

THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

Dr. Phawick L¹; Pro. Prabou T².

^{1,2}faculty In Department Of Human Resource Managing In The university in Toronto, Ontario, Canada..

ARTICLE INFO	ABSTRACT
<p>Corresponding Author: Dr. Phawick L¹. <i>faculty In Department Of Human Resource Managing In The university in Toronto, Ontario, Canada.</i> <i>Padhu.udf@gmail.com</i></p>	<p>In literature, many sorts of research on human resource management and entrepreneurship are developed. However, there are only some sorts of research on the perception of entrepreneurs on the strategic role of human resource management.</p> <p>This study investigates the role of human resource management in developing sustainable entrepreneurship and describes how human resource management practices and procedures is accustomed help entrepreneurs to navigate their companies. Further more this study was applied to 85 entrepreneurs who attended the “Entrepreneur Support Programme” within the Aegean Region of Turkey, supported by the Republic of Turkey Small and Medium Enterprises Development Organization (KOSGEB) in 2011. The obtained data from the questionnaires are analyzed through SPSS for Windows 17.0.</p> <p>It has resulted from the study that entrepreneurs have positive approaches toward human resource management contrary to our biases during the pre-survey period about entrepreneurs’ perceptions. Before conducting the survey, it had been expected from entrepreneurs that cash is that the first important motivator for his or her start-up firms. However, results of the survey indicate that human is more important instead of money for entrepreneurs. On the opposite hand, surprisingly, entrepreneurs have a minimum of average level of data on human resource management and its functions.</p>
<p>KEYWORDS:</p>	<p>Human resource management; entrepreneurship; entrepreneur small; business and self employment management; manager business; human resource functions.</p>

INTRODUCTION

Entrepreneurship plays a strategic role in economic development by accelerating economic activities and job creation. Human resource management is additionally a strategic and comprehensive function of business that

allows employees to contribute effectively and productively to overall company benefit and accomplishment of the organization’s goals and objectives.

Unfortunately, thanks to economic concerns, entrepreneurs

01/05 | **Dr. Phawick L.** *faculty In Department Of Human Resource Managing In The university in Toronto, Ontario, Canada.*

Padhu.udf@gmail.com

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

as owners of small and medium-sized companies specialize in core business issues that they overlook one in all their most potentially serious and dear issues human resources. However, if entrepreneurs as smaller business owners specialize in human resources management, this may lead sustainable development within the company. The purpose of this study is to increase the understanding of the strategic role of human resource management and reveal the perceptions of entrepreneurs on this matter. Thus, firstly, by the review of literature, the concepts as entrepreneurship, entrepreneur, small business and self-employment, business, management, manager, business, human resource management, and human resource functions were drowned out. Then, a questionnaire based qualitative research was conducted on 85 start-up business owners who attended within the Aegean Region of Turkey supported by the Republic of Turkey Small and Medium Enterprises Development Organization (KOSGEB). The most goal of implementing a questionnaire-based survey is to grasp the particular behavior of entrepreneurs and their perceptions on the strategic role of human resource management. The results of the survey are going to be analyzed and discussed that these outputs will lead recommendations to the strategic role of human resource management.

2. LITERATURE REVIEW

2.1. Entrepreneurship & Entrepreneurs

The concept of entrepreneurship encompasses a big selection of meanings. Its definitions include the bearing of uncertainty, the effecting of a brand new combination of production resources, the flexibility of entrepreneurs to fill market deficiencies through input-completing activities, the power to cope with disequilibrium, and also the ability to form judgmental decisions about coordination of scarce resources. Hence, entrepreneurship is commonly associated with creative and innovative actions which are the primitive between investments in new knowledge and economic process. By serving as a conduit for knowledge spillovers, entrepreneurship is a very important mechanism permeating the knowledge filter to

facilitate the spillover of data and ultimately generate economic process (Zheng, Hu, and Wang, 2009). A useful conceptual definition of entrepreneurship is: Entrepreneurship is an activity that involves discovery, evaluation, and exploitation of opportunities to introduce new goods and services, ways of organizing, markets, processes, and raw materials through organizing efforts that previously haven't existed (Sirec, Mocnik). in step with research meted out at Harvard by Professor McClelland (1961), entrepreneurship isn't only linked to the birth of organizations or self-employment but rather, it's been claimed that it allows them to function properly. Thus, entrepreneurship is over just starting new businesses (McClelland, 1961). Traditionally, the sector of entrepreneurship focused on the individual, the entrepreneur. The environment provides the opportunities and resources that attract enterprising individuals to begin new or expand existing businesses and operate them successfully. Entrepreneurs raise the resource within the environment and enhance the opportunities available (Kotey, 2006).

Entrepreneurs are defined as individuals who are self-employed, who have started their own business, or who run and own an incorporated business. Entrepreneurs are often seen because the engine of the economy, liable for sustained levels of competition, the creation of jobs, and new innovative processes and products, thereby displacing aging incumbents in a very process of creative destruction Brinj, 2007).

Thus, the conception of the entrepreneur has evolved over time, even as economic activities became more complex too. At the dawn of the commercial revolution, entrepreneurs were kinds of intermediaries; they were seldom the producers. They were characterized by their aptitude to require risks. Then they became the cornerstone of economic development, setting out to produce and innovate, while still taking the chance (Fayolle, 2007). Moreover, entrepreneurs are often considered to own a serious impact on the economy and social progress.

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

There are many ways to explain a little business owner. However, the word used most frequently is in literature. A small firm (small business) has only a tiny low share of its market, is managed in a very personalized way by its owners or part-owners and not through the medium of an elaborate management structure and which isn't sufficiently large to own access to the capital market. Also, the owners manage the business during a normal way, expecting normal sales, profits, and growth (Megginson, Byrd, Scott, Jr., Megginson, 1997).

Although many folks associate management primarily with large businesses, effective management is additionally essential for little businesses, which plays a part, most of the time in a large one. An outsized firm can easily live through losing several thousands of cash on an incorrect decision; even losses of millions wouldn't threaten their long-term survival. But a tiny low business may afford even a far smaller loss (Griffin, 2002).

2.3. Business

Commercialism is formed and managed by people and not by forces. Economic forces set limits to what managers determine what a business is or what it does. A business cannot be defined or explained in terms of profit. Asked what a business is, the everyday business has the same answer. This answer isn't only false, it's irrelevant. To know what a business is we've to start out with its purpose. Its purpose must lie outside of the business itself. In fact, it must consist of society since commercialism is an organ of society. There's just one valid definition of business purpose: to form a customer.

Markets aren't created by God, nature, or economic forces but by businessmen. They need a business that satisfies a need felt by the customer before he was offered the means of satisfying it. It's the customer who determines what a business is. It's the customer alone whose willingness to buy a decent or service converts economic resources into wealth, things into goods. The customer is that the foundation of a business and keeps it living. He alone gives employment. To produce the requirements and

wishes of a consumer, society entrusts wealth-producing resources to the commerce (Drucker, 1978).

When we consider the aim of entrepreneurship, it aims to introduce new goods and services, ways of organizing, markets, processes, and raw materials through organizing efforts that previously haven't existed that each one of those efforts are for creating customer and making a profit as seen on business, too.

Moreover, in terms of business, entrepreneurial behavior will be further refined by examining six critical dimensions of business practice. These six dimensions are the following: Strategic orientation, the commitment to opportunity, the resource commitment process, the concept of control over resources, the concept of management, and compensation policy (Sahlman, Stevenson, Roberts & Bhidé, 1999)

2.4. Management

Management creates economic and social development. Development may be a matter of human energies instead of economic wealth. And also the generation and direction of human energies is that the task of management. Management is that the mover and development could be a consequence.

Management could be a set of activities (including planning and higher cognitive process, organizing, leading and achieving organizational goals efficiently and effectively. Efficient means measuring resources wisely and without unnecessary waste. For instance, a firm like Toyota Motor Corp. that produces high-quality products at relatively low costs is efficient. Effective means doing things successfully. A firm could produce black-and-white console televisions very efficiently but still not succeed because black-and-white televisions are not any longer popular (Griffin, 2002). In this sense, the general public finds it easy to recall a distinction made by Drucker.

Effectiveness, in his view, is that the foundation of success, while efficiency may be a minimum condition for survival after success has been achieved (Lundy and Cowling, 1995).

In general, successful organizations are both efficient and

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

effective. Although there has not been reached any exact definition of management, any definition of management includes three main characteristics.

1. it's the method of series of continuous and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and thru human and other organizational resources (De Cenzo and Robbins, 1988).

The Hawthorne Studies which was conducted in 1924-1932, sparked the human relations movement, a people-oriented approach to management within which the interaction of individuals in organizations is studied to gauge its impact on organizational success. To place it simply, when management stimulates high productivity and worker commitment to the organization and its goals, human relations are said to be effective; and when management precipitates low productivity and uncommitted workers, human relations are said to be ineffective. Human relations skill is defined because the ability to figure with people during a way that enhances organizational success (Hodgetts, 60).

The human relations movement has made some important contributions to the study and practice of management. Advocates of this approach to management have continually stressed the requirement to use humane methods in managing people (Certo, 2000)

2.5. Manager

A manager is someone who works with and thru others by coordinating their work activities to accomplish organizational goals. That will mean coordinating the work of a departmental group, or it would mean supervising one person. It could involve coordinating the work activities of a team composed of individuals from several different departments or perhaps people outside the organization such a short lived employees (Robbins and Coulter, 2002). Basically, a manager is someone whose primary responsibility is to hold out the

management process (Griffin, 2002). For start-up firms, entrepreneurs are the owners and therefore the managers of their firms that it's important to know the roles of managers. Managers aren't just liable for specific and unchangeable tasks, and also entrepreneurship is created of start-up processes within the rapidly changing and unsure environment. Thus, the work is complicated even more and fraught with challenges, but it's also full of opportunities to create a meaningful difference. Many of the characteristics that contribute to the complexity and uncertainty of management stem from the environment within which their organizations function (Griffin, 2002).

2.6. Human Resource Management

Understanding the shoppers and the way the merchandise or service is made to suit their needs could be a question of turned to the advantage of the business may be a question of fine management. Understanding which opportunities to pursue and equally which to avoid can even be an issue of excellent management. Good management means directing all the resources of the business: design, production, internal control, finance, sales, and customer service towards the aim of satisfying customer needs. It's the mechanism by which the entrepreneur can turn the product/service idea into a successful business (Burns and Dewhurst, 1993). Thus, to supply this success the management of human resources is one among the key elements within the coordination and general management of labor organizations. Human resource management is that the management of individuals (Werther, Jr. and Davis, 1989) who have strategic importance on the success of the enterprise. It's impossible to form maximal use of fabric resources if the enterprise lacks qualified, enthusiastic workers who have the stamina to perform their jobs. The human resource transforms material resources into goods and services, and therefore the quality of this transformation depends on a mixture of information, skill, and attitude (Mozina and Stanley, 1987).

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

Non-depletion with use, and powerfulness, can make managing people in general generate economic rents especially challenging and exceptionally valuable (Chadwick and Dabu, 2009)

2.7. Human Resource Functions

Human resource functions are a group of activities, practices, roles, responsibilities, and structures in a company concerned with human resource management that will be administrated by any employees (managers and non-managers) (Schuler, 1995). in step with the review of the literature, there are plenty of titles and subtitles for the functions of Human Resources Management. Also, functions are called areas [The American Society for Training and Development (ASTD) (DeCenzo and Robbins, 1997)], and activities (Bolton, 1997). Instead of specifying only one model, three widely used models are consolidated as Preparation and selection (planning and selection); Development and Evaluation; Compensation and Protection (Retaining and Maintaining Employees).

Once a corporation grows beyond some employees, attempts are made human resource needs through an activity called human resource planning. With a thought of future needs, recruitment seeks to secure job applicants to fill those needs. The result's a pool of applicants who are screened through a range process. effectively. Subsequent human resource plans reveal new demands upon the organization. These demands are met by the recruitment of additional workers and by the event of present employees. Development teaches employees new skills to make sure their continued usefulness to the organization and to satisfy their personal desires for advancement.

To check on these various activities, individual performance is appraised. Not only does this activity evaluate how well people perform, but it also indicates how well human resource activities are done. Poor performance might mean that selection, training, or development activities should be

reconsidered. Or there could also be a controversy with employee relations.

When employees perform, they receive compensation within the sort of wages, salaries, or incentives, together with a large kind of employee benefits like insurance and vacations. Some rewards are required services dictated by legal compliance-such as social insurance contributions, safe working conditions, and overtime pay. Communications and counseling efforts are other techniques accustomed maintain employee relations.

When employees are dissatisfied, they'll unify and take collective action. Then management is confronted with a brand new situation: Union-management relations. to retort to collective demands by employees, human resource specialists may should negotiate a collective agreement and administer it.

3. Methodology

3.1. Research Goal

In this study, we aim to spot the particular behavior of entrepreneurs and their perceptions of the strategic role of human resource management. Therefore qualitative research was conducted on start-up and little business owners by employing a questionnaire. This questionnaire includes, besides information on participated entrepreneurs, questions about each of the human resource management functions. The survey was made within the screening model. A screening model is an approach that describes a past or still existing circumstance because it appears.

The occasion, individual, or object which is that the subject of the research are going to be determined because it is and in its own circumstances. No affords of fixing or effecting of these subjects may be (Karasar, 2009).

3.2. Sample and Data Collection

Due to the very fact it's very time-consuming and expensive to look at the most group as an entire when analyzing topics within the research, it's preferred to work out a sample group that may represent the most group. The target population of the research is 85 entrepreneurs within

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

the Aegean Region of Turkey, supported by the Republic of Turkey Small and Medium Enterprises Development Organization (KOSGEB) in 2011.

As an information collection tool questionnaire was employed in the research. When evaluating research indicators SPSS (Statistical Package for Social Sciences) for Windows 17.0 was used for statistical analysis. When evaluating study data, complementary statistical methods (Number, Percentage, average, standard deviation) were used.

3.3. Analyses and Results

To understand the perceptions of entrepreneurs on the strategic role of entrepreneurs in human resource management, the instrument was a questionnaire including three sections. With in the first part, there are 10 inquiries to understand the profile of the entrepreneurs in terms of demographics; their recent jobs, and therefore the expectations on the number of employees. Furthermore, by the eleventh question, the factors that encouraged each of the start-up business owners for being an entrepreneur is tried to be introduced. The second and also the most vital part includes 17 multiple choice questions that every of the questions refers to at least one of the human resource management functions which are conducted about the theoretical a part of this study. Thus, in keeping with the last a part of the questionnaire, there are survey questions which each of which ask different human resource management functions like Preparation and Selection (Planning and Selection); Development and Evaluation; and Compensation Management.

The last 3 questions (18, 19, 20), are the conclusion a {part of} survey questions which are asked to justify the second part of the survey.

The results per the demographics of the sample group are: There are 85 female and male participants. Most of the participants are between 30-40 ages (% 47, 1) and females (%69, 4). Entrepreneurs who participated during this survey have gotten accustomed living in big cities with a high percentage as % 85, 9 (not totally clear consistent

with their big-city perceptions). %51, 8 participants are married and %60 of them has children. Entrepreneurs are educated people with the education levels as undergraduate (%41, 2) and high school (31, 8). Approximately half the entrepreneurs have experiences in making their own businesses (%56, 5) while the rest have not experienced (%45, 5). And, among these entrepreneurs, in line with their works before attending were mostly within the private sector (%47, 1) and self-employed (%33). In terms of company objectives: 33 (% 38,8) entrepreneurs have an interest in other sectors like industry, entertainment, and production to run their businesses by a high targeted percentage of %74,1 micro-level companies with a complete number of 1-9 employees. Moreover, 21 (% 24, 7) participants have an interest in Restaurant / alimentation / Catering, while only 2 (% 2, 4) entrepreneurs have an interest within the tourism sector.

Table 1 the statistical distribution on Question 11 The factors that encouraged you for being an entrepreneur Frequency Percentage (%)

Being economically independent	56 65, 9%, 24 28,2%
Working independently	43 50, 6%
Earning more money	40 47, 1%
Freely implementing my very own business/product idea	64 75, 3%
Being unemployed for a protracted time	6 7, 1%
The necessity to earn money	17 20, 0%
Providing job opportunities for people	40 47, 1%
To experience a way of accomplishment	55 64, 7%
Prefer being a boss instead of an employee	18 21, 2%
To improve the statute and prestige of myself and my family	33 38,8%
Managing the corporate and therefore the employees as I want	5 5, 9%
Support programs of KOSGEB	29 34, 1%
In terms of things which encouraged a participant for being an entrepreneur is that the independence for implementing	

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

his/her own business/product 75, 3 percent. And also, 56 (% 65, 9) participants chose

Motivation factor for the entrepreneurs.

For the second a part of the conclusion, the cross-tabulations are taken into consideration for understanding important because I've got to fulfill the merchandise service/ demands of my customers immediately without gaining Also business plan and human resource planning must be implemented in correlation to every other that %56,5 participants prefer future planning without having 32,9 prefer reasonable time planning's. This answer is additionally the verification of the primary question that individuals, who believe human resource planning, also believe long-term plans. Moreover, as is mentioned within the theoretical part, planning is expounded to pro-activity which entrepreneurs should have for a protracted term and sustainable competitiveness. Job analysis is another key consider human resource management that encompasses a great influence successes that by the preparation and collection phases of job analysis, human resource departments obtain information about jobs and encourage the proper person for the correct job ideal. Thus %78,8 of the participants on the survey believe the importance of job analysis for avoiding waste of your time instead of a waste of cash (%12,9). This data is a very important indicator to indicate the priority of your time on money as critical the common idea as money is that the first aim of entrepreneurs. Entrepreneurs prefer finding employees by using both formal and informal recruitment and searching methods. In searching duration, entrepreneurs opt to share educational experience, physical skills, etc. which they toward job analysis.

For the choice process after recruiting, it may be said that entrepreneurs are aware that an expert attribution to placement is required, hence a high percentage (%75,3) of participants chose both interview and test techniques for choosing.

In the recruitment/selection/placement process, for the ultimate decision as called placement, some significant

points affect the owner because the amount of salary, capacity to try to to just specified job, and/or the worth adding the potential of an employee to the corporate. %68 of entrepreneurs chose or the value-adding potential of an employee to the corporate and interestingly only 1 entrepreneur believes the importance of the wage/salary expectation of employees.

Orientation enables newly hired employees to adapt to the work environment, colleagues, and work itself that entrepreneurs also believe the importance of orientation as a very important human resource function. Compensation management is one in every of the key factors in human resource management that it's a dynamic process from the start on and needed to be managed carefully for both cost control and pleasure of employees. There are different techniques to make your mind up the amount of salaries that %43,5 entrepreneurs have any paying in line with the compensation management has equally distributed significance for entrepreneurs as %27,1. Just an entrepreneur wants to pay the identical salary to every of employees which supports the concept that compensation management may be a crucial HRM factor for entrepreneurs.

Human resource development and training enables companies to adopt highly competitive environments much easier. Thus, %95,3 of entrepreneurs also believe the importance of training activities. However, this high percentage reduces to %64, 7, when training courses like computer, management, administration, technical, etc. inherit the agenda. Probably this will be caused thanks to the price control or the unsuccessful training that an entrepreneur experienced before. Payments,

Private insurance, and extra payments like transportation and food allowances are performance management has changed as if an employee delivers outstanding performance, %62,4 of entrepreneurs favor to congratulate an employee verbally. As a result, it will be said that entrepreneurs prefer non-financial reward systems instead of financial ones.

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

Employee health and security is incredibly important for entrepreneurs that %98,8 of them think that it's necessary to stop occupational accidents and diseases by occupational health and safety measures.

Both money and human are the foremost significant resources for a corporation whether it's micro, small or large that because the owner of start-up firms, entrepreneurs think that human is more important than money. Thus, %45,9 However, in time of crisis, an entrepreneur who believes within the importance of the human in an exceedingly company, has a tendency to shut down human resources department with a percentage of kids 45,9, followed by promotion together with your 42,4.

It is explored within the last a part of the survey that %35,3 of entrepreneurs think, financial problems may be the elemental problem for his or her companies. this can be an expected answer in terms of the insufficient financial resources of start-up firms.

the biggest responsibilities to be done. This answer also justifies their positive attributes toward job analysis. Finally, %42,4 of entrepreneurs believe the importance of job satisfaction of employees which may be achieved directly by well-managed human resource planning, compensation, and performance management systems.

3.3.1. Significant Data from Cross Tabulations

There is a powerful link between increasing age and a positive approach toward human resource planning when specializing in the foremost significant answers. However, in terms of constructing business plans, younger entrepreneurs (20-1 for this people. Also, in terms of searching duration, especially the age between 20-30, opt to share job specifications with candidates. When comparing the overall statement that there's a positive approach on increasing age and human resource planning, surprisingly older people tend to shut down human resource departments in times of crisis. Both the male and feminine entrepreneurs have tendencies toward long-term business plans, but females also need

consultancy for creating human resource planning. They believe that before recruiting an employee, selecting job features and so recruiting is extremely important to prevent waste of your time. The cost and pleasure of employees aren't considered important by female entrepreneurs in terms of rearranging works.

Job specifications are crucial for both of the male and feminine entrepreneurs that salary is that the last detail, they need to share with candidates during searching duration. For married people, job analysis is a very important human resource function to scale back costs by hiring right people. For widowed entrepreneurs (%100), the foremost important resource in their companies is material. And also, most of the divorced people (% 62,5), think promotional material is that the first department that should be enclosed time of crisis.

Education level encompasses a significant role on the perception of human resource planning. When analyzing the question on job analysis hence only %57,1 grade school entrepreneurs answered this question as important while %88,9 high school entrepreneurs, %77,1 undergraduate entrepreneurs and %87,5 graduate degree entrepreneurs think job analysis is extremely important in terms of your time efficiency. Similar situation may be seen when analyzing the question about rearranging works in certain periods, the data which can be used with the candidates on searching duration, selection methods which will be used, the largest problem they'll face with employees, and accepting employee job satisfaction as a very important. According to the business variable, there's no homogeneous structure between human resource management functions and also the perceptions of entrepreneurs. Nevertheless, behavior of entrepreneurs regarding to their business are in correlation with the present situation of the business sector itself. The difference between entrepreneurs from urban to rural areas is, entrepreneurs in urban areas make long-term plans instead of short-term.

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

Financial problems are fundamental problems for entrepreneurs who spent most of their life in urban areas as hostile rural areas.

Employment satisfaction is more important for folks that spent most of their lives in rural areas instead of people that spent their life mostly in urban areas or abroad. At an overall analyze of getting experience as business owner correlated with human resource management, there are few or no differences on the perception of human resource management compare to an entrepreneur with no business experience.

Only human consider question what's the foremost important resource in your company, differs during a significant way. (Business owner %54,2 and non-business owner %35,1). A reason for this might be experience as business owner in terms of managing people and knowledge of the importance of human resource factor. Former business owner underline the worker job satisfaction is very important (%47,9), while only %35,1 non-business owners say the identical. Surprisingly, former business owners tend to finish off human resource department (%52,1) on top of non-business owners (%37,8).

Entrepreneurs who have previous work experience during a private sector (%92,5) think that human resource planning is crucial, hence only %75 entrepreneurs with family owned enterprise background gave same answer. this might give us the belief that folks with private sector background take more care on sustainable growing.

In the recruitment/selection/placement process, for the ultimate decision as called placement, some significant points affect the owner because the amount of salary, capacity to try to to just specified job, and/or the value-adding potential of an employee to the corporate. %68 of entrepreneurs chose or the value-adding potential of an employee to the corporate and interestingly only 1 entrepreneur believes the importance of the wage/salary expectation of employees.

Orientation enables newly hired employees to adapt to the work environment, colleagues, and work it self that entrepreneur also believe the importance of orientation as a

very important human resource functions. Compensation management is one in every of the key factors in human resource management that it's a dynamic process from the start on and needed to be managed carefully for both cost control and pleasure of employees. There are different techniques to make a decision the amount of salaries that %43,5 entrepreneurs have any paying consistent with the compensation management has equally distributed significance for entrepreneurs as %27,1. Just an entrepreneur wants to pay the identical salary to every of employees which supports the thought that compensation management may be a crucial.

HRM FACTOR FOR ENTREPRENEURS.

Human resource development and training enables companies to adopt highly competitive environments much easier. Thus, %95,3 of entrepreneurs also believe the importance of training activities. However, this high percentage reduces to %64,7, when training courses like computer, management, administration, technical, etc. have get agenda. Probably this could be caused thanks to the price control or the unsuccessful training that an entrepreneur experienced before. payments, private insurance, and extra payments like transportation and food allowances are performance management has changed as if an employee delivers outstanding performance, %62,4 of entrepreneurs choose to congratulate an employee verbally. As a result, it may be said that entrepreneurs prefer non-financial reward systems instead of financial ones. Employee health and security is incredibly important for entrepreneurs that %98,8 of them think that it's necessary to forestall occupational accidents and diseases by occupational health and safety measures. Both money and human are the foremost significant resources for a corporation whether it's micro, small or large that because the owner of start-up firms, entrepreneurs think that human is more important than money. Thus, %45,9 However, in time of crisis, an entrepreneur who believes within the importance of the human in an

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

exceedingly company, has a tendency to shut down human resources department with a percentage of children 45,9, followed by publicity together with your 42,4. It is explored within the last a part of the survey that %35,3 of entrepreneurs think, financial problems is the elemental problem for his or her companies. This is often an expected answer in terms of the insufficient financial resources of start-up firms. the biggest responsibilities to be done. This answer also justifies their positive attributes toward job analysis. Finally, % 42,4 of entrepreneurs believe the importance of job satisfaction of employees which may be achieved directly by well-managed human resource planning, compensation, and performance management systems.

3.3.1. Significant Data from Cross Tabulations

There is a robust link between increasing age and a positive approach toward human resource planning when that specializes in the foremost significant answers. However, in terms of creating business plans, younger entrepreneurs (20-1 for this cohort. Also, in terms of searching duration, especially the age between 20-30, choose to share job specifications with candidates. When comparing the overall statement that there's a positive approach to increasing age and human resource planning, surprisingly older people tend to shut down human resource departments in times of crisis. Both the male and feminine entrepreneurs have tendencies toward long-term business plans, but females also need consultancy for creating human resource planning. They believe that before recruiting an employee, selecting job features so recruiting is incredibly important to prevent waste of your time. The cost and pleasure of employees don't seem to be considered important by female entrepreneurs in terms of rearranging works.

Job specifications are crucial for both the male and feminine entrepreneurs that salary is that the last detail; they need to share with candidates during the searching duration. For married people, job analysis is a very important human

resource function to scale back costs by hiring the proper people. For widowed entrepreneurs (%100), the foremost important resource in their companies is stuff. And also, most of the divorced people (% 62,5), think promotional material is that the first department that needs to be closed times of crisis. Education level features a significant role within the perception of human resource planning. When analyzing the question on job analysis hence the sole %57, 1 elementary school entrepreneurs answered this question as important while %88,9 high School entrepreneurs, %77, 1 undergraduate entrepreneurs, and %87,5 graduate degree entrepreneurs think job analysis is incredibly important in terms of your time efficiency. an analogous situation are often seen when analyzing the question about rearranging works in certain periods, the knowledge which can be used with the candidates on searching duration, selection methods which will be used, the largest problem they'll face with employees, and accepting employee job satisfaction as a very important.

According to the sector variable, there's no homogeneous structure between human resource management functions and therefore the perceptions of entrepreneurs. Nevertheless, the behavior of entrepreneurs regarding their business is in correlation with this situation of the business sector itself. The difference between entrepreneurs from urban to rural areas is, entrepreneurs in urban areas make long-term plans instead of short-term. Financial problems are fundamental problems for entrepreneurs who spent most of their lives in urban areas as hostile rural areas. Employment satisfaction is more important for those who spent most of their lives in rural areas instead of those that spent their life mostly in urban areas or abroad. At an overall analysis of getting experience as a business owner correlated with human resource management, there are few or no differences within the perception of human resource management compare to an entrepreneur with no business experience.

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

The sole human think about question what's the foremost important resource in your company differs in an exceedingly significant way. (Business owner %54,2 and non-business owner %35,1). A reason for this might be experienced as a business owner in terms of managing people and knowledge of the importance of human resource factors. Former business owner underline that employee job satisfaction is vital (%47,9), while only %35,1 non-business owners say the identical. Surprisingly, former business owners tend to pack up human resource departments (%52,1) beyond non-business owners (%37,8). Entrepreneurs who have previous work experience within the private sector (%92,5) think that human resource planning is crucial, hence only %75 entrepreneurs with family-owned enterprise backgrounds gave the identical answer. this might give us the idea that individuals with private sector backgrounds take more care on sustainable growth. For a independent time factor is an indicator for taking job analysis important (%87,9). Unexpectedly, when asking about the knowledge they'll share with candidates, entrepreneurs with family- owned enterprise background, underline the importance of job specifications (%75) while others answered the identical question with only %60 / %60,6. the identical appears on the question for factors affecting placement decision, where entrepreneurs with family-owned enterprise background think that the value-adding potential of an employee is that the most important point (%91,7). Comparing entrepreneurs with the private sector and self-employed backgrounds, their perceptions on compensation management change in terms of position-based payments, from %55 (working in a very private sector) to %30 (self-employed).

In terms of rewarding, private sector and self-employed entrepreneurs give the identical importance to reward management to motivate employees with quite %90. There is a big correlation between the dimensions of the targeted company and Long-term planning. While entrepreneurs who target a medium-size company (50-249) prefer long-run business plans (%80), entrepreneurs with the

target of running a micro-size company (1-9) prefer long-run business in exactly %52,4. Moreover, job analysis is more important for entrepreneurs who targeted micro-level companies (%81) than employers who targeted micro-level (%60).

Human isn't the sole important factor for entrepreneurs with the target of running a micro-size company (1- 9); money, human and raw materials have approximately the identical importance for them. However, for those targeted small firms, human is that the most vital capital (%52,9) and every one of the medium sizes targeted entrepreneurs (%100) choose human, too.

Employee job satisfaction is a smaller amount important for entrepreneurs who target micro-size companies (1-9) (%49,2), while it's only important for %23,5 of small-size, and %20 medium-size company targeted entrepreneurs.

4. CONCLUSION

Throughout the most body of this study, by reviewing an outsized scale of literature, both of the concepts of entrepreneurship and human resource management are explained by concerning their intersection points with one another. Also, these two concepts are directly associated with business and management that their relations with business and management are underlined to provide a deeper understanding. As a result, it's stated expressly that human resource management may be a strategic partner of entrepreneurship and entrepreneurs as a strategic partner for the long-run effectiveness of start-up firms. Thus, the study helps the determination of what factors affecting and shaping the important role of human resource management on entrepreneurship. And also, by understanding this role, both current and prospective entrepreneurs will make the most of human resource management.

On the opposite hand, the survey is that the second and complementary a part of this study that by exploring the perceptions of entrepreneurs toward human resource management, a relationship are going to be established between entrepreneurs and human resource management. As

“THE PERCEPTIONS OF ENTREPRENEURS ON THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT”

a result, the survey outputs will guide to alter and/or improve entrepreneurs' perceptions on human resource management which can give capacity to start-up firms. Consequently, it results from the entire of the study that entrepreneurs have positive approaches toward human resource management contrary to biases we've about entrepreneurs' perceptions before conducting the survey. Before conducting a survey, it had been expected from entrepreneurs that cash is that the first important factor and motivator for his or her start-up firms. However, it results from a survey that human is more important than money for entrepreneurs.

On the opposite hand, surprisingly, entrepreneurs have a minimum of a mean level of information about human resource management and its functions. it's also explored that if entrepreneurs are oriented toward human resource management, they'll establish effective human resource management in their firms. By this survey, it's foreseen that implementing human resource management specific state and personal supported programs to start-up and/or small and medium-sized companies; will improve their capacities to control effectively by accurate management of their unique asset human.

REFERENCES

1.

Bolton T. (1997), Human Resource Management, Blackwell Business, pp.7

2. Burns P. and Dewhurst J. (Ed.) (1993), Small Business and Entrepreneurship, MACMILLAN, pp.36

3. Certo S.C. (2000), Modern Management, Diversity, Quality, Ethics, & the worldwide Environment, USA: PRENTICE HALL, pp. 32-33

4. Chadwick C. and Dabu A. (2009), Human Resources, Human Resource Management, and

therefore the Competitive Advantage of Firms: Toward a More Comprehensive Model of Causal Linkages, Organization Science, Vol. 20 No. 1, January-February, pp.254

5. DeCenzo D.A. and Robbins S.P. (1988), Personnel / Human Resource Management, USA: Prentice-Hall, Third Edition, pp. 3-7

6. Drucker P.F. (1978), Management: Tasks Responsibilities Practices, Harper & Row, Publishers, pp. 61 Griffin R.W. (2002), Management, USA: Houghton Mifflin Company, Seventh Edition, pp. 6-8-9-25-26 Fayolle A. (2007),

7. Entrepreneurship and New Value Creation, The Dynamic of the Entrepreneurial Process Hartog J. and Brink H. M. (2007) van den, Human Capital Advances in Theory and Evidence, First Edition, Cambridge University Press, pp.52

8. Hodgets R.M. (1990), Management Theory, Process, and Practice, Fifth Edition, Harcourt Brace Jovanovich, Publishers, pp. 60 Karasar N. (2009), Bilimsel , pp.77

9. Kotey B. (2006), Entrepreneurship and Regional Development: A Theoretical Framework, Small Enterprise Research 14, 2, pp. 21