question, we must first identify the deep beliefs that anchor and shape knowledge structures (maps, scripts), which in turn influence knowledge content.

Furthermore, studying deep beliefs is important because such beliefs play a pivotal role in what we perceive as relevant in new knowledge, how we process stimuli and information, and finally, how we store and structure the knowledge resulting from these steps. Yet, most of us are unmindful of our deep beliefs or their impact on the ways we perceive, think, and feel. I also believe that examining deep beliefs affords us the opportunity to better understand entrepreneurship because:

• Behind entrepreneurial action are entrepreneurial intentions;
• Behind entrepreneurial intentions are known entrepreneurial attitudes;
• Behind entrepreneurial attitudes are deep cognitive structures;
• Behind deep cognitive structures are deep beliefs.

**Hypotheses:**
H1: significant relationship exists between entrepreneurial thinking staff and job performance
H2: significant relationship exists between ambition and job performance
H3: significant relationship exists between thinking about independency and job performance
H4: significant relationship exists between thinking about creativity and job performance
H5: significant relationship exists between thinking about risk taking and job performance
H6: significant relationship exists between thinking about internal control and job performance

In accordance to research, studies, and independent variables conceptual model is provided as following. In this model, entrepreneurial thinking of staff included five components as following:

1. Ambition
2. Independency
3. Creativity
4. Risk taking
5. Internal control
The strategic entrepreneurial thinking imperative:

Strategic entrepreneurial thinking is a unitary thinking and behavioural process. It is difficult if not impossible to separate this single process into independent component processes of strategic thinking and entrepreneurial thinking.

Hitt et al. (2002) set out the content domain that lay at the center of entrepreneurship and strategic planning as innovation, organizational networks, internationalization, organizational learning, teams, growth, flexibility and change. It is the integration between the two that results in fast growing firms.

Meyer et al. (2002:29) urge the integration or blend into a whole of the two constructs as a single field for the following reasons:

• Both constructs view firm performance as a primary dependant variable.
• The new economy and the increasingly dynamic nature of the competitive environment demand entrepreneurial qualities such as flexibility and real time responsiveness.
• Shifting paradigms in strategic management highlight the dynamic nature of organizations and the need for all organizations to be entrepreneurial.

![Conceptual model](image)

**Fig. 1:** Conceptual model.

Methodology:

This research is applicable and based on descriptive research. Statistical sample included 738 people of the research is all of clerks and centers of Payam Noor University. We used stratified random sampling. Therefore, we used Cocaran formula in order to determine 155 people.

In current research, we used standardized in order to measure (entrepreneurial thinking and job performance). Entrepreneurial thinking questions adapted from standardized questionnaires assessing personality characteristics of Iranian Entrepreneurs comprehensive questionnaire entrepreneurship and personality questionnaires entrepreneurs.

The questionnaire used in this study has attempted to use a five-item Likert (Options range from strongly disagree to strongly agree to questions I never thought to entrepreneurship and job performance is always up for questions).

Reliability and validity:

The assessment of the measurement models include the estimation of internal consistency for reliability, and test of convergent and discriminant validity for construct validity. Internal consistency was calculated using Cronbach’s alpha. This method is applied for calculation of the internal coordination (correlation) and we use the measurement instruments including questionnaires or tests which measure various specifications. In other words Alpha Cronbach measures how well a series of observed variables explain a hidden structure.
We used Pearson correlation coefficient regression in order to test hypotheses and we used multiple coefficient regression in order to test dependent variable (job performance) throughout independent variable (entrepreneurial thinking and its components)

**Analyzing data:**

We used test of Kolmogorov-Smirinov in order to test normality of hypotheses.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Samples</th>
<th>Normality parameters</th>
<th>Kolmogorov-Smirinov (sig)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambition</td>
<td>170</td>
<td>3.28 0.85</td>
<td>1.096 0.181</td>
</tr>
<tr>
<td>Independency</td>
<td>170</td>
<td>3.44 0.77</td>
<td>0.943 0.336</td>
</tr>
<tr>
<td>Creativity</td>
<td>170</td>
<td>3.32 0.80</td>
<td>0.940 0.339</td>
</tr>
<tr>
<td>Risk taking</td>
<td>170</td>
<td>3.41 0.82</td>
<td>1.252 0.087</td>
</tr>
<tr>
<td>Internal control</td>
<td>170</td>
<td>3.35 0.81</td>
<td>0.933 0.349</td>
</tr>
<tr>
<td>Entrepreneurial thinking</td>
<td>170</td>
<td>3.36 0.67</td>
<td>0.933 0.349</td>
</tr>
</tbody>
</table>

Results of Kolmogorov-Smirinov showed that all of variables are higher than 0.05. Eventually, data of variables are normality. Then, we used Pearson correlation coefficient and linear regression.

**Test of hypotheses:**

In according second table showed that coefficient regression is less than 0.05 and also based on correlation coefficient of variables can be concluded that entrepreneurial thinking has significant and direct relationship with job performance. Thus, all of hypotheses are approved and null hypothesis is rejected. Briefly, correlation coefficient of first hypothesis is 0.927; correlation coefficient of second hypothesis is 0.792, correlation coefficient of third hypothesis is 0.772, correlation coefficient of fourth hypothesis is 0.794 and correlation coefficient of fifth hypothesis is 0.848 eventually there are approved with 99% confidence.

Furthermore, we used linear regression in order to test dependent variable (job performance) by independent variable (entrepreneurial thinking). We used stepwise regression in order to test dependent variable (job performance) by components of independent variable from multiple regressions. Results of tables 3 and 4 indicated that effect and importance of independent variable throughout determined adjusted regression for entrepreneurial thinking is 0.858 and it indicates that entrepreneurial thinking is 85.8% determined changes of job performance. Furthermore, standardized coefficient of β is effective on standardized coefficient of job performance 0.927.Furthermore, components of entrepreneurial thinking with 86.6% determine changes if job performance and standardized coefficient of β showed that component of internal control with standardized coefficient 0.342has the highest effect on determining job performance and component risk taking with standardized coefficient 0.169 has the lowest effect on determining job performance. Statistic of Durbin-Watson is between variables of 1.5 and 2.5.

**Table 3:** Test of regression entrepreneurial thinking and job performance

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>ANOVA(sig)</th>
<th>Adjusted coefficient of (R²)</th>
<th>Standardized coefficient of β</th>
<th>(Sig)</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job performance</td>
<td>Entrepreneurial thinking</td>
<td>0.000</td>
<td>0.858</td>
<td>*0.927</td>
<td>0.000</td>
<td>1.718</td>
</tr>
</tbody>
</table>

**Table 4:** Results of regression components entrepreneurial thinking and job performance

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>ANOVA (sig)</th>
<th>Adjusted coefficient of (R²)</th>
<th>Standardized coefficient of β</th>
<th>(Sig)</th>
<th>Durbin-Watson</th>
<th>VIF</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job performance</td>
<td>Internal control</td>
<td>0.000</td>
<td><strong>0.342 0.000</strong></td>
<td>1.771</td>
<td>3.035</td>
<td>0.330</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indepency</td>
<td></td>
<td><strong>0.289 0.000</strong></td>
<td></td>
<td>1.913</td>
<td>0.523</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Risk taking</td>
<td></td>
<td><strong>0.169 0.000</strong></td>
<td></td>
<td>3.115</td>
<td>0.321</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Creativity</td>
<td></td>
<td><strong>0.154 0.000</strong></td>
<td></td>
<td>2.025</td>
<td>0.494</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ambition</td>
<td>0.866</td>
<td><strong>0.140 0.000</strong></td>
<td></td>
<td>3.023</td>
<td>0.331</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Conclusion and discussion:
Current research was investigating relationship between entrepreneurial thinking staff and job performance of centers and branches of Payam Noor universities. Investigate components of Entrepreneurial thinking staff included Ambition, independency, creativity, risk taking and internal control. Analytical results showed that performance of clerk is based on entrepreneurial thinking and its components. In fact, when clerks have high entrepreneurial thinking, they will have higher performance. Furthermore, analytical results showed that among components of entrepreneurial thinking staff, component of internal control has the highest importance and ambition has the lowest importance. This condition showed that clerks believe themselves and they think they can be effective on their job and they can control their workplace and also lack attention of managers to organizations about success of managers leads to less ambitious of clerks.

In according to analytical results show significant and direct relationship between entrepreneurial thinking and job performance. Therefore, it’s proposed that managers try to create thinking spaces and thinking for clerks in the organizations in order to use thinking of clerks and it leads to strengthen of entrepreneurial thinking in clerks and eventually leads to better job performance. It is proposed that managers have positive effect on performance of clerks throughout create creative atmosphere to creative and innovative thinking.

It is proposed that results of multiple regressions of entrepreneurial thinking’s staff should pay attention to each components of job performance and strengthen them throughout entrepreneurial education.

Generally, components to internal control have the highest effect on job performance. Then, managers of human resources strengthen this thinking more than other components of entrepreneurial thinking. Moreover, it is proposed that human resources managers investigate fewer reasons of other components entrepreneurial thinking on job performances. Since, one reasons of organizational progress is achieving to organizational objectives and having ambitious thinking of clerks.

REFERENCES