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Integration System of Education, Science and Production: Editorial Introduction

Dear colleagues! We are glad to inform you about the next expansion of our cooperation and this special edition is the result of a partnership between the *Independent Journal of Management & Production (IJM&P)* and West Ukrainian National University, and his partners from Mykolas Romeris University from Lithuania and various universities in Ukraine and India.

The first paper in this collection, presented by *Karpenko and co-authors* demonstrates the successful attempt to formulate a methodological approach to developing the operational strategy of retailers based on the requirements of the corporate strategy chosen in accordance with the stage of the industry life cycle. The development of this methodological approach was carried out based on the Hill's model and the systems approach. Eventually, a logical diagram of the process of developing an operational strategy is presented, indicated by a list of incoming and outgoing information.

The research of *Antoniuk et al.* considers the role of the State Audit Service of Ukraine in the realization of financial state control based on the analysis of reports of the State Audit office of Ukraine in 2019. The paper gives answers on important questions about external and internal audit in the Ukrainian context.

Peyravi et al. determine the impact of human resource management on intrapreneurship and organizational innovation in their article. Research results emphasize on the impact of job selection process, training process, reward, and motivational techniques on organizational innovation, and intrapreneurship.

The approach, the algorithm, and the intelligent decision support system of management for forecasting of time fund for the performance of the mechanized chemical protection of plants are suggested by *Tryhuba et al.* The developed intelligent decision support system provides further research on forecasting the time fund for the implementation of mechanized chemical plant protection and substantiation of its models for different countries and their regions.



Sydoruk and co-authors dedicated the research to the deterioration of land quality in Ukraine and abroad based on the formation of economic and mathematical model. It is established that for the realization of certain goals in the system of land use, the decisive importance should be given to the consideration and coordination of environmental, economic and social interests

Green marketing and environmental marketing as well as green marketing activities were thoroughly analyzed by *Bulsara and his counterparts*. The necessity to academically examine environmental marketing is substantiated in the research.

The paper of *Usas et al.* is dedicated to the assessment of the COVID19 impact on e-commerce in Lithuania based on scientific literature analysis and statistical data analysis. It is proved that pandemic has increased the scope of e-commerce and the range of services in Lithuania despite the deteriorating economic and social situation.

Roliak et al. offer a comparative analysis of the structural model, administrative principles, and new management initiatives in teacher professional training within the tertiary education system of neo-liberal Denmark. Within the comparative discourse of the education management characteristic features of Denmark and Ukraine, the authors have substantiated suggestions for the construction of the efficient postmodern administrative initiatives in institutions of higher learning of Ukraine as the response to the ongoing need for high-quality professional training of teachers based on a solid foundation of autonomy and effective innovative practices.

The study of *Dobrzinskiene et al.* covers the impact of profession right choice on the person's life, emphasizing the importance of vocation and the path of professional development - career. The authors underline the importance of meticulously systematization of the characteristics of a particular profession, namely a police officer.

The information model of material, technical and financial resources in construction, based on identifying and due to the existing initial conditions and developing proposals for their improvement at the level of accounting and management by improving the documentation process was suggested by *Humenna-Derii and co-authors*. It is proposed to improve financial and management accounting for the formation of new synthetic and analytical accounts, internal and intermediate management documents and the methodology of financial accounting.

Kuznetsova and colleagues conducted a study covering the peculiarities of formation of competitive strategy of the enterprises of flour-milling branch of Ukraine. The research



determines that the flour-milling industry of Ukraine is at the stage of growth and has a number of tendencies, such as: decrease in sales volumes, increase in export volumes, standardization of products and average level of competition intensity.

The features of public sector enterprises' use of international and national accounting and financial reporting standards governing the accounting of lease transactions were determined by *Rohoznyi and his counterparts*. The data obtained was based on the indexes of the official website of the Ministry of Economic Development, Trade and Agriculture of Ukraine for 2013-2020

The relevance of the study by *Bickauske et al* is due to the significant role of digital transformation in Moldova and all over the world because of the pandemic situation. The validity of results is based on the interview with experts in the field and SWOT analysis. The authors offer specific recommendations regarding the digitization of the Moldovian industry.

The concept of social skills development in a group of football activities for refugee children and youth development was thoroughly analyzed and proved by *Paskevica and her colleagues*. The study emphasizes the role of football program development and the productivity of practical efficiency which were determined by the service provider's experience in volunteering abroad as a football coach using the Football3 method.

Ishchenko and co-authors studied the current state of the organization and methods of accounting for the costs of organic production from the point of view of environmental and economic accounting in Ukraine. The features of the functions of primary documents reflecting the costs of organic production were determined and ways to improve the documentation of production processes were proposed.

The aim of the paper presented by *Prylipko and co-authors* was to study the ornithine cycle - the process of fixing ammonia and the formation of urea in the body of highly productive animals. The researchers studied the peculiarities of the Askanian meat-wool breed and outbreeds in terms of the ability to build muscle tissue as well.

Such innovative approaches in educational space as e-learning, blended learning, remote learning were the target of *Humeniuk and co-authors'* research due to the demands of modern pandemic period worldwide. The scientists proved the efficiency of Moodle platform use at ESP classes based on experiment results and statistical analysis.

The differences of social business concepts and advantages of such initiatives are elucidated in the paper by *Simanavicius et al*. Research has proven that due to the development



and perception of social business, two main directions can be distinguished: Anglo-American and European ones

The research by *Sermuksnyte-Alesiuniene and colleagues* is dedicated to the digital technologies especially IoT, which influence the food supply chain processes. The results show IoT-connected sensors and systems in food and beverage supply chain logistics offer real-time visibility and data-driven analytics, allowing stakeholders to improve performance, cut operating costs, conduct predictive maintenance to avoid downtime, and even decrease energy usage or reduce negative environmental impacts

Semenyshena et al outlined the main indicators of monitoring the effectiveness of state programs to support the agricultural sector and give proposals for improving the information support of this process, accounting tools, financial and budgetary reporting. Also, the essential role of the Key Program of Budgetary Support for the development of the agricultural sector is underlined.

We would encourage readers to continue this development by submitting themed in various fields of knowledge papers to future issues.

As Chief and Quest Editors, we would like to thank our co-editors and the contributors, as well as the other members of the editorial collective who have provided support. Moreover, they have contributed to the Journal in recognition of the international scientific community. We appreciate the intense participation of all colleagues, which has made our journal become a place of wide dissemination of knowledge.

We hope that our effort in publishing this Special Edition will be useful to our subscribers, as well as to the international scientific community.

The following content will be presented with the titles, authors and the pages of all of the articles published in this edition issue.

EDITORIAL VOLUME 12, ISSUE 6 (s721-s727)

Paulo Cesar Chagas Rodrigues, Nataliia Semenyshena

DOI: 10.14807/ijmp.v12i6.1451

The main aspects of choosing the enterprises' operating strategy (s359-s375)

Yuliia Karpenko, Anzhelika Pienova, Dmytro Melnychuk, Valentyna Kutsyk, Nataliya Nakonechna, Sergiy Kalinichenko

DOI: 10.14807/ijmp.v12i6.1758



Development of internal control and audit in Ukraine (s376-s390)

Olena Antoniuk, Natalia Koval, Svitlana Savitska, Yaroslavna Mulyk, Nataliia Kuzyk, Marianna Koshchynets

DOI: 10.14807/ijmp.v12i6.1761

The nexus between human resources practices, intrapreneurship and organizational innovation (s391-s401)

Bahman Peyravi, Arturas Jakubavicius, Rytis Bickauskas, Kateryna Mazur, Alyona Piven

DOI: 10.14807/ijmp.v12i6.1778

Forecasting the time stock for chemical plant protection based on computer simulations (s402-s416)

Anatolii Tryhuba, Inna Tryhuba, Larysa Mykhalchyshyna, Iryna Mushenyk, Nonna Koval, Yuliia Haybura

DOI: 10.14807/ijmp.v12i6.1782

Optimization of economic and ecological components of using agricultural lands for balanced land use and rural areas development (s417-s430)

Borys Sydoruk, Andrii Sava, Nataliia Korzhenivska, Nataliya Zdyrko, Olha Khaietska

DOI: 10.14807/ijmp.v12i6.1767

An exploratory study of theories of green marketing and its practices (s431-s444)

Hemantkumar P Bulsara, Manita Matharu, Krystyna Tarasova, Olha Rulinska, Inna Gogol

DOI: 10.14807/ijmp.v12i6.1781

Covid-19 impact on e.Commerce usage (s445-s462)

Antanas Usas, Edmundas Jasinskas, Viktoriia Zagurska-Antoniuk, Vladyslav Savitskyi, Pavlina Fuhelo

DOI: 10.14807/ijmp.v12i6.1750

Management of teacher education: danish democratic discourse in postmodern era (s463-s477)

Anhelina Roliak, Olena Matiienko, Elvira Manzhos, Olena Shamanska, Nelya Burlaka

DOI: 10.14807/ijmp.v12i6.1754

Peculiarities of the police officer's profession image in their attitude (s478-s494)

Rasa Dobrzinskiene, Giedre Pauriene, Iryna Kushnir, Dimitri Grytsyshen, Kostiantyn Malyshev

DOI: 10.14807/ijmp.v12i6.1756

Information model of material and technical and financial resources in housing in Ukraine and Europe: accounting and management aspect (s495-s515)

Mariia Gumenna-Derij, Nadiya Khorunzhak, Olena Zharikova, Viktoriia Rozheliuk, Raisa Tsyhan

DOI: 10.14807/ijmp.v12i6.1764



Peculiarities of formation of competitive strategy of the enterprises of flour-milling branch of Ukraine (s516-s539)

Inna Kuznetsova, Valentyna Gorbatiuk, Tetiana Mulyk, Alyona Piskun, Oksana Pashchenko, Oleksandr Hridin

DOI: 10.14807/ijmp.v12i6.1759

Problem aspects of application by state enterprises of international standards of accounting and reporting in rental operations (s540-s559)

Serhii Rohoznyi, Iryna Parasii-Verhunenko, Petro Kutsyk, Olena Biriuk, Olena Kolesnikova, Svitlana Holovatska

DOI: 10.14807/ijmp.v12i6.1762

Digital transformation as a factor of ensuring country competitiveness: Moldova case analysis (s560-s583)

Daiva Bickauske, Saulius Kromalcas, Zaneta Simanaviciene, Larysa Sergiienko, Tetiana Baranovska

DOI: 10.14807/ijmp.v12i6.1779

Refugees children and youth social skills education in football activities (s584-s609)

Alma Paskevici, Jurate Pozeriene, Olena Dyka, Inna Asauliuk, Dana Olefir

DOI: 10.14807/ijmp.v12i6.1780

Accounting of real costs for the production of organic food: world experience and practice of Ukraine (s610-s631)

Yana Ishchenko, Nataliya Struk, Valentyna Yasyshena, Olena Podolianchuk, Svitlana Stender

DOI: 10.14807/ijmp.v12i6.1776

Adaptive changes in the ornithine cycle and amino acid synthesis in sheep liver with different meat productivity (s632-s645)

Tetiana Prylipko, Tetiana Koval, Volodymyr Kostash, Alina Shuliar, Volodymyr Tkachuk, Alona Shuliar

DOI: 10.14807/ijmp.v12i6.1751

Moodle as e-learning system for esp class (s646-s659)

Iryna Humeniuk, Oksana Kuntso, Natalia Lebedieva, Olga Osaulchuk, Olha Dakaliuk

DOI: 10.14807/ijmp.v12i6.1755

Peculiarities of social business concept (s660-s676)

Arturas Simanavicius, Eimantas Kisielius, Liliia Kharchevnikova, Liliya Svorobovych, Alla Chykurkova

DOI: 10.14807/ijmp.v12i6.1757

Increasing the effectiveness of food supply chain logistics through digital transformation (s677-s701)

Kristina Sermuksnyte-Alesiuniene, Zaneta Simanaviciene, Daiva Bickauske, Stefaniia Mosiiuk, Iryna Belova

DOI: 10.14807/ijmp.v12i6.1748



Development of the institutional accounting for the needs of financial regulation: experience in the agricultural sector of Ukraine (s702-s720)

Nataliia Semenyshena, Oksana Radchenko, Andrii Zelenskyi, Nadiia Khocha, Ulyana Pelekh

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**THE NEXUS BETWEEN HUMAN RESOURCES PRACTICES,
INTRAPRENEURSHIP AND ORGANIZATIONAL INNOVATION**

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ABSTRACT

In today's world, the impact of strategic human resources management on innovation activities plays key role in organizational development and change management. The aim of this research is to determine the impact of human resource management on intrapreneurship and organizational innovation. It is emphasized by many significant authors in last decades that the entrepreneurial activity is at the heart of competitiveness, productivity growth, innovation, economic growth and job creation. The research based on literature review and personal interpretation on the topic. Theoretical analysis on relevant researches on nexus between human resources management, organizational innovation and intrapreneurship, presentation of conceptual framework, presentation of the research findings are the objectives of the research. This study has potential limitations such as data collection process and access to the relevant literature. Research results emphasize on the impact of job selection process, training



process, reward and motivational techniques on organizational innovation and intrapreneurship.

Keywords: innovation, entrepreneurship, intrapreneurship, Human resources, organizational innovation

1. INTRODUCTION

Strategic human resources department plays key role in organizational performance. Innovation and entrepreneurship performance of the employees are two factors which has significant impact on sustainable competitive advantage of organizations and its adaptation to the competitive business environment. Based on mentioned approaches above, the relationship between human resources management and mentioned factors cannot be neglected. Hence, the research aims to determine the impact of human resource management on intrapreneurship and organizational innovation.

Atar (2016) mentioned that, the efficient utilization of human resources is the driving force of innovation activities, technological compliance, competitive advantage and value creation in existing market. The research based on literature review and personal interpretation on the topic. Due to increasing importance of human resources and its strategic planning process, intrapreneurship and innovation researchers pays specific attention in last decades. Hence, various significant studies carried out in literature. However, there are few studies which addressing human resources management, organizational innovation and intrapreneurship all together. Thus, this study designed to contribute to the literature from mentioned perspective.

Research results emphasize on the impact of job selection process, training process, reward and motivational techniques on organizational innovation and intrapreneurship. Theoretical analysis on relevant researches on nexus between human resources management, organizational innovation and intrapreneurship, presentation of conceptual framework, presentation of the research findings are the objectives of the research. This study has potential limitations such as data collection process and access to the relevant literature.

2. THEORETICAL FRAMEWORK AND RELATED LITERATURE

2.1. Innovation, Entrepreneurship and Intrapreneurship

Historically, many researchers have touched on the conceptual relationship between entrepreneurship and innovation (Schumpeter, 1934; Drucker, 1994; Legge & Hindle, 1997;



Sundbo, 1998; Kanungo, 1999) While others have focused the nexus between entrepreneurship and innovation departing from process to structure, and strategy (Casson, 1982; Caird, 1988; Cornwall & Perlman, 1990; Littunen, 2000). Over the last decades, entrepreneurship has become established as a legitimate field of research and managerial practice (Hoskisson et al., 2011).

OECD, (2007) defines entrepreneurship as “the result of any human action undertaken in order to generate value through the creation or expansion of economic activity”. According to Nelson (1993), innovation encompasses “the processes by which firms master and get into practice product designs and manufacturing processes that are new to them.”

Innovation and Entrepreneurship are considered as a significant basis for competitive advantage in dynamic and changing business environment, enhancing capabilities for sustainable business growth, economic activity and the wealth of nations (O’Connor, 2013). Entrepreneurship refers to the exploration, evaluation and exploitation of opportunities in the process of business start-up, creation and growth; entrepreneurial dynamism is the key to economic renewal and growth (Shane, 2012; Lewrick et al., 2010).

Innovation relates to the development, adoption and exploitation of value-added activities in economic and social areas; a key factor for competitiveness and growth (Crossan & Apaydin, 2010; Lewrick et al., 2010), while some authors see innovation and entrepreneurship as the line between life and death (Tidd & Bassant, 2015).

Embracing and stimulating entrepreneurship and innovation education and training provides nations with more entrepreneurs and innovators (Maritz & Brown, 2013; Donovan et al., 2013). Entrepreneurship education programs are defined pedagogical programs or education that aims to develop entrepreneurial attitudes, skills and personal qualities; which is designed to empower individuals with the necessary tools to initiate a new business (Fayolle, 2010).

A comprehensive panorama of entrepreneurship and transition to intrapreneurship covers the actions of entrepreneurs within the organizations. Intrapreneurship is vital in today’s highly competitive and fast-changing environment for a legitimate route towards increased levels of organizational performance (Hayton et al., 2013).

An extensive view of entrepreneurship and transition to intrapreneurship covers the actions of entrepreneurial behavior of the employees within the organizations. Intrapreneurship is a significant for innovation activities of the organizations and vital in today’s highly competitive and fast-changing business environment (Hayton et al., 2013). The term intrapreneur was coined in 1978 by Gifford and Libba Pinchot (Hadad & Cantaragiu, 2017).

Pinchot used “intrapreneurship” to define individual intra-corporate entrepreneurship. In the literature, however, intrapreneurship is usually studied as behaviors (Rigtering & Weitzel, 2013). As a result, intrapreneurship has been developed through individual components (Skarmeas et al., 2016). In addition, Table 1 below shows the similarities such as innovation, creation of value and undertaking risk whereas differences including type of activity, encountered obstacles and sources of funding.

Table1: Entrepreneurship versus Intrapreneurship

	Similarities		Differences
Innovation	<ul style="list-style-type: none"> ●The entrepreneurs and the intrapreneurs are innovative individuals. ●Innovation represents a brand-new product or service, a new technological process or an improved management method. 	Type of Activity	<ul style="list-style-type: none"> ●The activity of intrapreneur includes a restoring trait. ●The activity entrepreneur involves a originaive trait.
Creation of value	<ul style="list-style-type: none"> ●Adding further value to the products and services is the fundamental objective for both of them. ●Alteration must be truly new and must come up with a different proposal. 	Encountered Obstacles	<ul style="list-style-type: none"> ●For the intrapreneur, the organizations’ culture may be the crucial obstruction. ●The entrepreneur has a powerful obstruction which is the market.
Undertaking Risk	<ul style="list-style-type: none"> ●The intrapreneurial and entrepreneurial activities contain a higher degree of potential risks as in comparison to the usual risks. ●The intrapreneur undertakes the risk of organization’s capital and focuses on new products. ●The entrepreneur undertakes the risks of his/her own money and time. 	Sourcing of Funding	<ul style="list-style-type: none"> ●The intrapreneur benefits from the organization’s resources. ●The entrepreneur individually search for funding sources, at the risk of losing his/her own assets/fortune.

Source: Sasu 2003 (in Ozbozkurt, 2019)

When researchers describe the intrapreneurship in organizational context, they are representing the intrapreneurship concept as “spontaneous trait transference”. This concept is not associated to the person who enacts the behavior but with another person who describes that behavior by someone else but does not perform it (a communicator or informant) (Uleman, 2015). From this perspective, the intrapreneurship is related to the “Role Theory” which concerns “organizational social life and behavior patterns or roles” presented by B. J. Biddle, 1986. The role theory has created significant base for understanding intrapreneurship within organizations. This phenomenon will be discussed in detail while presenting intrapreneurship and the organization.

Intrapreneurship is a significant term at the individual and organizational levels. intrapreneurship, which reveals the integration of entrepreneurship and strategy activities within an organization, leads employees to understand that the role of individuals within an organization are vital and indispensable for the organization. Intrapreneurship can be

considered as guiding signs of success by contributing to the development of employees and hence organizational development. Intrapreneurship has a positive influence on the productivity, effort and satisfaction of its employees which leads to the success in innovation activities.

2.2. Intrapreneurship and the Organization

Many organizations are redesigning their activities in radical and meaningful ways in response to these vital and rapid changes against external and internal business environment. The survival of today's businesses is related to constant demand for new opportunities and possibilities and force a new understanding of essential skills and concepts. Rapid changes in environmental factors are as same as business growth and product sells on international markets while the diversification of customer demands has increased the importance of intrapreneurship and organizational innovation.

Intrapreneurship satisfies to the demands by shaping the future direction of organizations and intrapreneurship as the new subject increases its importance every day. Intrapreneurship is entrepreneurial activities pursued within the organization to support organizational strategy (Gaertner, 2014) and social intrapreneurship which demands flexibility to accept employees ideas (Nery, 2021) based on how employees could be inspired to behave entrepreneurially in organizational framework (Gundogdu, 2012).

This approach is highly depends on the personality and characteristics of the employees and also the organization level distinction between units and subunits, at team level role specialization in department and individual-level role specialization for the employee (Yukl, 2013).

Various reseaches mentions two essential scales in Intrapreneurship literature. The first scale related to the innovative and proactive disposition of management (Taneja, 2010) and the second scale includes innovation venturing and self-improvement activities of employees (Antoncic & Hisrich, 2001). However, the "Role Theory" forms a new intersection between two scales which based on expectations, and the interaction between expectations and organizational values.

Thus, it can be emphasized that, role relationship is based on shared expectations and organizational culture (Parsons, 2014) and intrapreneurship role depending on the transformation of the behavior by transfer of the knowledge domain of the role senders. Transfer of knowledge and knowhow or domain of the intrapreneurship behavior can endure over time (Redding, 1993).



Moreover, the significant role of organizational communication for voluntary intrapreneurs (Park et al., 2014) and environmental effects on intrapreneurship should not be neglected (Felicio et al., 2012). It might be difficult to find entrepreneurs in organizations which are essential for intrapreneurship. According to role theory, organizations should lead employees to learn intrapreneurship as a role which departs with media depictions and interaction with others before and moves to personal stage. That means, organizations must be leaded with the leader intrapreneurs to be a sample figure and promote intrapreneurship to others within the organization as figureheads, because roles are transferable.

2.3. Strategic Human Resources Management, Organizational Innovation and Strategic Intrapreneurship

To begin with, it must be mentioned that There is lack of studies in literature on strategic human resources management together with organizational innovation and strategic intrapreneurship. Taking into consideration existing studies, strategic human resources management can be seen as major factor with significant on innovation performance of the organizations (Demirtas, 2013) and strategic intrapreneurship has been paid attention as a rising field of up-to-date studies for achieving organizational objectives and goals (Bozkurt, 2019).

Intrapreneurship, as a new trend, stands for corporate entrepreneurship within an existing organization, behavioral intentions, and behaviors of an organization that are correlated with departures from the customary. Hence, this approach illustrates the strong nexus between strategic human resources management and strategic intrapreneurship which directed to the innovation activities and its achievements.

Moreover, this nexus is supported by various studies such as Antoncic (2007) which mentioned that intrapreneurship involves four main dimensions including new business venturing, innovativeness, orgaizational self-renewal, and proactiveness, Enslin (2010), emphasizes on additional three dimensions that are risk-taking, autonomy, and competitive aggressiveness. On the other hand, Morris, Kuratko and Covin, (2010) describes strategic intrapreneurship as self-driven, with self-imposed timelines and performance benchmarks.

Harmonic movement of strategic human resources functions is the main support of employee's entrepreneurial spirit. In another word, organizational learning and knowledge transfer can be seen as driving force entrepreneurial activities of employees. Application of human resources practices (recruitment and hiring process, training process, job development etc.) supports intrapreneurial activities and success in innovation activities.



Departing from this approach, it can be emphasized that entrepreneurship and innovation are an inseparable (Tidd & Bassant, 2015) and it is an important factor for competitive advantage by increasing their impact with appropriate strategic human resources practices (Atar, 2016).

Avci and Ulu, (2014) emphasized on the impact of employee's empowerment which is significant part of strategic human resources management on organizational creativity and innovation. Moreover, some studies emphasized on positive impact of performance appraisals and rewarding on efficiency and innovative behavior of organization (Yu et al., 2013; Kim & Choi, 2014).

Also, the significant role of recruitment and training process on innovation infrastructure cannot be neglected (Fernando, 2013). Adaptation of strategic human resources management application is not only prominent for innovation performance, but also is a driving force for intrapreneurship orientation (Messermith & Wales, 2013) which leads employee creativity and innovation potential to be volunteer to take responsibility in organizational goal (Eze et al., 2018).

3. CONCLUSIONS

Effective human resources strategies create employees empowerment at work environment which leads employees creativity and innovation potential to be volunteer to take responsibility in organizational goal and hence, it drives intrapreneurship in organization, increased success in innovation activities and creates cohesion between employee and organization.

Due to increasing importance of human resources and its strategic planning process, intrapreneurship and innovation researchers pays specific attention in last decades. Hence, various significant studies carried out in literature. Research findings shows us there are linear relationship between intrapreneurship, innovation and human resources management however no relation determined between hiring process which is significant part of human resources management application and innovation.

Moreover, significant practices of human resources management such as job selection, training and reward and motivational techniques have direct impact on intrapreneurship and innovation. Based on mentioned findings, it might be appropriate to interpret the results as the job selection and hiring process are significant and comprehensive process which leads organization to match appropriate job with best candidate.



It is considered that there should be internal entrepreneurship and innovation competence in every individual who will work within the enterprise which has to be filtered through the human resources practices. Taking into consideration the strong cohesion between organizational innovation, intrapreneurship and human resources management, it is recommended to extend similar studies in literature and contributing to the literature by comparing the studies with each other and adding new approaches on this subject.

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