Investigating the Impact of Talent Management on Organizational Entrepreneurship of the Employees of State Welfare Organization

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Abstract

The goal of this research was to investigate the impact of talent management on organizational entrepreneurship in the headquarter of the State Welfare Organization, and it is applied in respect of goal and descriptive-survey in respect of method. The statistical population was 803 people, which based on Morgan's table the statistical sample was estimated 261 people and were selected randomly. For the tool of measurement, two researcher-made questionnaires adapted from Barabadi's (2011) talent management questionnaire, and Hill's (2003) organizational entrepreneurship questionnaire were used. The validity of questionnaires confirmed by experts, and for reliability, the Cronbach's alpha coefficient for the talent management questionnaire was obtained 0.88, and for the organizational entrepreneurship questionnaire was obtained 0.86 that indicated the high reliability of questionnaires. The collected data was analyzed by SPSS and AMOS software. The results indicated that the offered analysis model has high fitness, and among 4 components of talent management, the component of “evaluating and discovering talents” has allocated the highest load factor to itself. Also, regarding organizational entrepreneurship it was specified that the component of “entrepreneurial culture” has allocated the highest load factor to itself. In general, the results showed that talent management and organizational entrepreneurship in the headquarter of the State Welfare Organization are lower than the desirable level, and talent management has direct and significant impact on organizational entrepreneurship in the headquarter of the State Welfare Organization. Finally, in order to optimize talent management, and hence organizational entrepreneurship in the headquarter of the State Welfare Organization some applied suggestions were offered.

Keywords: Talent Management, Entrepreneurship, Organizational Entrepreneurship
Introduction

Nowadays, many global organizations are aware of and confirm the point that knowledge, skills, and the abilities of talented employees are considered as important sources of competitive advantage. Nevertheless, these organizations face with the increasing shortage of talented people (Scullion and Collings, 2006; quoted by Nooh Ibrahim and Keshvari, 2012, p.5).

Moreover, with regard to the increasing and various expectations of clients, the rapid environmental changes, and the compact global competition, the traditional management era in the administration of public sector organizations has ended. Therefore, the experts propose a new approach called “entrepreneur state” for the effectiveness of public organizations, based on which we should witness fundamental changes in the public management (quoted by Moghimi, 2008, p. 9).

This research has considered, tested, and assessed the impact of talent management on organizational entrepreneurship in the headquarter of the State Welfare Organization, which is one of the organizations with high importance in respect of offering services to the mostcherished and most disadvantaged sectors of community.

Problem Statement and Research History

The signs of “fighting for talent” are apparent from now, and the organizations are intensely competing to attract external talents and to maintain their internal talents to survive and continue the life. They believe that in such circumstances the development of effective strategies of talent management should more than ever be changed to a strategic necessity for today's organizations (Scullion and Collings, 2006 quoted by Nooh Ibrahim and Keshvari, 2012, p.5).

Collings and Mellahi (2009) believe that talent management is a strategic management that deals with systematic identification of key positions, that these positions are regarded as the secret of sustainability and the competitive advantage of organization. The development of storing organizational talent to fill these key positions is regarded among the main responsibilities of this type of management (quoted by Khalvandi and Abaspour, 2013, pp.105-106).

Moreover, Consistent and Hajz (2008) believe that strong leaders tend to make connection with talented employees in respect of the company's goals and strategy, and their decision to maintain these employees is to make a positive impact and maintain successful talent (quoted by Zhang, Faisal Ahmmad, et al., 2015).

In this research by summarizing the proposed viewpoints about talent management, the talents management system composed of the components of: 1. Attracting talents, 2. Identifying and discovering talents, 3. Developing and training talents, and 4. Maintaining talents have been considered.
Furthermore, Kuratko (2014) believes that an “entrepreneurship revolution” has been expanded all over the world. The entrepreneurs are an integral part of the renewal process that has overshadowed on the definition of modern economy and are the most important source of economic growth in many countries. The impact of entrepreneurship activities is felt in all sections and all levels of community, particularly as innovation, competition, productivity, wealth generation, job creation, and a new form in the industry (Kuratko, Morris, and Schindehutte, 2015).

Until the early 1970s, research on entrepreneurship concentrated on the measures or individuals’ characteristics. The researchers recognized that the organizations themselves also attempt entrepreneurial activities (Miller and Friesen, 1982; Jennings, 1994; Burglemann, 1983). This point caused the formation of the idea of organizational entrepreneurship (quoted by Haghshenas et al., 2007).

Moreover, the relationship between the strategic management of human resources and organizational performance has widely been investigated; however its impact on the entrepreneurship of great companies has been remained unknown. The data of a survey from 201 Chinese production companies confirms to some extent the significant relationship between the strategic management of human resources and entrepreneurship of companies in change management style (Tang, Wei et al., 2015).

In this research, considering research history, and the proposed patterns of organizational entrepreneurship, and also the effective factors inside and outside organization, and summarizing proposed viewpoints in connection with organizational entrepreneurship, the system of organizational entrepreneurship with 6 components of organizational actions, individual attitude, organizational flexibility, reward statue, entrepreneurial leadership has been considered.

In tables 1 and 2 the research history in connection with talent management and organizational entrepreneurship has respectively been presented.

### Table 1: Research History of Talent Management

<table>
<thead>
<tr>
<th>Name of Researcher (Year of Research)</th>
<th>Title and Topic of Research</th>
<th>Research Method</th>
<th>Results of Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jokar Dehoie (2012)</td>
<td>Analysis of the relationship between talent management and performance evaluation of elite employees by using data envelopment analysis technique in National Iranian Oil Products Distribution Company</td>
<td>Applied in respect of goal, and descriptive-correlation in respect of method</td>
<td>Research findings confirm the existence of relationship between talent management and performance evaluation</td>
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<tr>
<td>Barabadi (2011)</td>
<td>Investigating the</td>
<td>Applied in</td>
<td>The test results of</td>
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<tr>
<td>Study</td>
<td>Description</td>
<td>Methodology</td>
<td>Results/Findings</td>
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<tr>
<td>Abdi (2011)</td>
<td>The impact of talent management on production process in Iran Khodro Company</td>
<td>Applied in respect of goal, and descriptive-correlation in respect of method</td>
<td>The results of research showed that there is a significant relationship between talent management and indicators of production process in Iran Khodro Company (production unit of Samand and Roa) and causes the improvement of production process.</td>
</tr>
<tr>
<td>Ashegh Hosseini Mehravani (2011)</td>
<td>Investigating the impact of implementing talent management on organizational performance (case study in the Ports and Maritime Organization of Gilan)</td>
<td>Applied in respect of goal, and descriptive-correlation in respect of method</td>
<td>The correlation between talent management and organizational performance in the desired statistical population is 48 percent. Also, the highest correlation is between attracting talent and financial performance-attracting talent and non-financial performance.</td>
</tr>
<tr>
<td>Khalvandi and Abaspour (2013)</td>
<td>Designing optimization model of talent management process; case study: Pars Oil and Gas Company</td>
<td>Research method, a two stages, mixed method</td>
<td>There was a significant distance between the existing statue in all components of talent management and organizational commitment in Social Security Organization of Golestan Province.</td>
</tr>
</tbody>
</table>
The social responsibility of organizations and the protection role they have in fighting for talents; they declared that the companies that are seeking to attract the best talents should be careful about the organizational credit of their employees and environment.

Talent management helps attracting the best talents to the related organization and reduces erosion of talented forces.

Organizations having strategic system of talent management show a better performance of themselves than the organizations lacking such a system.

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<tr>
<th>Table 2: Research History of Organizational Entrepreneurship</th>
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<tbody>
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<td><strong>Najafi (2012)</strong></td>
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http://www.ijhcs.com/index.php/ijhcs/index

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<p>| <strong>Alimardani (2013)</strong> | <strong>Hamed Farzadi (2013)</strong> | <strong>General Directorate of Physical Education of Tehran Province</strong> | <strong>goal among applied researches</strong> | entrepreneurship. The Beta coefficient value also indicated that by every unit change in formality component and organizational concentration, a ratio of -0.495 and -0.201 change is created in the entrepreneurship. | The relationship between organizational culture and organizational entrepreneurship in the General Directorate of Sport and Youths of Qom province. The results showed that there is a positive, high, and significant relationship between organizational culture and organizational entrepreneurship in the General Directorate of Sport and Youths of Qom province. The organizational culture components also predict a ratio of 67.9 percent of changes related to organizational entrepreneurship in this General Directorate. | Investigating organizational intelligence and organizational agility with entrepreneurship in the Ministry of Sport and Youths of Iran | In respect of goal applied, and in respect of method descriptive-correlation | The results of Pearson's coefficient showed that there is a positive and significant relationship between organizational intelligence and organizational entrepreneurship and |</p>
<table>
<thead>
<tr>
<th>Authors</th>
<th>Title</th>
<th>Methodology</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharifi (2013)</td>
<td>Investigating organizational climate and its relationship with the ratio of entrepreneurship in the Administrations of Sport and Youths of Fars Province</td>
<td>In respect of goal applied, and in respect of method descriptive-correlation</td>
<td>The results indicated unfavorable organizational climate and the lowness of organizational entrepreneurship in the Administrations of Sport and Youths of Fars Province. There is a positive and significant relationship between organizational climate and organizational entrepreneurship.</td>
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<tr>
<td>Ahopay (2010)</td>
<td>The impact of service leadership style and intellectual capital on promoting organizational entrepreneurship in Cooperation Office of Tehran Province</td>
<td>In respect of goal applied, and in respect of method descriptive-correlation</td>
<td>All three variables of research have positive and significant relationship. Also, it was specified that both intellectual...</td>
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<td>Haghshenas et al.</td>
<td>Organizational entrepreneurship pattern in the public sector of Iran</td>
<td>It investigates the application of entrepreneurship in the public sector organizations of Iran.</td>
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<td>capital and serving leadership are able to predict organizational entrepreneurship, but the share of intellectual capital is more.</td>
<td>The organizations under study do not have desirable entrepreneurial statue, and the factors inside organization impacting on organizational entrepreneurship in the public sector of Iran are: 1. Organizational structure, 2. Strategy of organization, 3. Leadership style, 4. Organizational culture, 5. Organizational systems (including: human resources, encouragement, reward, and payment systems, performance evaluation system, research and development, financial resources, information system) 6 and 7 people and skills, and the factors outside organization impacting on organizational</td>
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<td>Authors</td>
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<td>Methodology</td>
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<tr>
<td>Mosavi Rad (2010)</td>
<td>Designing and explaining factors of organizational entrepreneurial promoters with dimensions of organizational entrepreneurial trends in the Physical Education Organization of the Islamic Republic of Iran</td>
<td>Predicting variables in this research are the main factors of organizational entrepreneurial promoters which include 5 factors of (human resources, organizational support, organizational entrepreneurial culture, organizational structure, organizational strategy), and criteria variables are the dimensions of organizational entrepreneurial trends which include 5 dimensions of (innovation, risk-taking, seeking independence, aggressive competition, and market-leading). The results of research showed that the present statue of Physical Education Organization in connection with the entrepreneurship are: 1. Technology, 2. Economic factors and market, 3. Social-cultural factors, 4. Public sector, and 5. Industry.</td>
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</table>
variables under study is non-entrepreneurial, and there is a positive and significant relationship between the factors of organizational entrepreneurial promoter and dimensions of organizational entrepreneurial trends at $\alpha \leq 0.05$ level.

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<tr>
<th>Author(s)</th>
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<th>Reference</th>
<th>Description</th>
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<tbody>
<tr>
<td>Chandler, (2003), quoted by Torabi, (2010)</td>
<td>The impact of entrepreneurship and participation culture on human relationships</td>
<td>-</td>
<td>In the entrepreneurship and participation culture, teachers have a high spirit, they work without involvement, job satisfaction is high, and freedom, independence, invention, creativity, reward system, coordination, coherence, and regarding the results are governing the schools.</td>
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<tr>
<td>Stiffen and Goyer, (2004); quoted by Mosavi Rad (2010)</td>
<td>Organizational entrepreneurial culture, one of the main factors of organizational entrepreneurial promoters and its components</td>
<td>-</td>
<td>Organizational entrepreneurial culture is one of the main factors of organizational entrepreneurial promoter. The components impacting on entrepreneurial culture are: tolerance, creativity,</td>
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<tr>
<td>Chen Zed and Ankouen, (2005); quoted by Mahmodi</td>
<td>Offering a model for organizational entrepreneurship and factors impacting on it</td>
<td>-</td>
<td>Factors impacting on organizational entrepreneurship are: managerial system, environment, entrepreneurial strategic management, and individuals’ characteristics.</td>
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<td>Scong and Carina, (2005); quoted by Mosavi rad (2010)</td>
<td>Investigating organizational entrepreneurship enabling in knowledge oriented industrial companies</td>
<td>-</td>
<td>Five enabler factors were specified that are: rewarding system, management support, organizational resources, organizational structure, range of changes, risk and culture</td>
</tr>
<tr>
<td>Ruiz And Coduras (2015)</td>
<td>Can the company cause promotion of organizational entrepreneurship and productivity improvement by creating and reconstructing a safe working environment?</td>
<td>-</td>
<td>Using proper human resources management methods causes performance improvement in financial performance, human resources performance, and working environment considerably. Thus, investment in human resources is</td>
</tr>
</tbody>
</table>
profitable and results in more productivity of organizational entrepreneurship.

Methodology

This research is applied in respect of goal, and it is descriptive-survey in respect of data collection methods. For the tool of measurement, two researcher-made questionnaires adapted from Barabadi's (2011) talent management questionnaire, and Hill's (2003) organizational entrepreneurship questionnaire were used. The validity of questionnaires were confirmed by experts and professors, and for the reliability of questions, in an introductory study, the Cronbach's alpha coefficient for the talent management questionnaire was also obtained 0.88, and for the organizational entrepreneurship questionnaire was obtained 0.86 that indicated the high reliability of questionnaires.

The statistical population of this research was all employees in the headquarter of the State Welfare Organization as 803 people, which according to Morgan's table the statistical sample of research was estimated 261 people and were selected randomly, and the collected data was analyzed by one sample t test, T test with two independent samples, chi square test, F test, regression analysis, and factor analysis. For this purpose, SPSS software was used, and also to investigate the causal effect of independent variable (talent management) on dependent variable (organizational entrepreneurship), structural equations (by applying AMOS software) were used.

Research Findings

The results showed that the distribution of research variables is normal. The mean of respondents' evaluation, in respect of components of attracting talents, evaluating and discovering talent, developing and training talent, maintaining talent, and also in respect of talent management variable, all are lower from the central point of spectrum too. Thus, the talent management of statistical population is not located at desirable conditions.

The results of research also indicated that in all components and organizational entrepreneurship variable (except the individual attitude component), the ratio of variables is lower than medium in the headquarter of the State Welfare Organization. Thus, the organizational entrepreneurship of statistical population does not have desirable conditions.

In order to investigate the causal effect of independent variable (talent management) on dependent variable (organizational entrepreneurship), structural equations (by applying AMOS software) was used. The value on the arrows, route coefficients, and values on the rectangular, the value of variance have been explained. Figure 1 shows the analysis model of the relationship between talent management and organizational entrepreneurship.
Figure 1: Analysis Model of the Relationship between Talent Management and Organizational Entrepreneurship

The results of chi square test showed that the model has a relatively good fitness. The load factors (LAMBDA coefficients) also showed that the component of “evaluating and discovering talents” has allocated the highest load factor to itself, and according to the analysis model, it has the highest variance explained, and after it the component of “developing and training talents” is so in the organization. Also the significance corresponding to T was significant in all components, and hence the observed load factors (LAMBDA coefficients) can be generalized to the statistical population. The load factors of each one of the organizational entrepreneurship components were also obtained and it was observed that the component of “entrepreneurial culture” has allocated the highest load factor to itself, and according to the analysis model, it has the highest explained variance. The significance corresponding to T was significant in all components, and hence the observed load factors (LAMBDA coefficients) can be generalized to the statistical population.

Ultimately, the talent management variable (with 4 components) totally explains 63 percent of the variance of organizational entrepreneurship variable. Also typical regression coefficient (B) is equal to 1.074, indicating that for one unit change in talent management variable, 1.074 unit change would be created in the organizational entrepreneurship variable in the same direction. The route coefficient (Beta) is also equal to 0.79, indicating that the whole causal effect of talent management variable on the organizational entrepreneurship is equal to 0.79. In other words, for one unit change of standard deviation in talent management variable, 0.79 unit change of standard deviation would be created in the organizational entrepreneurship variable in the same direction. These values, regarding 5 percent error, are significant and can be generalized to the statistical population.
Conclusion and Suggestions

The results showed that talent management does not have desirable stature in the headquarter of the State Welfare Organization. Jokar Dehoie (2012), Abdi (2011), Ashegh Hosseini Mehravani (2011), Barabadi (2011), Khalvandi and Abaspour (2013) also concluded in their research findings that there is a significant distance between present stature in all components of talent management and their desirable stature, that in this respect corresponds with the results of present research.

Therefore, the organization should (theoretical history of talent management) consider the following points more:

1. Giving importance to the strategy of attracting, developing job description, informing about job opportunities, introducing organization much better, and outsourcing the process of finding force and talent, in order to “attract talents” to the organization.
2. Considering modeling and evaluating competencies, determining the core competencies of the organizational positions, determining criteria of selecting talent, evaluating the level of competencies by intelligent tool in order to “evaluate and discover talents”
3. More precision in the field of education, professional experiences, coaching, teacher–student, and creating the storage of talent in order to “develop and train talents”
4. Paying more attention to the payment of salary and various approaches towards it, creating motivation and enabling employees, advantages, extra payments and rewards in order to “maintain talents”.

Moreover, since the component of “evaluating and discovering talents” and afterwards the component of “developing and training talents” in the organization have allocated the highest load factor to themselves, and have the highest explained variance according to the analysis model, the organization, among the aforementioned cases, should consider those cases more which would cause “evaluating and discovering talents” and “developing and training talents” in the organization, so that it ultimately causes better promotion of talent management in the organization.

The results in connection with organizational entrepreneurship also indicated its undesirability in the headquarter of the State Welfare Organization. Najafi (2012), Alimardani (2013), Hamed Farzadi (2013), Sharifi (2013), Ahopay (2010), Haghshenas et al. (2007), and Mosavi Rad (2010) also concluded in their researches that the organizational entrepreneurship is not in desirable stature in their intended statistical population that corresponds with the results of present research in this respect. Thus, according to the research results of Haghshenas et al., (2007) the organization should consider more factors inside organization impacting on organizational entrepreneurship in the public sector of Iran such as: 1. Organizational structure, 2. Strategy of organization, 3. Leadership style, 4. Organizational culture, 5. Organizational systems (including: human resources, encouragement, reward and payment systems, performance evaluation system, research and development, financial resources, information system) 6 and 7. People and skills, and the factors outside organization impacting on organizational

The results also showed that the component of “entrepreneurial culture” has the highest impact on organizational entrepreneurship. Chandler (2003) also states in his research that organizational culture is one of the important and effective factors on human relationships (quoted by Torabi, 2010). Stiffen and Goyer, (2004) in their research investigated the organizational entrepreneurial culture as one of the main and important factors of organizational entrepreneurial promoters (quoted by Mosavi Rad 2010), indicating the importance of entrepreneurial culture and corresponds with the results of this research. Therefore, regarding the research history the organization should consider cases such as: tolerance, creativity, risk-taking, open communications, participation, hyperactive innovation, and freedom of expression more to promote entrepreneurial culture, and hence promote organizational entrepreneurship.

The results of analysis model indicated that the relationship between talent management and organizational entrepreneurship has a relatively good fitness, and talent management has positive and significant impact on organizational entrepreneurship. Jokar Dehoie (2012), Amini (2012), Ghaforimorad (2012), Ashegh Hosseini Mehravani (2011), Barabadi (2011), Abdi (2011), and Hasild and Sholer, (1997) respectively in their research findings confirm the existence of relationship between talent management and its impact on performance evaluation, performance of academic members, performance of employees, organizational performance, organizational commitment, production process, and financial performance. These results all confirm the importance of talent management in the organization and its impact that correspond with the results of this research in this respect.

Chen, Zed and Ankevin (2005) believe that four factors are effective in organizational entrepreneurship; these factors are managerial system, environment, entrepreneurial strategic management, and individuals’ characteristics (quoted by Mahmodi, 2013) that correspond with entrepreneurship components in this research and the results of this research, and considering that the two factors of “managerial system” and “individuals’ characteristics” are also hidden in talent management, hence from now on they also correspond with the results of research.

Scong and Carina (2005) have identified five factors of empowerment in their research which are rewarding system, management support, organizational resources, organizational structure, and range of changes, risk and culture (quoted by Mosavi Rad, 2010), and although the factors named are not completely similar to the components of organizational entrepreneurship of this research, considering the dimensions of talent management and organizational entrepreneurship and the results obtained in this research, not only significant difference is not observed, but also corresponds with it.

Alimardani (2013), Alimohammadi (2012), Farzadi (2013), Jalilvand (2011), Sharifi (2013), Ahopay (2010) respectively showed that the organizational culture, emotional intelligence and social capital, organizational intelligence and organizational agility, organizational climate, intellectual capital and leadership style, have relationship with organizational entrepreneurship.
and impact on it, and all of them have considered as an independent variable different from the independent variable of present research, but as it is observed, it can cautiously be said that the cases such as emotional intelligence, social capital, organizational intelligence, organizational agility, intellectual capital and leadership style are cases that are important and considered in the talent management, and are hidden in it, hence they can be observed as corresponding with the results of this research.

Ruiz and Coduras (2015) also believe that using proper human resources management methods causes performance improvement and results in more productivity in organizational entrepreneurship that corresponds with the results of this research.

Haghshenas et al. (2007) have introduced the factors inside and outside organization impacting on organizational entrepreneurship in the public organizations of Iran in their research, and stated in them that organizational systems (including: human resources, encouragement, reward and payment systems, performance evaluation system, research and development, financial resources, and information system) and also “people and skills” as factors inside organization impact on organizational entrepreneurship. Therefore, with regard to the talent management components in this research and the theoretical history in connection with talent management, it can be said that these factors are hidden in the talent management, and hence correspond with the results of present research.

Mosavi Rad (2010) has considered human resources, organizational support, organizational entrepreneurial culture, organizational structure, and organizational strategy as the main factors of organizational entrepreneurial promotors in his research, and considering the point that human resources are hidden in talent management, and also with regard to the point that in the present research the importance and the impact of entrepreneurial culture on organizational entrepreneurship was specified, it can be said that its results correspond with the results of present research.

Finally, it can be said that the headquarter of the State Welfare Organization would cause the promotion of organizational entrepreneurship by implementing better talent management and considering its components. Moreover, it is suggested that the future researchers investigate and explore the impact of talent management on organizational entrepreneurship in other public organizations or other private companies and institutes of country.
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