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**MATCHING INTREPRENEURS, CULTURE AND HR PRACTICES IN ENTREPRENEURIAL ORGANISATIONS: A KEY TO BUILDING INTREPRENEURIAL HUMAN CAPITAL**

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*Principal Topic*

There much been much research into the characteristics of entrepreneurs and the commonality of the findings suggests these people are definitely different from the general population. There are many instruments for measuring the entrepreneurial profile or tendencies of individuals. This paper will examine the characteristics of students enrolled in a post graduate qualification in innovation and entrepreneurship using Team Management Profile Quotient (TMPQ) developed by Margerson and McCann.

While many entrepreneurs establish new firms in order to commercialise an idea or innovation, there are those who conduct the entrepreneurial process within an existing organisation, and often called intrapreneurs. Such individuals are likely to thrive in some organisations, but not in others. The entrepreneurial human capital in a firm is better likely to be developed when the intrapreneur operates within an organisational culture that is supportive of his/her entrepreneurial aspirations and where the cultural characteristics bear some similarity to the profile of the individual themselves. Culture tacitly guides the thinking, feelings perceptions and behaviours of many organisational members in similar ways.

Organisational culture has long been reported as being a critical factor in promoting innovation within organisations, a prerequisite to supporting an entrepreneurial economy. High levels of innovation are often associated with a change promoting culture. Three cultural typologies will be explored that enable a firm to be profiled in a manner that highlights characteristics associated with innovative behaviour of entrepreneurs. Organisations with an established entrepreneurial orientation are likely to have HR policies and practices that support innovative and entrepreneurial activity and in particular enhancing the performance of the entrepreneurs themselves.

**Methodology/Key Propositions**

The nature of the TMPQ instrument will be explained and how the results have been developed and analysed. The results yield work role preferences for the candidates that will be compared to the findings of other cultural studies in entrepreneurial organisations and those organisations with a strong orientation towards innovation. Also investigated will be the HR practices relating to entrepreneurs employed in these firms with particular reference to HR capital building policies and activities. Thematic commonalities will be extracted from the cultural profiles and HR areas in order to facilitate associations with the major TMPQ profiles.

**Key propositions**

1. TMPQ profiles of students enrolled in an entrepreneurial post graduate programme are different than the worldwide sample of respondents

2. The predominant TMPQ profiles of students enrolled in an entrepreneurial post graduate programme are consistent with the more generally reported cultural characteristics of entrepreneurial organisations.
3. Entrepreneurs in established entrepreneurial organisations will report HR policies and practices that promote individualism and personal development.

## **Results**

The results in this study show that over 90% of the post graduate candidates are represented by four of the eight TMPQ work role preferences, and are significantly different to the worldwide sample on three of the eight role preferences. These students are also more extroverted and creative than the TMPQ worldwide sample. The results give some support to the widely held perception that entrepreneurs are definitely different than the average population, and have similar profiles to the characteristics of entrepreneurial organisations reported in the literature.

## **Implications**

Firms are better able to attract and retain entrepreneurs when their culture has characteristics more similar to that of the entrepreneur. Entrepreneurial human capital development will more likely occur when firms employ developmental and individualistic HR policies and practices to suit the nature of entrepreneurial staff members. Managers need to be aware of the differences in entrepreneurs compared to other staff and nurture these differences to the benefit of all stakeholders. This type of human capital reflects a resource based view of the organisation that may provide firms not only with a competitive advantage, but an ability to survive in a global economy.

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