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revistacienciaseconomicas@gmail.com

Explaining strategic human resource management and an entrepreneurial
university in the Ministry of Sciences

Explicando la gestión estratégica de recursos humanos y una universidad
emprendedora en el Ministerio de Ciencias

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Mahboubeh Bahrapour

PhD Student, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. iran.bahrapour1056@gmail.com, <https://orcid.org/0000-0002-6759-5366>

Zahra Shokouh

Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. shokoh.azaduniversity@gmail.com, <https://orcid.org/0000-0001-8100-1694>

Masoud Pourkiani

Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: pourkiani@iauk.ac.ir, <https://orcid.org/0000-0003-3061-4516>

Hamidreza Molaei

Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. Hrmollaiy@gmail.com, <https://orcid.org/0000-0001-6749-3418>

Mohammad jalalKmal

Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. Mjalalkamali@yahoo.co.uk, <https://orcid.org/0000-0002-3010-587X>



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Resumen

El presente estudio tuvo como objetivo explicar la relación entre la gestión estratégica de recursos humanos y la universidad emprendedora en el Ministerio de Ciencias. La población estadística del presente estudio consistió en dos grupos, el primer grupo incluyó a expertos familiarizados con el tema en estudio y el segundo grupo incluyó REICE | 155 profesores de universidades de la región sureste del país (Kerman, Sistan y Baluchistán, Hormozgan). También se realizó el método de muestreo estratificado de acuerdo con el volumen de clases. Finalmente, se completaron y recopilaron un total de 340 cuestionarios. Se utilizaron los criterios de Kaiser-Meyer-Olkin (KMO) para asegurar la validez de los datos y para examinar la precisión del muestreo antes del análisis factorial. Con base en los hallazgos, el valor de KMO en la gestión estratégica de recursos humanos y la universidad emprendedora fueron 0.913 y 0.915, respectivamente, lo cual es un valor aceptable. Los datos se analizaron utilizando el software SPSS versión 23 y AMOS versión 23. En el presente estudio, se consideró un nivel de significancia de 0.05. Se utilizaron métodos estadísticos como la prueba t para una muestra, el análisis factorial confirmatorio y las ecuaciones estructurales para investigar las preguntas de investigación. Los resultados del modelo de ecuaciones estructurales demostraron el impacto positivo y significativo de la gestión estratégica de recursos humanos en la universidad emprendedora.

Palabras clave: Gestión estratégica de recursos humanos, Universidad Emprendedora

Abstract

The present study aimed to explain the relationship between strategic human resource management and the entrepreneur university in the Ministry of Sciences. The statistical population of the present study consisted of two groups, the first group included experts familiar with the subject under study and the second group included faculty members at universities in the southeast region of the country (Kerman, Sistan and Baluchestan, Hormozgan). Stratified sampling method in line with the volume of classes was also performed. At last, a total of 340 questionnaires were completed and collected. Kaiser-Meyer-Olkin (KMO) criteria were used to ensure the validity of the data and to examine the accuracy of the sampling before the factor analysis. Based on the findings, the value of KMO on strategic human resources management and the entrepreneurial university were 0.913 and 0.915, respectively, which is an acceptable value. Data were analyzed using SPSS software version 23 and AMOS version 23. In the present study, a significance level was considered 0.05. Statistical methods such as one-sample t-test, confirmatory factor analysis and structural equations were used to investigate the research questions. Results from the structural equation model demonstrated the positive and significant impact of strategic human resource management on the entrepreneur university.

Keywords: Strategic human resource management, Entrepreneurial University

Introduction

In fact, the successful conduct of each task in the organization, including planning, execution and monitoring over an organization's macro strategies, implementation of development programs and advancing of organizational goals will not be achieved without management and serious attention to human resources. Proficient and efficient human resources are the main factor of success in the process of economic development, with other resources becoming a competitive advantage if the human resources are used properly and timely (Asghari, 2007: 1). Human resources are considered a strategic factor of any organization (Mirsepasi, 1999: 4). Strategic human resource management as a new field of managerial performance, should clearly focus on theoretical logic and the understanding as to how human resource measures can lead to higher organizational performance or efficiency (Ranjbar and Pour Kiani, 2013: 51). Strategic human resource management provides a perspective to address important issues or success factors related to individuals, and to make strategic decisions that could have a major long-term impact on the organization's behavior and success (Armstrong, 2012:66). Strategic human resource management strengthens human resource management and concentrates on the competency of human resource management to achieve strategic organizational goals (Heidari and Shahamat, 2017: 2). Thus, a strategic view of human resources in the form of strategic human resource management is of great importance (Samei, 2009: 28). Thus, the absence of a strategic and long-term attitude to human resource management in the study organization leaves negative effects on proper planning on input, retention and exit processes of employees in the organization, thereby reducing productivity, effectiveness, and unsuccessful organizational missions (Janloo, 2017: 38). Also, failure to pay attention to this issue will cause much irreparable damage to the organization (Bashir Banaem, 2011: 42). Therefore, strategic human resource management is becoming increasingly important day by day. This is because in a knowledge-based economy, employees are considered as the main factors to achieve competitive advantage (Hosseini Shakib and Behfar, 2014: 195). Strategic human resource management seeks to coordinate between the various activities of the organization, creating appropriate opportunities and preventing potential threats (Abtahi and Mousavi, 2009: 2). Strategic human resources management enhances human resource management and focuses on the competency of human resource management to fulfill strategic organizational goals (Heidari and Shahamat, 2017: 2).

Strategic human resource management is important in the sense that it provides an instrument to improve the competitive position of the organization and also to improve its efficiency and performance by recruiting and training unique human resources (Seyed Javadin and Farahi, 2011: 20). A strategic approach to academic human resource management is essential as a way to strengthen performance and to upgrade standards (Ojokoko and Akanbi, 2015: 136). Strategic human resource management is seen a key element for the capacity to innovate, because the human element is involved in the innovation process (Sharifi, 2014: 26). Chen and Hong (2009) maintain that strategic human resource practices can extremely influence a company's innovation performance. For them, when organizations decide to expand their innovative activities, they usually encounter relatively higher levels of uncertainty, risk and instability in the innovation process. They need more creative employees to be more flexible enough, to take risks,

and to tolerate ambiguity and uncertainty (Minavand and Lukojori, 2013: 86). Strategic human resource operations can result in innovative activities. This is because it leads to discovering and using knowledge and expertise in the organization. Having improved management processes, organizations need the motivation and competency of human capital to create creative ideas, develop innovative methods and seize new opportunities for their development (Sadeghi and Mohtasham, 2011: 98).

Iranian universities also appear to need to review their goals and mission to adapt to the environment and to meet their commitment in the social and economic development of the country. Universities can back on the track of serving the development and dynamism of the country when they embody their knowledge and expertise in industrial products while taking serious steps in research to respond to the needs of industry and the society as a whole (Faramarzi Nia et al., 2016: 67). On the other hand, one of the biggest economic and social problems in the society is the issue of unemployment. This problem manifests itself in various forms and includes a wide range of manpower in the country, ranging from unskilled people to the most specialized people. Unemployment among higher education graduates is also one of the dimensions of this crisis. Educational institutions and educational system as a whole in Iran have not taken satisfactory steps to provide entrepreneurship and to develop it, and if the status quo persists, it seems that we will not be able to train entrepreneurs in a planned and organized way (Salehi Amiri, 2009: 11). At present, there is no rational relationship between the education system and the country's labor market from the quality and quantity point of view. The future success of universities depends on their ability to respond to changes. Therefore, in order to identify and meet future needs, it is necessary for university directors and policy makers to make deep and great changes in their missions and goals and to run the university in completely new and different ways as to provide the ground for the future success (Taghi Pourzahir and Hassan Moradi, 2006: 33). Therefore, this study aimed to explain the relationship between strategic human resource management and entrepreneurial university in the Ministry of Science. In this regard, the following questions will be answered:

- 1- What are the features of the strategic management of human resources in the Ministry of Science?
2. What are the features of the entrepreneurial university in the Ministry of Science?

Literature review

Balkin et al. (2000) maintain that part of the overall payment should be based on the level of innovation and risk-taking in order to encourage risk-taking and innovation in the organization. In entrepreneurial organizations, incentive and reward criteria are explicitly described, and risk-taking, innovation, and leading behaviors are endorsed and

encouraged. In their research on Jeffrey Fefer's Seven Factors (Careful recruitment, effective employee communication, training and human resource development, service compensation, management development, equal job opportunities and flexible work plans), Hong and Chang (2005) stated that these factors are critical for the organization's success. Heatrop (1999), Sanchez et al. (2015), Rostamzadeh et al. (2016) applied the four factors (selection, participation, performance appraisal, service compensation and training). Nego et al. (2008) also used the four factors of selection and employment, training, performance appraisal under the title of strategic human resource management. Various studies indicate that strategic measures by the human resource management is one of the most significant factors affecting the efficiency and effectiveness of organizations. Undoubtedly, the survival of life of organizations has a direct relation with creativity, innovation, effectiveness and performance of employees and any proper measures in this regard can lead to increasing the status of the organization (Fallahi Maman, 2016: 212). Davis (1989) believe that human resource management is the process of managing those who are strategically important for the success of an entrepreneur (Hassani Sadrabadi, 2017: 96). The importance of the relationship between human resource management and organizational entrepreneurship has also been stated by Scholar (1996) (Hassani Sadrabadi, 2017: 96). Damanpour and Margiorit posited that organizations can make employees think creatively and innovate using certain measures by the human resource management such as (recruitment, training, participation, performance appraisal and reward) (Damanpour and Margiorit, 1991: 555-590).

Gomez (1995) demonstrates that strategic human resource management is directly and indirectly useful for the organization because of the positive changes it brings for gaining innovation, organizational goals and more involvement of line managers (Afjeh and Esmailzadeh, 2009: 9). Examining the functions of strategic human resource management on organizational innovation, Chen and Hong (2009) demonstrated that there was a significant relationship between the strategic human resource management functions and administrative and technical innovation. Creating and strengthening entrepreneurship in any organization is closely related with the human resource management system of that organization (Hassanzadeh et al., 2019: 160). Tommy and Harris (2000) maintain that evidence suggested a correlation between a set of human

resource management measures (selection, training, performance management, reward and career development) and entrepreneurial strategies. Therefore, the need for a strategic view of human resources is an undeniable issue (Balvandi and Zardtoshtian, 2019: 222).

Theoretical foundations and research questions

Strategic human resource management can be considered a major part of the technological innovation cycle (Saadat Talab et al., 2015: 268). Organizations can make employees think creatively and innovate using some strategic human resource operations, such as recruitment, training, participation, performance appraisal and reward as a tool to motivate employee commitment (Sadeghi and Mohtasham, 2011: 98). Choosing innovative employees with better performance when necessary to meet environmental needs is one of the initiatives of human resource management (Abdullah et al., 2010: 880). Because the university has a key role in training a competent workforce, the society expects universities to help it ensure having productive and strong work force via academic training people and engagement in research on productivity, innovation, and ways to improve working conditions (Bagheri Karachi et al., 2012: 70). Universities should develop people to have courage, creativity, intellectual energy along with perseverance, effort, search power and discovery of new phenomena, have confidence and entrepreneurial spirit (Salehi Amiri, 2009: 11). Experts in the field of higher education consider entrepreneurship as a condition for the survival and development of universities. If the higher educational system enjoys wonderful scientific, technological and environmental developments, in which case, it serves as a dynamic, efficient and effective system, it will be able to compete in the field of change (Taghipour and Moradi, 2006: 33). In most of today's organizations, especially in the higher education system, entrepreneurial transfer and development is the most important strategy for business in relation to entrepreneurship, collaborative entrepreneurship and strategic entrepreneurship (Saadat Talab et al., 2015: 267). Moving towards a University of Entrepreneurship or Entrepreneurial University is a new approach to global higher education to be highly considered (Baringer and Ireland, 2013: 3). It should be pointed out

that entrepreneurs not only create new job opportunities, but also destroy creativity by h the necessary structure, thinking, mobility and culture to set up the building of prosperity and progress from the heart of the ancient ruins (Zabihi and Moghaddisi, 2006: 14).). Entrepreneurship acts a tool and a way to solve the problems of today's organizations and human societies in general and is an approach in which such aspects as creativity, generation, becoming new and being new play an impressive role. Thus, the entrepreneur is someone who constantly produce, develop, apply and generally breathe new life into new ideas. These ideas can be a theory, a product, a process or a new lifestyle (Arabshahi, 2016: 72). An Entrepreneurial University is a university which is sensitive to the education and research needs as well as specialized counseling services required by the environment as it emphasizes the production of science and the expansion of human knowledge, while responding quickly and accurately to the needs of individuals, helping realize the ability to define, develop and solve community problems independently or collectively (Vatankhah and Rezaei Moghadam, 2015: 19).

For Clark (2001), entrepreneurial universities are progressive and modern organizations when they redefine themselves to adapt to the complicated environmental conditions in order to avoid lack of coordination between growing demands and the capacity to meet them. There are key indicators for an entrepreneurial university, which are: common vision (Gibb, 2012), forward-looking strategy (Gibb, 2012), organizational culture (Clark, 1998), persistent interaction with the environment (Kurd Naij et al., 2010), entrepreneurial structure (Gibb, 2012), funding (Gibb, 2012), customer-orientedness (Shah Talebi, 2008), entrepreneurial leadership (Clark, 1998), incentive system (Gibb, 2012), knowledge investment (Gibb, 2012), and collaboration (Gibb, 2012). For a university to become an entrepreneurial university, it must look at its human force as a key tool and do its best to retain and support them. In line with this role, the university must take the initiative to strengthen a setting to support the innovative activities of individuals (Mortezaei et al., 2018: 34). Therefore, given the salient role universities and institutions of higher education play in the social, economic, political and cultural development of societies, it is critical to pay attention to the key issues of strategic human resource management, innovation and entrepreneurship in this connection. To Clark, dynamic universities in the 21st century are the ones that are entrepreneurial and can integrate specialized and managerial values

(Saadat Talab et al., 2015: 265). Insightful academic administrators quickly realized that if they fail to include the concepts and principles related to entrepreneurship into the processes of producing and disseminating knowledge, training capable graduates, and meeting the various specialized needs of the society and generally in all their performance, they won't survive and develop, thus dashing any hopes for their future. Existing reports and documents suggest that the country's universities (governmental and non-governmental ones) are encountered with various crises and internal challenges in the areas of funding, meeting the growing social demand, maintaining quality standards of education, emphasizing scientific research and effective models (Taghipour Zahir, 2006: 32). According to the mentioned principles, to answer the main research questions, the following secondary questions will be followed.

- 1-1. What is the situation of accurate employment in the Ministry of Science?
- 2-1. What is the situation of effective staff communication in the Ministry of Science?
- 3-1. What is the situation of training and development of human resources in the Ministry of Science?
- 4-1. What is the situation of service compensation in the Ministry of Science?
- 5-1. What is the situation of management development in the Ministry of Science?
- 6-1. What is the situation of equal job opportunities in the Ministry of Science?
- 7-1. What is the situation of flexible work plans in the Ministry of Science?
- 8-1. What is the situation of human resources participation in the Ministry of Science?
- 9-1. What is the situation of performance appraisal in the Ministry of Science?
- 1-2. What is the situation of a common vision in the Ministry of Science, Research and Technology?
- 2-2: What is the situation of the future strategy in the Ministry of Science, Research and Technology?
- 3-2: What is the situation of organizational culture in the Ministry of Science, Research and Technology?
- 4-2: What is the situation of continuous interaction with the environment in the Ministry of Science, Research and Technology?
- 5-2: What is the situation of the entrepreneurial structure in the Ministry of Science, Research and Technology?
- 6-2: What is the situation of funding in the Ministry of Science, Research and Technology?
- 7-2: What is the situation of customer orientation in the Ministry of Science, Research and Technology?
- 8-2: What is the situation of entrepreneurial leadership in the Ministry of Science, Research and Technology?
- 9-2: What is the situation of the incentive system in the Ministry of Science, Research and Technology?
- 10-2: What is the situation of knowledge investment in the Ministry of Science, Research and Technology?

11-2: What is the situation of participation in the Ministry of Science, Research and Technology?

Materials and Methods

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In the present study, a descriptive research method, i.e., a correlational analysis was used according to the nature of the subject and its questions; This study was applied and developmental in terms of objectives. Expert opinions were used to design data collection tools, to develop the primary research model, and to specify the indicators of the final research model. In this study, two questionnaires were used to gather the data. The first questionnaire aimed at measuring the factors related to strategic thinking as it contained 31 questions, while the second questionnaire aimed at measuring the entrepreneurial university consisting of 31 questions.

To ensure the content validity of the questionnaires, expert opinions in this area were taken benefit of. As well, the construct validity of the questionnaires was investigated using the confirmatory factor analysis. The validity of the questionnaire (strategic thinking) was calculated to be 90.6. The validity of the questionnaire (entrepreneurial university) was found to be 88. Cronbach's alpha method was used to calculate the reliability of internal consistency. Cronbach's alpha values were found to be higher than 0.7. The internal reliability of all dimensions was also confirmed. The value of these statistics indicated that the questionnaires had greater rate of reliability. In this study, in order to analyze the data, SPSS, AMOS, hypothesis testing, descriptive statistics and inferential statistics were used, and software was applied to analyze the data.

In most researches, there is a need for formulas by which to determine the minimum sample volume as there are financial, human and time limitations (Khaki, 2004, p. 269). Given that the structural equation approach and confirmatory factor analysis were used, the sample size was considered to be between 5 and 10 times the number of questions in the questionnaire (Westlan, 2010). This number varies from 215 to 430 depending on the value stated. Considering the probabilities related to the non-usability of a number of filled-in questionnaires, a sum of 380 questionnaires were distributed at different time periods in the day, and finally 340 questionnaires were used as a basis for statistical analysis. Sampling was done via stratified method and according to the volume of the classes.

Result and discussion

Description of strategic human resource management variable

The variable of strategic human resource management consists of 31 five-choice questions. The observed mean for this variable is (3.44), standard deviation (0.79), lowest (1.61) and highest (4.97). To better interpret the mean, the Abbas Bazargan et al.'s scoring scale was used (Bazargan et al., 1999, p. 13). According to the experimental mean (3.44) and based on the Abbas Bazargan et al.s' scale, one can conclude that the variable of strategic human resource management is more than satisfactory.

Table 1: Descriptive statistics of variable strategic human resource management among respondents

No.	Mean	SD	Min.	Max.
4.97	1.61	0.79	3.44	340

Table 2: Abbas Bazargan et al.s' Scoring Scale

very strong	Strong	Good	Highly satisfactory	satisfactory	Borderline	Unsatisfactory
4.51-4.99	4.01-4.49	3.61-3.99	3.01-3.59	2.51-2.99	2.01-2.49	Less than 0.002

Description of the components of variable strategic human resource management

Descriptive data of the components of variable strategic human resource management including mean, standard deviation, minimum and maximum as presented in the table. For a better interpretation of the mean, the scoring scale developed by "Abbas Bazargan et al." is used in Table 3 (Bazargan et al., 1999: 13). According to the experimental means and based on the "Abbas Bazargan et al.s'" scale of, one can conclude that the component of equal job opportunities was at a good level, the component of service compensation at a satisfactory level and the components of accurate employment, effective employee communication, training and development of human resources, management development, flexible work plans and participation highly satisfactory.

Table 3: Descriptive statistics of the components of variable strategic human resource management among respondents

Component	No.	Mean	SD	Min.	Max.
Accurate employment	340	3.52	0.91	1.00	5.00
Effective employee communication	340	3.53	0.98	1.00	5.00
Training and development of human resources	340	3.54	0.88	1.00	5.00
Service compensation	340	2.93	1.10	1.00	5.00
Management development	340	3.31	1.08	1.00	5.00
Equal job opportunities	340	3.65	1.00	1.00	5.00
Flexible work schedules	340	3.54	1.04	1.00	5.00
Participation	340	3.33	1.09	1.00	5.00
Performance evaluation	340	3.62	0.81	1.20	5.00

Table 4: Scoring scale by Abbas Bazargan et al

very strong	Strong	Good	Highly satisfactory	satisfactory	Borderline	Unsatisfactory
4.51-4.99	4.01-4.49	3.61-3.99	3.01-3.59	2.51-2.99	2.01-2.49	Less than 0.002

What are the components of strategic human resource management in the Ministry of Science, Research and Technology?

To examine the above question, a one-sample t-test was used. As seen in Table 5, according to the obtained means, the components of strategic human resource management from the perspective of experts include accurate employment, effective staff communication, training and development of human resources, service compensation, management development, equal job opportunities, schedule Flexible, participatory and performance appraisal (p-value <0.05).

Table 5: Mean of components of variable strategic human resource management from the perspective of experts (n = 20)

Component	Mean	T value	P value	Result
Accurate employment	3.70	2.15	0.022	Confirmed
Effective employee communication	3.65	2.80	0.006	Confirmed
Training and development of human resources	3.60	2.56	0.009	Confirmed
Service compensation	4.05	5.29	0.001	Confirmed
Management development	4.10	4.82	0.001	Confirmed
Equal job opportunities	4.20	6.00	0.001	Confirmed
Flexible work schedules	4.20	4.86	0.001	Confirmed
Participation	3.95	3.71	0.001	Confirmed
Performance evaluation	4.00	5.21	0.001	Confirmed

Question 4: What is the status of strategic human resource management in the Ministry of Science, Research and Technology?

According to the results of Table 6, one can say that in the studied population, the variable of strategic human resource management is at a satisfactory level (p-value <0.05). In other words, according to the mean obtained for this variable, one can suggest that the situation of strategic human resource management in the study population has been measured above the average level.

Table 6: A study of the status of variable strategic human resource management in the studied population

Mean	SD	Theoretical mean = 3.00	
		T value	P value
3.44	0.79	10.26	0.001

According to the results of Table 7, one can say that in the studied population, the components of accurate employment, effective employee communication, training and development of human resources, management development, equal job opportunities, flexible work plans, participation and performance appraisal are at a satisfactory level (p-value 0.05). In other words, according to the mean obtained for this variable, we can suggest that the situation of these components in the studied population has been measured above the average level. Also, the service compensation component was assessed at an unsatisfactory level (below the average level) (p-value <0.05). REICE | 166

Table 7: A study of the situation of variable components of strategic human resource management in the studied population

Component	Mean	SD	Theoretical mean = 3.00	
			T value	P value
Accurate employment				
Effective employee communication	3.52	0.91	10.45	0.001
Training and development of human resources	3.53	0.98	10.08	0.001
Service compensation	3.54	0.88	11.23	0.001
Management development	2.93	1.10	-1.21	0.886
Equal job opportunities	3.31	1.08	5.34	0.001
Flexible work schedules	3.65	1.11	10.83	0.001
Participation	3.54	1.04	9.60	0.001
Performance evaluation	3.33	1.09	5.59	0.001

Description of entrepreneur university variable

The entrepreneur university variable consists of 43 five-choice questions. The observed mean for this variable is equal to (3.39), standard deviation (0.76), minimum (1.49) and maximum (4.98). For a better interpretation of the mean, the scoring scale developed by "Abbas Bazargan et al" is given in Table 8 (Bazargan et al., 1999: 13). According to the experimental average and based on the scale developed by "Abbas Bazargan et al", one can suggest that the variable of entrepreneurial university is at a good level.

Table 8: Descriptive statistics of variable entrepreneurial university among respondents

No.	Mean	SD	Min.	Max.
340	3.39	0.76	1.49	4.98

Table 9: Abbas Bazargan et al.s' Scoring Scale

very strong	Strong	Good	Highly satisfactory	satisfactory	Borderline	Unsatisfactory
4.51-4.99	4.01-4.49	3.61-3.99	3.01-3.59	2.51-2.99	2.01-2.49	Less than 0.002

Description of components of variable entrepreneurial university

Descriptive data of the variables entrepreneurial university including mean, standard deviation, minimum and maximum is provided in Table 10. For the better interpret the mean, the scoring scale developed by "Abbas Bazargan et al" is provided in Table 11 (Bazargan et al., 1999: 13). According to the experimental means and based on the "Abbas Bazargan et al" scale, it can be suggested that the components of common vision, organizational culture, continuous interaction with the environment, entrepreneurial structure, resource provision, customer-orientedness, entrepreneurial leadership, incentive system, knowledge participation are highly satisfactory and the futures strategy component is at a good level.

Table 10: Descriptive statistics of variable components of entrepreneurial university among respondents

Component	No.	Mean	SD	Min.	Max.
Common vision	340	3.53	0.95	1.00	5.00
Forward-looking strategy	340	3.66	0.99	1.00	5.00
Organizational Culture	340	3.37	0.90	1.00	5.00
Continuous interaction with the environment	340	3.38	0.97	1.00	5.00
Entrepreneurial structure	340	3.39	0.80	1.00	5.00

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Funding	340	3.49	0.81	1.00	5.00
Customer orientation	340	3.51	0.95	1.00	5.00
Entrepreneurial leadership	340	3.29	1.00	1.00	5.00
Incentive system	340	3.15	1.09	1.00	5.00
Knowledge investment	340	3.39	0.91	1.00	5.00
Participation	340	3.37	0.83	1.00	5.00

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Table 11: Abbas Bazargan et al.s' Scoring Scale

very strong	Strong	Good	Highly satisfactory	satisfactory	Borderline	Unsatisfactory
4.51-4.99	4.01-4.49	3.61-3.99	3.01-3.59	2.51-2.99	2.01-2.49	Less than 0.002

What is the situation of the Entrepreneurial University in the Ministry of Science, Research and Technology?

According to the results of Table 12, one can state that in the studied population, the variable of entrepreneurial university is at a satisfactory level (p -value < 0.05). In other words, according to the mean obtained for this variable, we can state that the situation of the entrepreneurial university in the studied population was measured above the average level.

Table 12: A study of the status of variable entrepreneurial university in the studied population

Mean	SD	Theoretical mean = 3.00	
		T value	P value
3.39	0.76	9.50	0.001

Is there a relationship between strategic human resource management and the entrepreneurial university of the Ministry of Science, Research and Technology?

The results from structural equation modeling presented in Table 13 indicate a positive and significant effect of strategic human resource management on the entrepreneurial university ($p = 0.001$, $\beta = 0.779$). Based on the coefficient of determination (R^2), 61% of the changes in the entrepreneurial university are explained by the strategic management of human resources. REICE | 169

Table 13: Investigating the relationship between variables in the eighth research question

Question	Path coefficient	T value	P value
Strategic human resource management=entrepreneurial university	0.779	7.666	0.001

It is necessary to pay attention to the strategic human resources management and its components and to use them to empower human manpower and to encourage creativity, innovation and entrepreneurship in the organization. This helps catch up with rapid changes, rapid scientific and technological progress and the phenomenon of globalization. In the end, organizations will thus be led towards success if they make use of a strategic view of human capital. In the meantime, they should be able to encourage employees to use their maximum knowledge and ability for entrepreneurial activities in the organization. Therefore, in order to meet higher levels of entrepreneurial efficiency, managers at organizations can achieve their goals by investing on strategic human resource measures. The need for a strategic view of human resources is an undeniable issue that takes priority over time as environmental changes accelerate. Strategic human resource management system is the most effective way to motivate employees to do their best for the organization. The findings of Table 13 indicate that there is a positive and significant relationship between strategic human resource management and entrepreneurial university. The results of this main hypothesis are consistent with the findings of Rahimi Baghmalek and Charghanian (2017), Kia Kojouri and Jafarian (2012), Fallahi Maman (2016), Hassani Sadrabadi (2017), Damanpur and Margarit (2008), Chang and Hong (2005), Ghorbanizadeh (2015) and Bahrami et al. (2011).

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