

Studying the Relationship between Entrepreneurial Dimensions and Job Performance (The Case of University of Isfahan's Employees)

Sayyed Mohsen Allameh

Assistant Professor, Department of Management, Faculty of Administrative Science and Economics, University of Isfahan, Isfahan, Iran

Mohamad Mohamadi Sadr

MA student, Department of Educational Administration, Faculty of and Educational Sciences and Psychology, University of Isfahan, Isfahan, Iran

Mohamad Ghafari

MA Student, Department of Management, Faculty of Administrative Science and Economics, University of Isfahan, Isfahan, Iran
Email: m_gh261@yahoo.com

Abstract

This article was aimed to study the relationship between entrepreneurial dimensions and job performance in University of Isfahan. In order to this, Job performances based on ACHIEVE model including ability, clarity, help, incentive, evaluation, validity, and environment has been used. Statistical population of this study includes university of Isfahan's employees and then the sample size was determined 150 employees. In order to selecting sample members, random sampling method has been used. Data gathering method was researcher-developed questionnaire that including 50 items to measuring variables. In order to analyzing data and concluding results, Pearson correlations, multiple analysis of regression have been used. The results of Pearson correlation indicated that there are significant relationships between entrepreneurial dimensions and job performance dimensions (0.81) with $p < 0.05$. The results of multiple analysis of regression indicated that entrepreneurship could explain 0.6561 of job performance variances; also these findings indicated that there is significant correlation between hardworking and job performances (0.69) and this variable could explain the most variance of job performance (0.4761).

Keywords:

entrepreneurship, entrepreneurship dimensions, job performance, employee, and University of Isfahan

Introduction

Relationship between entrepreneurship dimensions and job performance has been studied in the last decades by many researchers such as industrial psychologies (Alvani, 2006: 22). As we know job performance is a multi-dimension structure and refers to how persons perform their jobs functions and duties? What initiatives are they apply in their work? And what designs are they adopting when have problems in performing functions? Moreover job performance refers to measure that based on persons perform their jobs and functions correctly, the way that they consuming organizations current resources, and the time and energy that they spend in order to doing functions (Hogan, 1996: 470). Job performance could be affected by situational factors such as environmental characteristics, entrepreneurship dimensions, organization itself, coworkers, and internal factors. Internal factors refer to which factors such as personality traits, needs, attitudes, preferences, motivations, entrepreneurship dimensions, and beliefs that motivate them to reacts to situational factors (Taheri, 2010: 5). Moreover job performance could affect by other factors such as need to achievement, span of control, self-confidence, capacity, and interaction between these factors.

Industrial psychology researchers have use entrepreneurship dimensions in order to predicting job related variables such as job performances. Moreover some researches and authors indicated that employee's entrepreneurship dimensions are valid predictors for different dimensions of job performances. Beside, other researches indicated that entrepreneurship dimensions have close relationship with job performances (Hogan, 1996: 471; McCare, 1997; Robbins, 2008: 105). But it is should remembered that these researches has been conducted in different countries that have different cultures and values, and conducting this in other countries such as Iran that have different culture and values from others can generate different results. Based on this studying entrepreneurship dimensions and job performance in different countries with exclusive cultures is very importance. If the real relations between entrepreneurship dimensions and job performances discovered, its findings could be used in selecting, recruitment, and education persons and introducing appropriate job and successful career for them. Based on these researchers and instances, studying relationship between entrepreneurship dimensions and job performances has much importance. Therefore this article was aimed to studying relationship entrepreneurship dimensions and job performances (based on Achieve model). The dimensions of Achieve model including ability, clarity, help, incentive, evaluation, validity, and environment (Rotman, 2003: 69).

Entrepreneurship Dimensions

In this section, dimensions of entrepreneurship has been introduced and described. Based on Taheri (2007), entrepreneurship dimensions include hardworking, risk-taking, self-confidence, creativity, flexibility, and tolerance of ambiguity (Taheri, 2010: 5). Ambiguity tolerance refers to ability of living without reconditioning environment and also refers to starting a new activity without knowing its results (Mashhadi, 2007). Based on some authors hardworking means tendency to working to achieving goals and objectives at competitive situations and also refers

to doing functions by high standards (Ourei, 2008: 45). Creativity refers to creating a new thought and idea. Flexibility refers to adapting with variable situations and, a flexible individual is humanism, sympathetic and who want to help others (Alvani, 2006: 229). Risk-taking means assessing uncertainly and designing strategies to managing this uncertainly and its outputs. Self- confidence means how much individuals valorize themselves and believe themselves.

Job Performance Dimensions (Based on Achieve Model)

Hersey and Blanchard recognized seven dimensions of job performance including ability, clarity, help, incentive, evaluation, validity, and environment (Rothman, 2003: 68). In this section, dimensions of this model have been offered.

- **Ability:** In this model ability refers to job-related knowledge and skills that personals apply to performing their job successfully. It is should remembered that personals' competency is not public concept. Abilities' key components including job-related knowledge (formal and informal apprenticeship that facilitates performing jobs), job-related experiences, and job-related capabilities (potential ability or special characteristics that support performing jobs successfully) (Rezaeian, 2007: 420).
- **Clarity (job recognition):** this means perceiving and accepting job performing methods. In order to personals know to how performing their jobs and functions, they should can recognize job's goals and objectives, and how to achieving this goals and objectives (what goals and objectives and when should be achieved) (Rothman, 2003: 68). In order to achievement in job performing, personals should have clear perception of their jobs (job recognition).
- **Helping (organizational support):** this concept refers to organizational supportiveness and helping that needed to performing their jobs effectively. Some of this factor's components including budget, instruments, other department's supportiveness, supply availability and it's quality, human, and facilitators that needed to completing functions (Robbins, 2008: 101).
- **Incentive (tendency):** This means personal's motivation and tendency to performing their jobs and functions successfully. It is should remembered that usually all personals have not motivation to all jobs and functions, rather they have motivation to performing which jobs and functions that them know and sure that can perform successfully (Robbins, 2008: 101)
- **Evaluation (job feedback):** this concept refers to receiving job feedback periodically or daily by personals. Good feedback process lead to personals is aware of good methods to performing their jobs. If personals don't aware of their job performing methods and manners, they can't improve their job performing methods and so they can't growth at their career. Before personals are evaluated by periodical evaluation

schemes, they should be aware of their job performing strengths a weakness (Robbins, 2008: 101). It is should remembered that reason of many problems and weaknesses at performing jobs and functions are low education and feedback (Rezaeian, 2007: 420).

- **Validity:** In this model validity means validity and reliability of personal-related managerial decisions that are deduced by managers. In other words, managers should secure that their decisions are legally acceptable and is based on organizations' policies. Beside adopted decisions should be documented (Rezaeian, 2007: 420).
- **Environment:** This concept refers to which external factors that affect job performances regardless of ability, clarity, helping, and motivation that is necessary to job performing. Key components of environmental factors are competitiveness, market characteristics, urban regulations and related factors (Robbins, 2008: 101).

As mentioned at previous sections this article was aimed to studying relationships between entrepreneurship dimensions and job performance. In order to this, the main hypothesis can be formulated that there is relationship between entrepreneurship dimensions and job performance, and then the six secondary hypotheses should be formulated as following:

Main hypothesis:

There is relationship between entrepreneurship dimensions and job performance.

Hypothesis 1: there is relationship between hardworking and job performance.

Hypothesis 2: there is relationship between risk-taking and job performance.

Hypothesis 3: there is relationship between self- confidence and job performance.

Hypothesis 4: there is relationship between creativity and job performance.

Hypothesis 5: there is relationship between flexibility and job performance.

Hypothesis 6: there is relationship between tolerance of ambiguity and job performance.

Research Methodology

As mentioned in previous sections, this article was aimed to study relationship between entrepreneurship dimensions and Job Performance. In order to collecting data, a questionnaire including 50 items (23 items to measuring job performance dimensions, and 24 items to examining entrepreneurship dimensions) has been designed. In order to examining stability of questionnaire's items, Cronbach's Alpha has been calculated for each of two variable's dimensions and then results of it indicated at following sections. Then in order to ensuring reliability of questionnaires, some of reviews and corrections of professors and related professionals have been applied. The statistical population of this study includes university of Isfahan's employee that are 830 persons and then 150 personals of them have been selected by random sampling method. In order to analyzing data and consulting results, descriptive

statistics, inferential statistics, Pearson correlation coefficient and analysis of regression have been used. Pearson correlation coefficient has been used to examine that whether there is any relationship between entrepreneurship dimensions and components of job performance. Analysis of regression has been used to determining impacts of each personality dimensions on job performance.

Discussion

In this section, first demographic variables of sample members have been indicated in table 1. As these findings indicated 66.6% of respondents were male and only 33.3% of them were female. Also more than 37.4% of respondents were 30-40 years old. Also the results of demographic variables in terms of job experiences indicated that approximately 38% of respondents have 10-20 years job experiences.

Table 1: sample demographics

| Measure | Item | Frequency | Percentage (%) | Measure | Item | Frequency | Percentage (%) |
|---------------|--------|-----------|----------------|------------------------|-------|-----------|----------------|
| Gender | male | 50 | 33.3 | Job experiences | 0-5 | 28 | 18.7 |
| | female | 100 | 66.6 | | 5-10 | 38 | 25.4 |
| Age | 0-30 | 50 | 33.3 | | 10-20 | 57 | 38.0 |
| | 30-40 | 56 | 37.4 | | 20-30 | 27 | 18.0 |
| | 40-50 | 37 | 24.7 | | | | |
| | 50-70 | 7 | 4.67 | | | | |

In order to analyzing data and concluding results, first Pearson correlation has been used to examine relationship between entrepreneurship dimensions and job performance. The results of Pearson correlation analysis has been indicated at the table 2.

Table 2: the matrix of Pearson correlation coefficient between entrepreneurship dimensions and job performance

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|----|
| 1: hardworking | 1 | | | | | | | | | | | | | | |
| 2: risk-taking | 0.48 | 1 | | | | | | | | | | | | | |
| 3: self-confidence | 0.39 | 0.59 | 1 | | | | | | | | | | | | |
| 4: creativity | 0.34 | 0.44 | 0.43 | 1 | | | | | | | | | | | |
| 5: flexibility | 0.68 | 0.82 | 0.78 | 0.76 | 1 | | | | | | | | | | |
| 6: tolerance | 0.22 | 0.31 | 0.31 | 0.47 | 0.5 | 1 | | | | | | | | | |
| 7: entrepreneurship | 0.26 | 0.41 | 0.48 | 0.49 | 0.55 | 0.5 | 1 | | | | | | | | |
| 8: ability | 0.13 | 0.24 | 0.24 | 0.2 | 0.29 | 0.33 | .26 | 1 | | | | | | | |
| 9: clarity | 0.22 | 0.3 | 0.28 | 0.25 | 0.38 | 0.48 | 0.32 | 0.5 | 1 | | | | | | |
| 10: help | 0.58 | 0.58 | 0.22 | 0.28 | 0.25 | 0.27 | 0.47 | 0.86 | 0.5 | 1 | | | | | |
| 11: incentive | 0.51 | 0.29 | 0.47 | 0.48 | 0.59 | 0.75 | 0.79 | 0.69 | 0.78 | 0.51 | 1 | | | | |
| 12: evaluation | 0.51 | 0.29 | 0.47 | 0.45 | 0.58 | 0.55 | 0.69 | 0.59 | 0.80 | 0.52 | 0.53 | 1 | | | |
| 13: validity | 0.48 | 0.49 | 0.55 | 0.54 | 0.48 | 0.56 | 0.49 | 0.49 | 0.70 | 0.51 | 0.55 | 0.59 | 1 | | |
| 14: environment | 0.58 | 0.51 | 0.29 | 0.47 | 0.59 | 0.59 | 0.45 | 0.60 | 0.69 | 0.78 | 0.51 | 0.52 | 0.69 | 1 | |
| 15: job performance | 0.69 | 0.29 | 0.47 | 0.48 | 0.59 | 0.49 | 0.81 | 0.49 | 0.78 | 0.51 | 0.22 | 0.28 | 0.25 | 0.09 | 1 |

As indicated at the table 2, there is significant correlation between entrepreneurship and job performance. Then in order to examining entrepreneurship influence on job performance, Pearson correlation coefficient and analysis of regression has been used. The results of these analyses indicated that there is significant correlation between these two variables (0.81), and also the results of analysis of regression indicated that entrepreneurship influenced employee's job performance and this variable could explain 0.6561 of job performance variances. Therefore it is concluded that there is significant correlation (0.81) between entrepreneurship and job performance and also this variable could explain 0.6561 of job performance variances. As indicated at the table 2, there is significant correlation between dimensions of entrepreneurship and job performance components. Then in order to examining which dimensions of entrepreneurship that influence job performance, analysis of regression has been used. The results of this analysis indicated that the ability dimension influenced employee's job performance and this variable could explain 0.476 of job performance variances. Therefore it is concluded that there is significant correlation (0.69) between hardworking and job performance and also this variable could explain 0.476 of job performance variances. As indicated at the table 2, there is significant correlation between dimension of entrepreneurship (risk-taking) and job performance components. Then in order to examining which dimensions of entrepreneurship that influence job performance, analysis of regression has been used. The results of this analysis indicated that Pearson correlation coefficient was

0.29, and also the results indicated that risk-taking dimension influenced employee's job performance and this variable could explain 0.0841 of job performance variances. Therefore it is concluded that there is significant correlation (0.29) between risk-taking dimension and job performance and also this variable could explain 0.0841 of job performance variances. Also as indicated at the table 2, there is significant correlation between dimension of entrepreneurship (self-confidence) and job performance components. Then in order to examining which dimensions of entrepreneurship that influence job performance, analysis of regression has been used. The results of this analysis indicated that Pearson correlation coefficient was 0.47, and also the results indicated that this dimension (self-confidence) influenced employee's job performance and this could explain 0.2209 of job performance variances. Therefore it is concluded that there is significant correlation (0.47) between risk-taking dimension and job performance and also this variable could explain 0.2209 of job performance variances. Also as indicated at the table 2, there is significant correlation between dimension of entrepreneurship (creativity) and job performance components. Then in order to examining which dimensions of entrepreneurship (creativity) that influence job performance, Pearson correlation and analysis of regression has been used. The results of these analyses indicated that Pearson correlation coefficient was 0.59, and also the results indicated that this dimension (creativity) influenced employee's job performance and this could explain 0.3481 of job performance variances. Therefore it is concluded that there is significant correlation (0.59) between creativity dimension and job performance and also this variable could explain 0.3481 of job performance variances. Also as indicated at the table 2, there is significant correlation between dimension of entrepreneurship (flexibility) and job performance components. Then in order to examining which dimensions of entrepreneurship (flexibility) that influence job performance, Pearson correlation and analysis of regression has been used. The results of these analyses indicated that Pearson correlation coefficient was 0.75, and also the results indicated that this dimension (flexibility) influenced employee's job performance and this could explain 0.5625 of job performance variances. Therefore it is concluded that there is significant correlation (0.75) between flexibility dimension and job performance and also this variable could explain 0.5625 of job performance variances. Finally as indicated at the table 2, there is significant correlation between dimension of entrepreneurship (tolerance) and job performance components. Then in order to examining which dimensions of entrepreneurship (tolerance) that influence job performance, Pearson correlation and analysis of regression has been used. The results of these analyses indicated that Pearson correlation coefficient was 0.49, and also the results indicated that this dimension (tolerance) influenced employee's job performance and this could explain 0.2401 of job performance variances. Therefore it is concluded that there is significant correlation (0.49) between tolerance dimension and job performance and also this variable could explain 0.2401 of job performance variances.

Conclusion

This article was aimed to study relationship between entrepreneurial dimensions and job performance in University of Isfahan. In order to this, Job performances based on ACHIEVE model including ability, clarity, help, incentive, evaluation, validity, and environment has been used. Statistical population of this study includes university of Isfahan's employees and then the

sample size was determined 150 employees. In order to selecting sample members, random sampling method has been used. Data gathering method was researcher-developed questionnaire that including 50 items to measuring variables. In order to analyzing data and concluding results, Pearson correlations, multiple analysis of regression have been used. The results of Pearson correlation indicated that there are significant relationships between entrepreneurial dimensions and job performance dimensions (0.81) with $p < 0.05$. The results of multiple analysis of regression indicated that entrepreneurship could explain 0.6561 of job performance variances; also these findings indicated that there is significant correlation between hardworking and job performances (0.69) and this variable could explain the most variance of job performance (0.4761).

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