

CASE STUDY

The impact of entrepreneurial skills on manager's job performance

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ABSTRACT

BACKGROUND AND OBJECTIVES: Entrepreneurship has become mandatory for different societies because not only does entrepreneurship make it possible for individuals to access the financial resources generated by the idea but it also facilitates the development of a country by solving problems in a new way. Accordingly, the purpose of this study is to explore and determine the relationship between entrepreneurial skills on job performance of managers and deputies working in the municipalities of Hormozgan province located in the south of Iran.

METHODS: The present study is a descriptive-practical correlation in terms of how data was collected. The collected data were based on the quantitative research method used to measure job performance by means of the Standard 15 Questionnaire. For evaluating the entrepreneurship skills, the 20 researcher-made questionnaire with 20 statements was used based on the research literature. The statistical population of the study consisted of 350 managers and deputy mayors of Hormozgan province. By applying the Cochran's formula, 182 people were selected as the statistical sample. Data analysis was performed by means of SmartPLS3 software.

FINDINGS: The results of the research indicate positive relationships among entrepreneurial (3.695), managerial (5.680) and technical (7.369) skills concerning job performance. Therefore, these hypotheses were confirmed and, on the contrary, the hypothesis related to the relationship between personal skills and job performance (1.774) was rejected.

CONCLUSION: According to the findings, the development of the relationship between entrepreneurial skills on job performance of managers and deputy mayors of Hormozgan province improves the competitive performance of organizations.

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INTRODUCTION

Organizations are social systems that aim to meet social and individual needs and they require efficient members to survive. One of the important responsibilities of organizational leaders is to increase the job performance of their human resources. Job performance is defined as a set of employees' behaviors which contribute positively or negatively in achieving organizational goals. Job performance has also always been an important factor in employee management (Shaw et al., 2013). This is because entrepreneurship plays an important role in the social change of developing countries (Tajpour et al., 2015). Every organization depends on employee performance to achieve its goals and make optimal use of resources. Accordingly, job performance is defined as the organizational value of employees' job behaviors at work times and careers (Borman and Motowidlo, 2014). In general, the performance is a set of job-related behaviors that people demonstrate. In fact, performance is a concept that consists of activity for doing job and it is the result of working together (Gomez-Mejia et al., 2014). Job performance has attracted the attention of many organizations due to the high importance of productivity. A lot of studies and research done by industrial and organizational psychologists have been concerned with identifying, evaluating, or improving job performance. Not only is it vital for the private companies but it is also important for the governmental and non-governmental organizations since the poor performance of an organization's employees causes dissatisfaction with the organization's clients and, therefore, it leads to unfulfilled goals set for that organization before. Optimal job performance of an organization's employees increases the organization's productivity which, in turn, improves the organization's service level and improves the economy (Gomez-Mejia et al., 2014). Today, entrepreneurship is a crucial factor for the development and economic well-being of countries because it is considered as a new investment and a dominant source of employment, innovation in organizations and markets, and economic growth. Entrepreneurship plays the role as a catalyst in the development and promotion of organizations and institutions, and it is one of the factors that trigger economic, social and industrial changes in countries. Therefore, if entrepreneurial skills are taught to those who are interested in

promoting them, it will accelerate the growth of that country as soon as possible and, consequently, it will prevent them from lagging behind other countries in the international arena (Montoro-Sanchez et al., 2014). In fact, while solving their previous and past problems, they will be able to deal with new issues and continue to be efficient and up-to-date by applying new policies and solutions. Organizations also need to face new challenges. In order to meet the growing expectations of entrepreneurship, these challenges are addressed through the interaction between education and entrepreneurship (Ziyae and Tajpour, 2016). It is essential to find out which factors increase the performance of managers in different organizations. Thus, in this study the municipalities of Hormozgan province were selected as the statistical population of the study. For justifying the reason for selecting the managers and deputies of this office as a selected society, it can be said that the municipalities of Hormozgan province in part of their annual performance have been involved in improving the proposed system in order to reform and create change(s) in the administrative system as a tool to achieve the goals of the Islamic Republic of Iran. In order to achieve the goals, the selected sample has focused on features such as entrepreneurial skills. Due to the importance and merits of entrepreneurship, different countries, including Iran, seek to establish and expand entrepreneurial centers in municipalities to identify and train entrepreneurs in their fields. Establishing entrepreneurial opportunities in Iran can create a bright future for the country in economic, political and social fields. Although entrepreneurial skills play an important role in advancing organizational activities, especially job performance, unfortunately, limited research has addressed the issue of entrepreneurial skills. Reflections on relevant research show that entrepreneurial skills in the municipality have not yet been considered and cultivated well. Considering the mentioned issues and the fact that various research on job performance and entrepreneurial skills have been done separately in this paper, the aim of this study is to evaluate the impact of entrepreneurial skills on job performance in Hormozgan Municipality. Finally, the theoretical foundations and background of entrepreneurship skills and job performance have been discussed in this study. In the following sections, after theoretical foundations, the research method has been stated

and the research questions and objectives have been mentioned. At the end, the research model has been analyzed by means of Smart PLS 3 software, and the results, discussions, and suggestions have been elaborated on.

Theoretical Foundations

Job Performance

Job performance is the expected value of organizations of individual behavioral events that individuals perform over a work time. After completing the work and representing a superficial level of achievement of a job, performing organizational rules, it can be said that job results are fulfilling expectations or requirements for each employee (Campbell, 1990). Today, the role and importance of human resource is not neglected by anyone. Among the factors of production (land, human capital, technology, capital), human resource is the most valuable and rare factor. Being careless about the human resource efficiency and productivity and paying more attention to the other factors, not only does it decrease efficiency and productivity in the organization, but also it increases the wastes and accidents and, consequently, it causes dissatisfaction in human resources. In this case, in order to achieve the goals of the organization and prevent the possible damages, the results of the organization's performance can be evaluated and assessed, because the evaluation of job performance shows the quantity, quality and losses of a job. When the productivity is high, it indicates the high level of performance of the organization, and this job performance expresses the results of the employee's performance, including efficiency, usefulness, and effectiveness (Yeh and Hong, 2012). If properly evaluated and properly controlled, job performance can be considered an instrument that is appropriate for achieving the individual and organizational goals, as well as a tool for the efficient use of the organization's human resources (Jiang et al., 2012). Job performance improves the quality of service and production of organizations (Beheshtifar and Moghadam, 2016). Peterson et al., (2011) state that job performance is the degree to which a person is assigned to perform his / her duties. In other words, employees' job performance means how much they benefit from the resources used. In order to improve the job performance of employees, organizations need to be aware of their efficiency so that they

can improve their human resources and increase the volume of their products and services and make positive changes in their movement process (Jiang et al., 2012). Burman and Motoedlaw (1993, 1997) divide job performance into task performance and contextual performance. Task performance is the ability to solve problems and technical information and perform assigned tasks according to rules and expectations. Contextual performance implies that employees are willing to work for the organization, regardless of the rules and control system. This type of performance can improve the organization's performance or activity and improve job performance (Yeh and Hong, 2012). Recently, performance metrics have become an important and widely used concept in management research, especially in research in which scholars have studied and delved into the issues related to the organization such as structure, strategy and planning (Azevedo et al., 2011). In order to improve the job performance of employees, organizations must be aware of their efficiency (Darban Astaneh et al., 2012) so that they can improve the condition of their human resources and, therefore, increase the volume of production and service delivery and move forward. Accordingly, they can make positive changes in yourself (Jiang et al., 2012). Different criteria have been proposed for measuring job performance. Although organizations have recognized the importance of entrepreneurship and higher performance in today's competitive world, they have not yet achieved considerable success due to the lack of proper infrastructure for entrepreneurship (Zheng et al., 2010). In better words, job performance has been related to technical and entrepreneurial skills of employees and it prevents them from performing incorrect behaviors in the organization (Beng and Muthuveloo, 2019).

Motives for Attention to Organizational Entrepreneurship

Today, entrepreneurship is one of the factors influencing the development and employment of organizations because entrepreneurship can play an effective role in improving the economic and living conditions of countries by creating new employment and income opportunities (Ziyae and Tajpour, 2016; Salamzadeh et al., 2019). Also, because of the numerous events that have taken place at the social, cultural and business levels, special attention is paid to

entrepreneurship in different countries. Additionally, strengthening organizational entrepreneurship in current organizations and creating a suitable environment for its development are considered as the main tools for economic development. (Acs and Virgill, 2010). Entrepreneurship development in organizations can also pave the way for their success and it help organizations to perform strategic change (Tajpour and Salamzadeh, 2019; Chitsaz et al., 2019). In any organization, entrepreneurs are potentially available, and efforts must be made to increase their ability, and most importantly, conditions must be created for entrepreneurs to be able to express themselves and actually realize their potential. People who have a lot of faith in their talents often tend to create things that are their own. They demand responsibility, a strong need for self-expression, and greater freedom in the current organizational structure. Organizational entrepreneurship is a way of motivating and, then, exploiting individuals within an organization (Hjorth, 2005). In most cases, when organizational entrepreneurs are not supported by the organization, with the encouragement and support of venture capitalists, they leave the organization and decide to become independent entrepreneurs. The external motivation is one of the elements that influences the entrepreneurial motivation and action during the start-up of the new ventures. High external motivation _as a result of interacting with environment _ will give confidence to the entrepreneurs in their decision- making. The results of interacting with customers, family members and industries have increased their motivation and, as a result, it ensures the success of entrepreneurs' businesses in the future as opposed to those who are in a negative surrounding atmosphere (Fadzil et al., 2019). Therefore, in order to prevent the departure of entrepreneurs and talent people from the organization, paying attention to organizational entrepreneurship and providing a suitable platform for it in the strategy of companies are highly emphasized (Natarajan, 2014). However, in order to achieve innovation and growth, it is important to maintain or establish an entrepreneurial mentality in an organization. Entrepreneurial morale can be a valuable competitive advantage, especially for companies that have useful human resources and the ability to encourage and expand it in the organization. Through the development of the entrepreneurial

mentality within the organization which is called organizational entrepreneurship the obstacles to flexibility, growth and innovation can be overcome (Cooper, 2003).

The Importance of Organizational Entrepreneurship

Today's world is undoubtedly characterized by certain characteristics such as rapid changes and developments, complexity and competition (Nikraftar and Hosseini, 2017). Today's organizations operate in a dynamic, ambiguous, and evolving environment. One of the most prominent features of the present era is the dramatic changes that take place in thinking, ideology, social values, ways of doing things, and many other life phenomena (Hjorth and Steyaert, 2010). In addition, the speed of innovation and the introduction of new products have increased drastically that changes and initiatives have become commonplace in the market and what companies consider as a competitive advantage over other competitors is quickly imitated by others and reduced its importance (Windrum and Koch, 2008). Organizations should try to produce and offer more of their customers' desired product or service with all the features they want, and to continuously provide new competitive advantages with a new combination of available resources. That is why the importance of creative and innovative human resources, that is to say, organizational entrepreneurs in companies, is becoming more prominent. Only with such human resources can a company be able to innovate and survive in the realm of competition, and ultimately be recognized as a leading and entrepreneurial company (Brown and Ulijn, 2004).

Suitable Environment for Organizational Entrepreneurship

First, the organizations must work based on the superiority of industrial technology and encourage and support new ideas instead of cutting them out like what happens to companies that need immediate benefits for investment and high sales volume. Second, experience ought to be encouraged. The organization that seeks to create an entrepreneurial mentality within itself must provide an environment in which mistakes and failures in the development and growth of new innovative products are allowed, although it is created by the work and the traditional organizational promotion system.

Third, the organization must ensure that there are no initial obstacles to the production and development of new goods (Agboli and Ukaegbu, 2006). Fourth, according to Lowe and Marriott (2012), an intra-organizational entrepreneur, if s/he really wants to spend time, effort, and job risks creating a start-up entrepreneurial activity, the organization must also provide money and human resources. Fifth, the multiple methods of teamwork must be encouraged. With teamwork development in start-up entrepreneurial activity, the situation becomes more complex. In addition to pursuing teamwork, enterprise space must create a long-term horizon for evaluating the success of the whole project as well as the success of each entrepreneurial activity (Bradbury-Huang *et al.*, 2010). Sixth, the mentality of intra-organizational entrepreneurship should not be imposed on individuals; on the contrary, it should be voluntary. There is a difference between organizational thinking and intra-organizational entrepreneurial thinking. These differences are related to those people who perform better in one side or other side of the chain. Seventh, the other factor is the reward system. These rewards should be based on achieving the set goals. Equal opportunities in start-up entrepreneurship are one of the best ways to motivate and accomplish the work and effort required to succeed (Lipset, 2018). Eighth, the enterprise environment which is in line with intra-organizational entrepreneurship has founders and sponsors at the organizational level who both support the creative activities and the resulting fractures, and are flexible in planning to set new goals and paths based on what is needed. "If a new entrepreneurial and economic activity wants to be successful, its in-house entrepreneur must be able to change their design and plan according to his/ her needs and not worry about how close s/he is to the set goals," said one of the intra-organizational entrepreneurs (Drnovsek, 2002). In order to promote organizational entrepreneurship, there must be appropriate conditions within the organization. Factors that affect the scope of entrepreneurship are called the atmosphere or the entrepreneurial environment (Spilling, 1998). Management development in organizations is considered as a competitive advantage of the new era. In many organizations and institutions, one of the main problems is that there is not enough information about the level of wisdom

and knowledge of individuals (Sabokro *et al.*, 2018). Entrepreneurship is one of the most important and inexhaustible resources of all human societies_ a source that goes back to the ability of human resources of any organization. On the one hand, it is cheap and it is very valuable and inexhaustible, on the other hand. Any manager who can implements the culture of knowledge management in his/ her organization, s/he has made use of these resources appropriately. Formal law and accountability can be important dimensions for supporting and shaping entrepreneurship in any country (Kuratko, 2016). Nowadays, by neglecting entrepreneurship in an organization and relying only on previous resources, the organization will soon become obsolete and give way to rival and entrepreneurial organizations. Additionally, for improving job security and meeting social and economic needs, individuals must be equipped with entrepreneurial skills. In this regard, every person must have the skills to become an entrepreneur, which include:

A) Personal skills which include the following elements: internal control and discipline, risk-taking, innovation, ability to manage change, central change, persistence, resistance and perseverance, and far-sighted leadership (Hatch, 2018).

B) Managerial skills which include: planning and goal setting, human relations decision making, marketing, financial and accounting skills, management, control, negotiation and development management (Hisrich and Drnovsek, 2002).

C) Technical skills or expertise are the basis of creative work (Nikraftar and Hosseini, 2017) which includes: writing skills, oral/ verbal communication, monitoring or evaluation, environment, business management, technology, interpersonal skills, listening skills, organizational ability, creating management networks, coaching, acting, and role-playing in the team or team building skills (Hatch, 2018).

D) Entrepreneurial Skills in which Lyon (2002) described them as the skills needed to develop innovative products and services and create solutions for emerging market needs. Entrepreneurial skills are highly dependent on two important elements: the past experiences in which computers are used and the personal communication skills that greatly influence personal judgment and decision to start a new venture (Fadzil *et al.*, 2019).

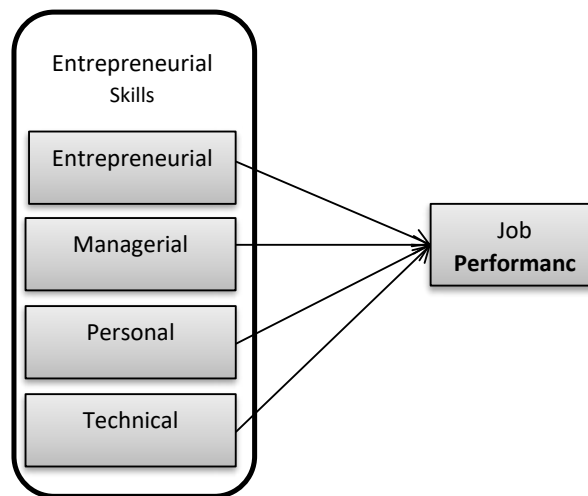


Fig. 1. Conceptual Research Model

Some research has shown that when there are entrepreneurial tendencies and motivations that make an organization more entrepreneurial, that organization will perform better (Filser *et al.*, 2014; Jalali *et al.*, 2014). According to the research literature, the conceptual research model (Fig. 1) was designed as follows:

Based on the conceptual research model, the hypotheses were formulated as follows:

Main hypothesis: The components of entrepreneurial skills have a significant relationship with job performance.

Sub-hypothesis 1: Entrepreneurship skills have a significant relationship with job performance.

Sub-hypothesis 2: Managerial skills have a significant relationship with job performance.

Sub-hypothesis 3: Personal skills have a significant relationship with job performance.

Sub-hypothesis 4: Technical skills have a significant relationship with job performance.

The purpose of this study is to find any possible relationship between entrepreneurial skills concerning job performance of managers and deputies working in the municipalities of Hormozgan province located in the south of Iran. The current study has been carried out in Hormozgan province in 2018-2019.

METHOD AND MATERIALS

The statistical population of the present study included managers and deputies who were active

in the municipalities of Hormozgan province in 2018-2019, amounted to 350 people. By applying the Cochran's formula, 182 people were selected as the statistical sample. In the current study, a questionnaire was used to collect data so as to measure job performance, a standard questionnaire of 15 *Petterson statements* (1989) was used and to measure entrepreneurial skills, a questionnaire of 20 researcher-made statements was used according to the research literature. Finally, the 35-item questionnaire was scaled through a 5-point Likert scale. For determining the validity, the experts' opinions were taken into account. Their content and literary corrections helped to clear up some ambiguous points and complete or correct some of the questions. The suggestions made in the final version of the questionnaire were taken into account and the dependability of the questionnaire showed its reliability in measuring variables. The Cronbach's alpha was used to validate the questionnaire. Smart PLS3 was used for inferential statistics to analyze data. This method is a statistical model for examining the relationships between latent variables and observed variables. In order to evaluate the fit, the model was studied at three levels of measurement, structural and general. In order to ensure the accuracy of the research results, the technical characteristics of the questionnaire were evaluated by means of validity and reliability by applying different criteria. Structural and content validity have been used in this study to investigate the validity of the questionnaire. For

Table 1. Relationship between Variables and Questionnaire Items

Row	variable	Items	Cronbach's alpha	Composite reliability	Reliability	Convergent validity	R ^{2*}
1	Entrepreneurial	1-5	0.905	0.929	0.928	0.720	-
2	Managerial	6-10	0.919	0.946	0.939	0.754	-
3	Personal	11-15	0.919	0.951	0.938	0.752	-
4	Technical	16-20	0.756	0.750	0.771	0.707	-
5	Job Performance	21-35	0.913	0.939	0.932	0.511	0.652

* R² is a measure of the effect of exogenous variables on an endogenous variable

Table 2. Divergent Validity

variables	1	2	3	4	5
Personal	0.867				
Job performance	0.453	0.715			
Technical	0.653	0.791	0.838		
Managerial	0.869	0.415	0.652	0.888	
Entrepreneurial	0.847	0.368	0.608	0.846	0.849

this purpose, first, a copy of the questionnaire was provided to 5 experts and educational experts to measure the content validity of the questionnaire, and finally, their comments and views were applied in the questionnaire. Cronbach's alpha coefficient and composite reliability index have been used to evaluate the reliability of the research variables. As can be seen in Table 1, the value of Cronbach's alpha coefficients and the composite reliability of all variables are more than the minimum acceptable, i.e. 0.7; therefore, it can be said that the tool for measuring variables has an acceptable reliability.

In order to check the reliability of the questionnaire, the criteria of the partial least square method have been used. In this method, reliability is measured with two reliability and composite reliability. The load factor is between 0 and 1 which indicates the observed variable power (question) in the measurement of the latent variable (main variable). The closer the number is to 1, the stronger the question. The criterion for the correctness of the factor load factors is 0.4 (Hulland, 1999). In this study, all load factors are above 0.4 and 99% confidence level are significant, which indicates that the indexes (index variables) appropriately explain the conceptual variables. The validity and reliability of the measurement model are represented in Table 1.

Studies show that the Cronbach's alpha coefficient and the composite reliability of all constructs are greater than the minimum acceptable of 0.7; therefore, the constructs of this study are desirable. Also, the study of the mean of extracted variance (AVE) and common reliability shows that the value of the whole construct is higher than the minimum acceptable, i.e. 0.5; as a result, the constructs of this study have convergent validity. According to the results of Table 1, since all indexes have average values of extracted variance higher than 0.5, convergent validity is established in all indexes. In order to evaluate convergent validity, the mean variance index has been extracted and the mean square index of extracted variance has been used to assess divergence. As Table 2 shows, the mean values of the extracted variance are more than the minimum acceptable 0.5. Thus, research variables have convergent validity. Also, given that the mean values of the extracted mean variance are greater than the correlation of the variable with the other variables, a divergent validity is acceptable if the numbers in the original diameter are greater than their sub-values (Fornell and Larcker, 1981). So, it can be stated that the variables are valid and their divergent validity is also confirmed.

Based on the above and the results of SmartPLS3 software output given in Tables 2 and 1, the validation

measurement models (convergent and divergent) and reliability (composite reliability coefficient and Cronbach’s alpha) are at satisfactory level.

RESULTS AND DISCUSSION

Demographic Information

According to the descriptive statistics of this study, the demographic characteristics of the respondents are as follows: 49% of participants were female and 51% of them were male. Regarding their education, 35% had BA, 23.6% had MA, and 41.7% had associate degree. It can be claimed that the sample was appropriate in terms of demographic variables. Next, several criteria are used to evaluate the fit of the structural model of the research by using the least partial quadratic method which is the first and most basic criterion of significant coefficients or t-statistic values. The fit of the structural model using t-coefficients must be greater than 1.96 to be able to confirm their significance at 95% confidence level. The Fig 2 shows that all paths between model variables are validated and significant.

The second criterion for assessing the suitability of the structural model in a R² coefficient study is related to the latent endogenous variables of the model. R² is a measure of the effect of exogenous variables on

an endogenous variable, and three values of 0.19, 0.33, and 0.67 are for weak, moderate, and strong R² values (Fornell and Larcker, 1981).

These criteria are shown in circles related to the structural model of the research, and for the structural model of this research, given that there is a latent endogenous variable, it is common that the number within the rest of the other circles is zero. Fig 3 shows that in this study the R² criterion is above 0.33 (the criterion of average values), so the structural model is well-suited based on this criterion. The general model includes both measurement and structural model and with the approval of its fit, the model is completed. Therefore, the overall fit of the model is possible with the help of GOF fit criterion. According to the value of 0.767 for GOF, the overall fit of the research model is acceptable. According to the three values of 0.01, 0.25 and 0.36, the weak, medium and strong values for GOF are shown. The value of 0.767 for this criterion indicates a strong fit of the overall research model. At this stage, t-statistics have been used to investigate the assumed relationships between the variables. Four sub-hypotheses have been introduced in addition to the main hypothesis, and according to Table 3, the T-factor for the three existing relationships has been

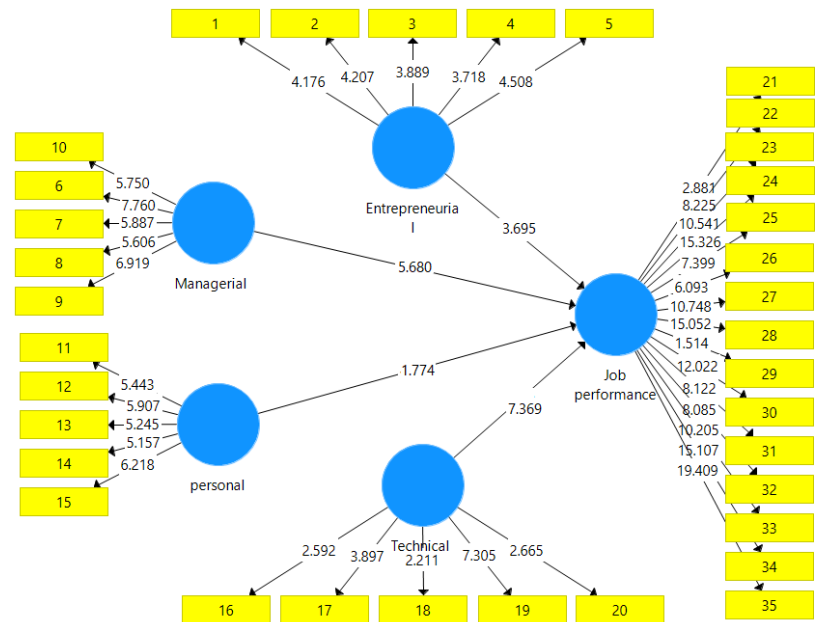


Fig. 2. T-statistics

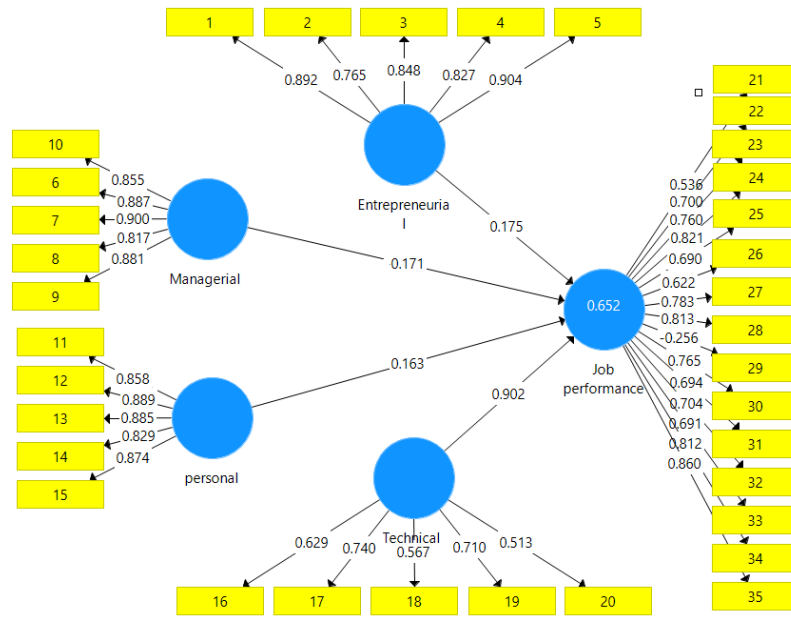


Fig. 3. Model of Standard Load Factor Mode

Table 3: t-statistics

Row	path	Influence coefficient	t-Value	Hypothesis testing
1	Entrepreneurial –job performance skill	0.175	3.695	confirmed
2	Managerial-job performance skill	0.171	5.680	confirmed
3	Personal-job performance skill	0.163	1.774	rejected
4	Technical-job performance skill	0.902	7.369	confirmed

confirmed. Of the four hypotheses, the first, second, and fourth hypotheses have been confirmed, and the third hypothesis has been rejected. In addition, other findings indicate that among the components of entrepreneurial skills, the “entrepreneurial skill, managerial skill and technical skill” affect the job performance of managers and deputies located in Hormozgan municipalities and the “personal skill” component related to job performance in Hormozgan municipalities has been rejected. To determine the effect of predictive variables on dependent variables, standardized factor load coefficients related to the pathways of each hypothesis have been explored. To some extent, the influence coefficients indicate that changes in dependent variables are directly related to independent variables.

The results show that the t-statistics for three of the four paths are higher than 1.96 and these scores confirm the hypotheses.

CONCLUSION

Nowadays, support for the creation of a work platform based on technical knowledge has surprisingly increased the success rate of the countries that concentrate on that economic and social development.

The world is now moving towards economic and entrepreneurship development. Entrepreneurs are, in fact, the champions of countries’ economic and trade development. Entrepreneurship is a multidimensional phenomenon which establishes good opportunities, trains people with the high degree of risk tolerance, and etc. Entrepreneurship is a dynamic process of producing wealth and value in society which is achieved by the entrepreneurs with the appropriate understanding and placement of resources and skills including personal skills, managerial skills and technical skills. According to the results of the first hypothesis_ that is to say, entrepreneurial skills have a positive and

significant effect on the job performance of managers and deputies, it can be said that the development of entrepreneurial skills is a new stage in the economic development of any country. Entrepreneurial skills increase a person's ability to perform job duties. By developing entrepreneurial skills, individuals will improve their knowledge in the relevant field and prepare themselves to face challenges and competitions. Given that municipalities play an active role in social progress and they are important for sustainable development of societies, managers have a very serious and decisive responsibility in this regard. For this reason, countries that prefer to achieve constructive development have realized that the need to create a healthy society depends on the existence of effective managers. Accordingly, it can be said that a person's personality traits such as extraversion, independence and success are among the entrepreneurial skills that affect job performance. These characteristics make a person do his/her job with high responsibility and motivation. The results of this hypothesis are consistent with the results of Lumpkin et al., (2010), Marriott (2012), Beng and Muthuveloo (2019) and Agboli and Ukaegbu (2006). Regarding the second hypothesis- that is to say, managerial skills have a positive and significant effect on job performance_ it can be said that managers and deputies should be able to coordinate and integrate the organization's efforts and activities, ability to understand the organization as a whole, understanding how the components of the organization communicate with one another and having the ability to predict the effects of a change in the organization. Management is also a process that helps organizations identify, select, organize, disseminate, and transmit important information and capabilities that are part of an organization's history and generally exist in an unorganized form in the organization. Therefore, in order to be successful in performing management tasks and playing management roles, managers must have some managerial abilities. Person's experience and management skills during working life have a considerable role on his/ her performance because they provide a useful source of information for entrepreneurs to be able to start new jobs in the future. Appropriate communicative skills as a result of effective interactions lead to better job performance. If managers are not able to interact effectively, the organization will not perform well. The results of this hypothesis are consistent with

the results of Lightweight et al., (2018), Fadzil et al., (2019) and Hisrich and Drnovsek (2002). Regarding the third hypothesis, that is to say, personal skills have a significant effect on job performance, considering the rejection of this hypothesis, it can be stated that the main reason for rejecting this hypothesis is the municipal educational level. Focusing on the development of personal features such as looking to the future in life, personal independence in decision making, etc. can be the basis for the development of entrepreneurial skills that should be considered. Therefore, by strengthening skills such as communication, it can be effective in reinforcing the fields of entrepreneurship in managers. In general, it can be inferred that in municipalities, while providing an interactive and participatory approach and the existence of an open environment for managers, it is necessary to provide the field for maintaining and continuing and strengthening entrepreneurship for municipal managers. In this regard, it is suggested to hold entrepreneurship training courses for managers and deputies to expand entrepreneurial activities. These trainings not only lead to a small growth of entrepreneurs, but also to a change in the generations of entrepreneurship and to an increase in the level of entrepreneurship and job performance. Regarding the fourth hypothesis - that is to say, the technical skills of managers and deputies have a positive and significant effect on their job performance_ it can be said that access to information resources, use of public knowledge, improving the information system to access information and technical knowledge about entrepreneurship are important issues. It impacts on the development of entrepreneurial skills that can lead to productivity performance. It also refers to the process of identifying sources, identifying, exploiting, and creating value from opportunities. Technical skills of managers and deputies are acquired through training and experience. Technical skills are used as a general and basic criterion for developing technical expertise in management. Also, the best and most transparent reward for managers and their promotion is their technical performance. Proper rewards lead to better job performance. There is also the role of technical skills in the performance of managers which explain why some researchers believe that technical skills are not much different from managerial skills. Sharing work issues and problems with the manager without considering the negative effects in the

field of work and technology can lead to positive performance of employees and the organization in the long run, on the one hand. Transparency of information by management in order to do the job can lead to improved performance, on the other hand. The results of this hypothesis are consistent with the findings of the research done by Hatch (2018), Beng and Muthueloo (2019) and Frederick *et al.*, (2006).

Suggestions

According to the findings of the current paper, it can be said that municipalities of Hormozgan province create appropriate environmental and cultural conditions and entrepreneurial space to encourage new ideas and experimental efforts, remove restrictions on the use of opportunities and provide the necessary resources. It is also suggested that the organizational entrepreneur should be creative, flexible, insightful and able to work within in the municipalities of Hormozgan province which can be created through the mandatory training. One of the most important reasons why creative people hide their strength is that many organizations are reluctant to change their system. In addition, very few resources are allocated to any new work, and it is not taken very seriously. As a result, creative people see no reason to be creative and look for new opportunities. Therefore, the formation of entrepreneurial teams in the municipalities of Hormozgan province should be encouraged and the members of the team should be supported. For the future research, it is suggested that similar research be done with regulatory variables such as organizational leadership, organizational agility, and so on. Given that there is no indigenous model for entrepreneurial skills among domestic research, it is recommended that a qualitative study be conducted.

AUTHOR CONTRIBUTIONS

M. Tajpour performed the conceptualization and literature review, compiled the data, manuscript preparation and editing references. E. Hosseini performed the Methodology, analyzed and prepared the manuscript text. M. Lashkarbooluki helped in the literature review and manuscript preparation.

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CONFLICTS OF INTEREST

The authors declare that there is not any conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancy has been completely observed by the authors.

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