

PROMOTING CORPORATE ENTREPRENEURSHIP THROUGH ELECTRONIC HUMAN RESOURCES MANAGEMENT PRACTICES: AN EMPIRICAL STUDY

Dilgash Qadir M. Salih

Duhok Polytechnic University, Amedi Technical Institute, Business Administration dept. 42001, Duhok, Iraq, dilgash.qadir@dpu.edu.krd (corresponding author)

Araz Majeed Ahmed

Duhok Polytechnic University, Duhok Administrative Technical College, Business Administration dept. 42001, Duhok, Iraq, araz.majeed@dpu.edu.krd

Farsat Shaaban

Duhok Polytechnic University, Duhok Administrative Technical College, Business Administration dept. 42001, Duhok, Iraq, farsat.ali@dpu.edu.krd

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Abstract: The current study aims to provide an overview of the role of electronic human resources management practices (E-HRM) in corporate entrepreneurship (CE) in telecommunication corporations in the Duhok governorate-Kurdistan region to progress their entrepreneurial capacities through implementing E-HRM systems. The study sample was made up of 5 telecom companies. The structured questionnaire designed by the researchers was used to collect primary data, totalling 32 respondents. Data analysis was performed by different statistical methods through SPSS program. The results of the study reveal that the correlation coefficient between the variables of the study is 0.775 (Total index). This shows a positive relationship between E-HRM and Corporate Entrepreneurship, supporting the validity of the first main hypothesis of the study. The results also indicate that E-HRM practices have a significant positive effect on Corporate Entrepreneurship due to the calculated F value (45.184) is higher than its tabular value (4.17). Accordingly, the second research hypothesis has been accepted.

1 Introduction

In today's business world, there has been a rising concern by organizations in depending on corporate entrepreneurship (CE) as a great source to boost the innovative capabilities of their workforces. Especially in this Century CE has progressively been determined as a legitimate way to upper levels of individual and organizational performance [1]. Corporate entrepreneurship according to [2] is the process of establishing new and innovative business inside established an organization to increase organizational profitability and improve corporation's competitive advantage. On the other hand, [3] explains CE as a process of expansion of the corporation's area of competence and conforming opportunity set via internally created combinations of original resource [3]. Corporate entrepreneurship can be understood as the result of effective exploration for entrepreneurial opportunities generating from asymmetries of market or technological knowledge [4]. Corporate entrepreneurship according to [5] is based on Innovation of original product category, new technology, or innovative business model that leads to constant benefit for the firm. As [6] mentioned that CE states to a procedure that happens within an existing corporation, and leads novel business ventures, other original actions and alignments such as creation of

innovative goods and services, technologies, strategies, and managerial systems.

Information technology totally impacts all managerial branches including human resources practices in today's global networking timeframe. Recently, using of new technology in implementing HRM practices has growing dramatically [7]. Electronic human resources management (E-HRM) is a means of executing human resources practices in corporations via a sensible and direct support and the complete usage of web-technology-based platforms [8]. The number of organizations who have been replacing human resource management practices with electronic HRM increasing continuously because of vast progress in information and communication technology (ICT) sector.

2 Literature review

2.1 Corporate entrepreneurship (CE)

In last decades, the research on CE field has been growing significantly, while, according to some researchers there are some aspects of corporate entrepreneurship still need to be researched [9]. Because of today's highly competitive business world and emergence of globalization phenomena make business environment to be more dynamic and challenging. Organizations need to be more entrepreneurial and attempt to recognize and exploit new opportunities arise and avoid risks from the

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external environment so as to achieve competitive advantage. Firms that develop CE are mostly recognized as flexible and dynamic organizations ready to take benefit of different opportunities when they arise [1]. Corporate entrepreneurship essentially involves high levels of both risk and uncertainty [5]. The ideas behind CE can be traced back to the mid-1970s. The concept was introduced firstly by [10] as a leadership style and strategy implemented by large firms to handle with the growing level of market instability [11]. Corporate entrepreneurship is a set of organizations actions that focus on the finding and pursuit of business opportunities via innovation, creating new business, or creation of original business models. Successful corporate entrepreneurship involves simultaneous consideration to both innovation and exploitation [12]. Corporate entrepreneurship according to [13] is a multi-dimensional concept that contains of three main dimensions which are: innovation, strategic renewal, and new business venturing. He added more explanations to these dimensions and according to him Innovation is determined as a process contains transition of novel ideas to value added products and services, Strategic renewal is characterized as the major organizational change activities through restoration of the major impressions, and new business venturing is determined as the establishment of a new business entity or new business acquisition [14]. Close to this explanation, [15] classified CE to two main types of phenomena: the first one is the creation of new businesses within existing organization, such as inner innovation or venturing; and the second one is the transition of corporations via renewal of the basic ideas on which they are made. Corporate Entrepreneurship concept has numerous definitions due to the importance of the subject. Jennings and Lumpkin defined the CE as the scope to which innovative goods and services or original markets are established [16,17]. Corporate entrepreneurship defined by [13] and according to him it refers to practices meant at establishing new business in creating firms through product and process innovations and market developments. Corporate entrepreneurship is targeted on employees' readiness of large size firms to adopt entrepreneurial behavior and communicate with the bureaucratic corporation they are working for, in order to beat various obstacles to new products and services development. Moreover, CE involves the transformation processes, as the most complicated form, that are anticipated to accelerate organized changes of organizational culture and structure to inspire entrepreneurial behaviour of employees [7].

2.2 *Electronic HRM practices*

In the last few decades, the use of new technology in facilitating management functions in general and human resource management function in particular has increased significantly. There are almost all the human resources activities that new technology systems interrupted during implementation or changed the way of caring out these

functions. Although the main purpose for the execution of new technology within the human resources practices was to enhance processes in implementing HR practices, other encouraging effects such as reducing cost, providing better quality of services, higher productivity also occurred [10]. Implementing HR practices electronically is expected to create value for both in and out-firms beneficiaries, especially at the time of rapid competition and evolutions that today's organizations are facing. Therefore, managers in human resource departemnt should use contemporary systems and create integration in HR practices to attain desired values [18]. The term electronic human resources management or E-HRM in short, has been emerged in the 1990s, with the idea of the beginning of electronic commerce concept [19]. Therefore, because of the reputation of e-commerce field, the prefix "e" was used in HRM field; consequently the E-HRM term has been emerged. Technological development has created a new generation of workforces as well as changed organizational structure in contemporary corporations. These kinds of changes are structured in a manner that organizations who do not depend on new technology in performing their daily tasks, they may loss massive of their capital resources [20]. E-HRM is a comprehensive concept covering all potential integration mechanisms and contents between human resources management and IT so as to create value within and across firms for both employees and management [21]. Electronic human resource management is very crucial as it enables firms in performing HR functions for their staffs and managers. Manageres and workforces will be able to access easily and efficiently to information through the typical use of internet or web technology channels. This, in turn, leads to employees and managers empowerment with the purpose of growing their proficiency in accomplishing certain human resources functions. In a wider view, organizations that use web technologies in human resources functions can be more flexible, cost-effective, customer-oriented, and more strategic [22]. E-HRM concept is different than human resources information system or (HRIS) in short. HRIS concept indicates systematic processes for collecting, storing, updating and distributing data and information related to HR functions [23], where HRM department is the main user of this system [24]. On the other hand, E-HRM concept refers to the application of human resources practices with support or full dependence on web technology, and this system can be used by HRM department staffs, and other employees in the organization, potential employees, in addition to the organizational management. The main areas of application of the E-HRM systems are basic HR planning, Staffing, training and development, job analysis, performance appraisal, and rewards and compensation [25-26].

2.3 *E-HRM and Corporate entrepreneurship*

Corporate entrepreneurship according to [8] includes three main dimensions which are innovation, proactiveness, and risk taking. On the other hand, Zahra

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(1996) proposed that CE is consisted of three dimensions which are innovation, strategic renewal and, corporate venturing. Some other authors identified more dimensions [9]. But all the classifications with different dimensions of CE, included (innovation) dimension. Innovation, as an element of corporate entrepreneurship, is an obligation of the organization to create original products or services, production methods, and organizational systems with concentration on technology development [8-13]. One of the key characteristics of CE that explain the entrepreneurial orientation of organization and continually appears in organizational and academic studies is the organization's ability to innovate [23]. The evidence of the study that has been conducted by [12] in Spain on the basis of a mixed sample of industrial organizations confirmed a relationship between some of the HRM practices (performance appraisal, internal career opportunities, and incentive based compensation) with innovation, venturing that it is the influence of the human resources management practices on employee involvement that offers opportunities for innovation. Another study by [27] illustrated that (training and development, compensations, and performance appraisal) as the focal human resource management activities have impact on different aspects of innovation. HRM practices are the essential components that contribute to empower organizations to be more innovative, proactive, and accept risk [28]. Many authors demonstrated that establishing EHRM systems can make organizational employees to be more openness to innovation and strategic learning [29]. E-HRM plays a substantial role in professional development, increased competence and capability and employees innovation abilities. Especially, after using information and communication technology (ICT) tools in HR functions. We can conclude that implementing electronic HRM systems by organization can provide innovation opportunities to organization as the main corporate entrepreneurship dimension, through preparing innovative employees especially staffs that are dealing with new technology in their jobs.

Regarding the second dimension of corporate entrepreneurship, which is risk taking behavior of employees as determined by [30]. Electronic human resources management systems enable enhancing employee's behavior in terms of risk acceptance through improving electronic communication continually among employees on one hand and between employees and managers on the other hand. Two issues determined by [4] that any examination of human resources management and corporate entrepreneurship correlation need to be addressed: the development of informal entrepreneurial behavior and employees risk acceptance. Human resources practices impact corporate entrepreneurship by establishing circumstances for the development of informal cooperative relationships. The theory of organizational learning would seem to be the suitable model for understanding how human resource practices

can support corporate entrepreneurship. Organizational learning happens when employees are willing and able to create informal networks where they freely exchange information, implicit knowledge and generate shared perspectives. Especially these kinds of networks are more influential when organizations adopt e-HRM systems. Due to it can facilitate teamwork, continuance connection, and increase cooperation. Strategic renewal determined by some CE scholars as the third main dimension of corporate entrepreneurship. This area of CE is strongly linked to E-HRM. Especially, when [31] proposed three levels of electronic human resource management; operational, rational, and transformational E-HRM. Transformational level concerns human resource practices with a strategic aspects such as knowledge management, strategic competence management, and strategic reorientation. Through this it is possible to create a change-ready staff via technological systems that empowers the employees to develop in line with the organization's strategic choices [32].

3 Methodology

This study examines the role of (E-HRM) practices in corporate entrepreneurship (CE) in telecommunication corporations in Duhok governorate-Kurdistan region. E-HRM practices (recruitment, selection, training & development, rewards & compensations, performance appraisal) were considered as independent variables and corporate entrepreneurship was considered as dependent variable. A structured questionnaire was designed to collect the primary data. The population of this research includes in telecommunication corporations operating in Duhok governorate. The sampling method of this study is based on the probability sampling which are clustered to three groups, department managers, unit directors, and employees. The primary data that have been collected for this study are analysis using SPSS program.

3.1 Research hypotheses

H1: There is a significant correlation between E-HRM practices (recruitment, selection, training & development, rewards & compensations, performance appraisal) and corporate entrepreneurship in Telecommunication industry in Duhok governorate (Figure 1).

H2: E-HRM practices has a significant impact on Corporate Entrepreneurship in Telecommunication industry in Duhok governorate.

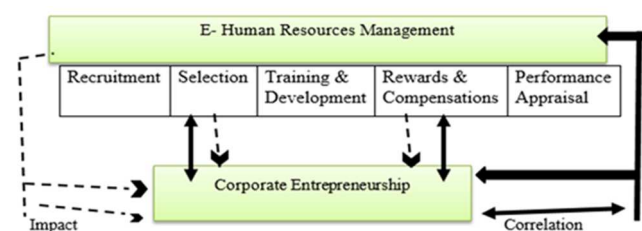


Figure 1 Research framework

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3.2 Reliability analysis

Researchers used the Cronbach Alpha coefficient to ensure the research instrument's reliability (Table 1), the Cronbach Alpha should be equal to or greater than (0.06), but it is better to be closer to (1.0). The Alpha value for overall E-HRM functions was (0.872) in the current study, and for corporate entrepreneurship was (0.815). The Alpha value for training and development, as well as selection, was higher than (0.8), whereas the value for rewards and compensations was (0.731). While for both performance appraisal and recruitment is only (0.65). As a result, the Cronbach's Alpha value for all aspects was greater than the standard value, making this questionnaire reliable and appropriate for the study.

Table 1 Reliability analysis

Factors	No. of Items	Cronbach's Alpha
Overall E-HRM Functions	15	0.872
Recruitment	3	0.647
Selection	3	0.804
Training and development	3	0.810
Rewards and compensations	3	0.731
Performance Appraisal	3	0.656
Corporate Entrepreneurship	10	0.815

4 Results and discussion

As illustrated in table 2 more than two-thirds of the respondents were male; from the 32 respondents, 22 were male, and 10 were female. The results also found out that 46.9 %, of the respondents were between (30-40) years. Followed by those aged less than 30, which has reached 40.6%, and only four were over 41 years which represent only 12.5%. The results illustrated that nearly three-quarters were employees, 15.6% were head of departments, and the remained 12.5% were unit managers. Majority of the respondents have a bachelor's degree which accounted for 68.8%, followed by diploma 21.9%. While master's and others degree were only 9.4%. This indicates that the telecommunications companies rely more on employees who have bachelor's degree in performing their

jobs. The findings of the study showed that respondents who have more than five years of experience reached 40.6%. 25% and 21.9% for those have (3-5 and 1-3) years of experience respectively. And respondents have less than one year of work experience are only 12.5 %. According to the results, 100 % of the respondent companies have HR department.

Table 2 Descriptive Analysis for research sample

Descriptive		Freq.	%
Gender	Male	22	68.8
	Female	10	31.2
Age (Years)	less than 30	13	40.6
	30-40	15	46.9
	Above 41	4	12.5
Job Title	Employee	23	71.9
	Unit Manager	4	12.5
	Head of Dept.	5	15.6
Education Level	Diploma	7	21.9
	BSc	22	68.8
	MSc	2	6.3
	Others	1	3.1
Work experience	Less than 1 year	4	12.5
	1-3 years	7	21.9
	3-5 years	8	25
	5 years and more	13	40.6
Have HR Dept.	Yes	32	100
	No	0	0

4.1 Descriptive analysis of study variables

The findings presented in table 3 indicate that most of the respondents agreed on recruitment function through its indicators (X1-X3), where the level of agreement reached (87.5%), followed by neutral (10.44%) and only (2.06%) were disagree, with an arithmetic mean (4.06) and a standard deviation (0.618). Regarding to the selection function, around 60% agreed through its indicators (X4-X6). Furthermore, over 80% agreed with training and development function, while only 8% disagreed. In terms of rewards and compensations function, the level of agreement is the lowest, which is only 46%. Finally, over 88% of the respondents agreed on performance appraisal function through its indicators (X13-X15).

Table 3 Descriptive analysis of the independent variable (E- HRM)

Variables		Evaluation Levels										Mean	Standard deviation
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Recruitment	X1	8	25	22	68.8	2	6.3	0	0	0	0	4.19	0.535
	X2	4	12.5	21	65.6	6	18.8	1	3.1	0	0	3.88	0.660
	X3	8	25	21	65.6	2	6.3	1	3.1	0	0	4.13	0.660
Average		87.5%				10.44%		2.06%				4.06	0.618
Selection	X4	3	9.4	18	56.3	6	18.8	5	15.6	0	0	3.59	0.875

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	X5	3	9.4	17	53.1	7	21.9	4	12.5	1	3.1	3.53	0.950
	X6	2	6.3	14	43.8	10	31.3	5	15.6	1	3.1	3.34	0.937
Average		59.4%				24%		16.6%				3.48	0.920
Training and development	X7	7	21.9	16	50	5	15.6	4	12.5	0	0	3.81	0.931
	X8	12	37.5	18	56.3	1	3.1	1	3.1	0	0	4.22	0.870
	X9	5	15.6	19	59.4	5	15.6	2	6.3	1	3.1	3.78	0.906
Average		80.23%				11.44%		8.33%				3.93	0.902
Rewards and compensations	X10	2	6.3	10	31.3	15	46.9	4	12.5	1	3.1	3.23	0.880
	X11	3	9.4	19	59.4	6	18.8	3	9.4	1	3.1	3.63	0.907
	X12	3	9.4	7	21.9	17	53.1	5	15.6	0	0	3.25	0.842
Average		45.9%				39.6%		14.5%				3.37	0.876
Performance Appraisal	X13	6	18.8	20	62.5	4	12.5	2	6.3	0	0	3.94	0.759
	X14	16	50	14	43.8	1	3.1	1	3.1	0	0	4.41	0.712
	X15	12	37.5	17	53.1	2	6.3	1	3.1	0	0	4.22	0.832
Average		88.5%				7.4%		4.1%				4.19	0.767
Total Average		72.4%				18.5%		9.1%				3.81	0.817

4.2 Descriptive analysis of dependent variable (Corporate Entrepreneurship)

As shown in the table 4, the mean value of Corporate Entrepreneurship as the dependent variable is 3.45. This refers that the level of Corporate Entrepreneurship among agencies managers higher than the average. More than 52% of the respondents were agree with Corporate Entrepreneurship indicators (X16-X25), 35% were neutral and 12% were disagree.

According to the calculations in table (3 and 4), the mean value for the variables (E-HRM and Corporate Entrepreneurship) is beyond average, and the over-all average for the research variables standard deviation reveals that the diffusion of indicators is not very far separately, indicating a positive relationship between the two variables.

Table 4 Descriptive analysis of dependent variable (Corporate Entrepreneurship)

Variables		Evaluation Levels										Mean	Standard deviation
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Corporate Entrepreneurship	X16	1	3.1	20	62.5	9	28.1	1	3.1	1	3.1	3.59	0.756
	X17	1	3.1	18	56.3	10	31.3	1	3.1	2	6.3	3.47	0.879
	X18	1	3.1	2	6.3	20	62.5	9	28.1	0	0	2.84	0.677
	X19	1	3.1	13	40.6	14	43.8	4	12.5	0	0	3.34	0.745
	X20	1	3.1	8	25	20	62.5	3	9.4	0	0	3.22	0.659
	X21	8	25	22	68.8	1	3.1	1	3.1	0	0	4.16	0.628
	X22	0	0	24	75	6	18.8	2	6.3	0	0	3.69	0.592
	X23	2	6.3	15	46.9	11	34.4	4	12.5	0	0	3.47	0.803
	X24	1	3.1	8	25	16	50	7	21.9	0	0	3.09	0.777
X25	4	12.5	19	59.4	5	15.6	2	6.3	2	6.3	3.66	1.004	
Total Average		52.8%				35.1%		12.1%				3.45	0.752

4.3 Research hypotheses validity

Relationship between E-HRM Practices and Corporate Entrepreneurship.

The results of table 5 indicate that the correlation coefficient value between the study variables is 0.775 (Total index). The outcomes of Pearson's correlation analysis shown in table 5, there is a significant correlation between the independent variable E-HRM functions (E-

Recruitment, E-Selection, E-Training and development, E-Rewards and compensations, and E-Performance Appraisal) and the dependent variable Corporate Entrepreneurship ($r = .501, .680, .409, .799, .492$) respectively. This indicates a positive correlation between E-HRM practices and Corporate Entrepreneurship, supporting the validity of the first primary research hypothesis.

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Table 5 Correlation analysis

Dimensions of E-HRM	Recruitment	Selection	Training and development	Rewards and compensations	Performance Appraisal	Total Index
Corporate Entrepreneurship	.501**	.680**	.409*	.799**	.492**	.775**

** Correlation is significant at the 0.01 level (2-tailed)

Table 6 the impact of E-HRM on Corporate Entrepreneurship (Total Index)

Independent variable	E-HRM				
	Beta	R ²	F		Sig.
			Calculated	Tabular	
Dependent variable Corporate Entrepreneurship	.775	.601	45.184	4.17	.000

df= 1,30 N=32

As illustrated in the the table (Table 6) that the F value is (45.184) in df (1,30) at the Significant level (.000), and the R² is (.601), this refers that electronic human resource practices describes 60.1% Corporate Entrepreneurship changes and the remaining 39.9% is because of the other aspects and factors not involved in the present research model. Hence, the study conclude that electronic human resource management practices has a significant impact on Corporate Entrepreneurship as the calculated F value from the above table (45.184) is more significant than its tabular

value (4.17). Thus, the second main research hypothesis has been accepted.

The impact of each practice of E-HRM on Corporate Entrepreneurship

To calrify the impact of each practice of electronic human resource on Corporate Entrepreneurship and investigate the sub hypotheses of the second main one in Telecommunication industry in Duhok governorate, the researchers depend on (F) value and (Sig). As presented in table 7.

Table 7 the effect of each practice of E-HRM on Corporate Entrepreneurship

I.V. E-HRM	D.V.	Beta	R ²	F		Sig.	Decision
				Calculated	Tabular		
Recruitment	Corporate Entrepreneurship	.501	.251	10.066	4.17	.003	Accepted
Selection	Corporate Entrepreneurship	.680	.462	25.754	4.17	.000	Accepted
Training and development	Corporate Entrepreneurship	.409	.167	6.010	4.17	.020	Accepted
Rewards and compensations	Corporate Entrepreneurship	.799	.638	52.824	4.17	.000	Accepted
Performance Appraisal	Corporate Entrepreneurship	.492	.242	9.596	4.17	.004	Accepted

df=1,30 N=32

According to the results in table (7), all five sub hypotheses from the second main one, have been supported as the calculated F value is greater than tabular F. Were the calculated F for electronic human resource management practices (Recruitment, Selection, Training & development, Rewards & compensations, and Performance

Appraisal) (= 10.066, 25.754, 6.010, 52.824, 9.596) respectively, which is greater than (4.17) its tabular value.

5 Conclusion

Corporate entrepreneurship has gained significant research consideration with an emphasis on the factors that

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influence the organization's willingness to initiate and sustain competitive advantage through entrepreneurial and creative behaviors. In the 1980th, entrepreneurship within established firms (CE) appeared as being the point of attention in today's corporations and the aim is to improve product/service innovation, risk acceptance and strategic renewal of the organization [13]. The current study aims to highlight and investigate electronic human resources management as an important factor in promoting CE. The finding of this research illustrated that there is a significant correlation between the independent variable E-HRM practices (E-recruitment, E-selection, E-training and development, E-rewards and compensations, and E-performance appraisal) and the dependent variable corporate entrepreneurship ($r = .501, .680, .409, .799, .492$) respectively with a total index of (0.775). As a result, the main first hypotheses has been accepted. On the other hand, the researchers conclude that electronic human resource management practices has a significant impact on corporate entrepreneurship based on the findings of data analysis as the calculated F value (45.184) is more significant than its tabular value (4.17). This proves the validity of the second main research hypothesis. This indicates that telecommunication corporations in Duhok governorate should be aware about the importance of using the E-HRM because it influences directly the corporate entrepreneurship.

Finally, the research is not free of limitations that can be addressed by future studies. One of the limitations is the fact that the study conducted in Duhok governorate and data have been collected only from corporation that are operating in this area. Future studies can add other variables as mediators and moderators, to improve the understanding of the role of E-HRM practices on promoting corporate entrepreneurship.

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Dilgash Qadir M. Salih; Araz Majeed Ahmed; Farsat Shaaban

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