

The impact of human resources management on using entrepreneurial marketing strategies to support entrepreneurship success

An applied study on information technology companies in Egypt

Prof. Dr. Mohamed Mohamed Ibrahim

Dr. Alaa Farag Radwan

Ahmed Abdallah El-Sayed Nashy

The impact of human resources management on using entrepreneurial marketing strategies to support entrepreneurship success

An applied study on information technology companies in Egypt

Prof. Dr. Mohamed Mohamed Ibrahim ¹

Dr. Alaa Farag Radwan ²

Ahmed Abdallah El-Sayed Nashy

Abstract:–

Researcher aims to support success of Entrepreneurship in information technology companies through Identifying Human Resources Management Practices that affect on Entrepreneurial Marketing Strategies in information technology companies and knowing how entrepreneurs should use them, determining Entrepreneurial Marketing Strategies that support Entrepreneurship Success in information technology companies and knowing how entrepreneurs should use them, identifying Human Resources Management Practices that affect on Entrepreneurship Success in information technology companies through Entrepreneurial Marketing Strategies as Mediator Variable, and exploring Entrepreneurship obstacles that entrepreneurs face and how should they deal with them, where researcher reached that there is a positive significant impact from Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on using Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) to achieve Entrepreneurship Success dimensions (Innovativeness, Risk Taking and Proactiveness)

(1) **Professor of Management and former president of Menoufia University.**

(2) **Doctor of Management at the faculty of commerce in Menoufia University.**

ملء الد :-

يهدف الباحث الى دعم نجاح ريادة الأعمال فى شركات تكنولوجيا المعلومات من خلال تحديد ممارسات إدارة الموارد البشرية التى تؤثر على استراتيجيات الريادة التسويقية فى شركات تكنولوجيا المعلومات ومعرفة الكيفية التى يجب على رواد الأعمال تفعيل هذه الممارسات بها وتحديد استراتيجيات الريادة التسويقية التى تدعم نجاح ريادة الأعمال فى شركات تكنولوجيا المعلومات ومعرفة الكيفية التى تمكن رواد الأعمال من استخدام هذه الإستراتيجيات وتحديد ممارسات إدارة الموارد البشرية التى تؤثر على نجاح ريادة الأعمال فى شركات تكنولوجيا المعلومات من خلال استراتيجيات الريادة التسويقية كمتغير وسيط، واكتشاف معوقات ريادة الأعمال التى تواجه رواد الأعمال وتحديد كيفية تعاملهم معها، وقد توصل الباحث الى وجود تأثير ايجابى ذو دلالة احصائية من ممارسات إدارة الموارد البشرية (التخطيط الإستراتيجى والإستقطاب والإختيار والتدريب والتطوير) على استخدام استراتيجيات الريادة التسويقية (المحيط الأزرق والسعر المنافس والتسويق الإلكتروني) لتحقيق أبعاد نجاح ريادة الأعمال (الإبتكار واناخذ المخاطرة والمبادرة).

1. Introduction

With the rise of global economic competition, evolving business markets and international economic uncertainty, many nations have looked for solutions to stabilize fiscal conditions. One approach has been to focus on business administration as the process of managing workers and allocating resources efficiently and effectively by applying microeconomic principles with the aim of achieving stability, growth and profitability for a business.

Living in the time of high employment rate, when there are millions of job seekers compete for a little numbers of jobs, is the main challenge that faces youth in many countries, to offer ideas that can convert the problem to an opportunity. Entrepreneurship is an idea that has awakened much interest in recent decades; because it is considered the best solution for fighting employment and developing countries' economies in the same time, as well as, it is available for everybody according to his/her field.

Accordingly, Research Importance steams from providing most recent academic information concerning (Human Resources Management Practices, Entrepreneurial Marketing Strategies and entrepreneurship success dimensions).

It is also considered a new scientific addition that explains the relationship between human resources management Practices and Entrepreneurial Marketing Strategies through applying Entrepreneurship dimensions.

In addition to providing suitable tools generally for decreasing business discontinuation rate in Egypt to be less than global average which encouraging external and internal investments to be increased .

2. Exploratory study

Depth interviews have been conducted with 20 managers and employees from targeted population in Information Technology Companies in Egypt as shown in details at "Appendix 1" with the aim of determining the impact of Entrepreneurial Marketing Strategies and Human Resources Management on Entrepreneurship Success and identifying problems of Entrepreneurship dimensions in Information Technology Companies in Egypt, where the most important points that has been discussed were the following:

- How human resources recruitment, training and strategic planning can affect Entrepreneurial Marketing Strategies in your information technology company success?
- How Blue Ocean, competitive price and online marketing strategies can affect Entrepreneurship Success in your information technology company success?
- To which extent your company offers new products and services or changes its products to adapt to customers potential or current changing preferences?

Exploratory Study Results showed the gap between the previous general literature review and applied practices concerning the relationship between human resources Management, Entrepreneurial Marketing Strategies and Entrepreneurship Success as follows:

- Weakness of qualified potential employees that companies can recruit as a one of Human Resources Management Practices that leads to weakness of information technology companies to introduce new products or services.
- Lack of local trainers on entrepreneurship as a one of Human Resources Management Practices that leads to poor skills for employees who manage information technology companies.
- Weakness of providing new ideas concerning applying Blue Ocean strategy, competitive price and online marketing strategies instead just depending on ideas and systems of main international companies.

According to exploratory study results, the Initial gap can be initially represented in **“Lack of researches that explain Entrepreneurship and its relations with both Entrepreneurial Marketing Strategies and Human Resources Management Practices and Existence of many obstacles that affect negatively on entrepreneurship success”**.

3. Research problem

From reviewing previous studies related to Entrepreneurial Marketing Strategies, Human Resources Management and entrepreneurship, as well as initially determined research problem and analyzing Reason of Business Discontinuation in Egypt stated in GEM Global Report 2017/18, research problem is represented in **“ Alarming increase in obstacles that prevent entrepreneurs to continue their businesses”**,

4. Research objectives

The main research goal is “**support success of Entrepreneurship in information technology companies**” through the following sub objectives:

- Identifying Human Resources Management Practices that affect on Entrepreneurial Marketing Strategies in information technology companies and knowing how entrepreneurs should use them.
- Determining Entrepreneurial Marketing Strategies that support Entrepreneurship Success in information technology companies and knowing how entrepreneurs should use them.
- Identifying Human Resources Management Practices that affect on Entrepreneurship Success in information technology companies through Entrepreneurial Marketing Strategies as Mediator Variable.
- Exploring Entrepreneurship obstacles that entrepreneurs face and how should they deal with them.

5. Research hypotheses

Research hypotheses are determined as the following:

- There is no significant impact for human resources management practices on blue ocean marketing strategy.
- There is no significant impact for human resources management practices on competitive price marketing strategy.
- There is no significant impact for human resources management practices on direct and online marketing strategy.
- There is no significant impact for entrepreneurial marketing strategies on innovativeness.
- There is no significant impact for entrepreneurial marketing strategies on risk taking.
- There is no significant impact for entrepreneurial marketing strategies on proactiveness.
- There is no significant impact for Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on Entrepreneurship Success dimensions (Innovativeness, Risk Taking, Proactiveness) through Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) as mediator variable

6. Research importance

Research Importance is identified as follows:

- A new scientific addition that explains the relationship between human resources management Practices and Entrepreneurial Marketing Strategies through applying Entrepreneurship dimensions.
- Providing most recent academic information concerning (Human Resources Management Practices, Entrepreneurial Marketing Strategies and entrepreneurship success dimensions).
- Providing suitable tools generally for decreasing business discontinuation rate in Egypt to be less than global average which encouraging external and internal investments to be increased.
- Presenting solutions for information technology companies in Egypt specially to overcome main obstacles that may face them, concerning Entrepreneurship.

7. Research population

A research population is known as a well-defined collection of individuals or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait.

The study population contains three information technology companies concerning laptop & Tablet products only as follows in Table (1.4), where the total number of the population under investigation is 3,233 subjects including human resources managers and specialists, marketing managers and specialists and R & D managers and engineers. Table (1) shows the distribution of the population according to their governorates.

Table 1

The distribution of the population according to their companies

No.	Companies (laptop & Tablet products only)	Employees Number	%
1	TOSHIBA	926	37.1%
2	SAMSUNG	875	35.1%
3	HUWAEI	692	27.8%
Total		2,493	100%

Source: Research preparation according to company's data.

8. Research limits

This research has some limitations as follows:

- The research is limited only for **laptop & Tablet products only in three Information Technology Companies** and any other products aren't handled in this research.
- **Human Resources Management** are limited only to **Strategic Planning, Recruitment & Selection, Training and Development, Compensations & Benefits, and Employee Relations** and any other Practices aren't handled in this research.
- **Entrepreneurial Marketing Strategies** are limited only to **Blue Ocean, competitive price and online marketing strategies** and any other styles aren't handled in this research.
- The research is limited only to three dimensions of **Entrepreneurship Success** i.e., **Innovativeness, Risk Taking and Proactiveness** and any other dimensions aren't handled in this research.

9. Measurement technique

- **Strategic human resources management scale:**

The researcher measured roadmap of strategic human resources management in information technology companies depending on (strategic planning, recruitment & selection and training & development), according to (Wearn, 2012) study, researcher developed number of sub variables that related to these variables.

- **Entrepreneurial marketing strategies scale:**

The researcher measured entrepreneurial marketing strategies in information technology companies depending on (blue ocean, competitive price and online marketing strategies), according to (Abdelrahman, 2012) study, researcher developed number of sub variables that related to these variables.

- **Entrepreneurship Scale:**

The researcher measured entrepreneurship dimensions in information technology companies depending on (innovativeness, risk

taking, proactiveness), according to (Ashour, 2013) study, researcher developed number of sub variables that related to these variables.

10. Testing hypotheses

A set of statistical tests has been used for testing research hypotheses, where the results of hypotheses testing were as follows:

• Testing first hypothesis

For answering first research question that is as follows:-

What are Human Resources Management Practices that affect on blue ocean Marketing Strategy in information technology companies?

The first hypothesis has tested that states:

“There is no significant impact of human resources management practices on blue ocean marketing strategy”

The first hypothesis has tested through multiple regression analysis as shown in Tables 2,3,4..

Table 2

Analysis of variance (ANOVA) for human resources management practices and blue ocean marketing strategy

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	161.604	3	53.868	54.372	0.000
Residual	875.800	884	0.991		
Total	1037.404	887			

Source: Results of statistical analysis.

Table 2 shows the analysis of variance (ANOVA) for human resources management practices and Blue Ocean marketing strategy, where sum of squares 161.604 for regression, mean square 53.868 and F equals 54.372 with significance of 0.000 that is less than 0.05.

Table 3

Correlation Coefficient for blue ocean marketing strategy

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.156	0.153	0.99535

Source: Results of statistical analysis.

Table 3 shows that R square is 0.156 and adjusted R square is .0153 with Std. Error of the Estimate 0.99535 which refers that human resources management practices interpret 15.3 % from the change in blue ocean marketing strategy.

Table 4
Multiple Regression Analysis for the impact of human resources management practices on blue ocean marketing strategy

Model	B	Std. Error	Beta	T	Sig.
constant	1.761	0.168		10.512	0.000
Strategic planning	0.066	0.036	0.062	1.850	0.065
Recruitment & Selection	0.101	0.036	0.094	2.833	0.005
Training and Development	0.340	0.032	0.340	10.533	0.000

Source: Results of statistical analysis.

Table 4 shows that T equals 1.850 for Strategic planning with Std. Error 0.036 and Beta equals 0.062, T equals 2.833 for Recruitment & Selection with Std. Error 0.036 and Beta equals 0.094, and T equals 10.533 for Training and Development with Std. Error 0.032 and Beta equals 0.340, accordingly human resources management practices has a significant positive impact on blue ocean marketing strategy, where multiple regression model interprets 15.3% from differences in blue ocean marketing strategy.

Accordingly null hypotheses that states “There is no significant impact for human resources management practices on Blue Ocean marketing strategy” will be rejected, while alternative hypotheses will be accepted.

• Testing second hypothesis

For answering second research question that is as follows:-

What are Human Resources Management Practices that affect on competitive price Marketing Strategy in information technology companies?

The second hypothesis has tested that states:

“There is no significant impact of human resources management practices on competitive price marketing strategy”

The second hypothesis has tested through multiple regression analysis as shown in Tables 5,6,7.

Table 5

Analysis of variance (ANOVA) for human resources management practices and competitive price marketing strategy

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	24.425	3	8.142	9.027	.000
Residual	797.295	884	.902		
Total	821.720	887			

Source: Results of statistical analysis.

Table 5 shows the analysis of variance (ANOVA) for human resources management practices and competitive price marketing strategy, where sum of squares 24.425 for regression, mean square 8.142 and F equals 9.027 with significance of 0.000 that is less than 0.05.

Table 6

Correlation Coefficient for competitive price marketing strategy

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.030	0.026	0.94969

Source: Results of statistical analysis.

Table 6 shows that R square is 0.030 and adjusted R square is .026 with Std. Error of the Estimate 0.94969 which refers that human resources management practices interpret 2.6 % from the change in competitive price marketing strategy.

Table 7

Multiple Regression Analysis for the impact of human resources management practices on competitive price marketing strategy

Model	B	Std. Error	Beta	T	Sig.
constant	2.806	0.160		17.558	0.000
Strategic planning	0.041	0.034	0.043	1.213	0.225
Recruitment & Selection	0.038	0.034	0.039	1.110	0.267
Training and Development	0.125	0.031	0.140	4.065	0.000

Source: Results of statistical analysis.

Table 7 shows that T equals 1.213 for Strategic planning with Std. Error 0.034 and Beta equals 0.043, T equals 1.110 for Recruitment & Selection with Std. Error 0.034 and Beta equals 0.039, and T equals 4.065 for Training and Development with Std. Error 0.031 and Beta equals 0.140, accordingly human resources management practices has a significant positive impact on competitive price marketing strategy, where multiple regression model interprets 2.6% from differences in competitive price marketing strategy.

Accordingly null hypotheses that states “There is no significant impact for human resources management practices on competitive price marketing strategy” will be rejected, while alternative hypotheses will be accepted.

• Testing third hypothesis

For answering third research question that is as follows:-

What are Human Resources Management Practices that affect on direct and online Marketing Strategy in information technology companies?

The third hypothesis has tested that states:

“There is no significant impact of human resources management practices on direct and online marketing strategy”

The third hypothesis has tested through multiple regression analysis as shown in Tables 8,9,10.

Table 8

Analysis of variance (ANOVA) for human resources management practices and direct and online marketing strategy

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	120.089	3	40.030	42.506	0.000
Residual	832.496	884	0.942		
Total	952.584	887			

Source: Results of statistical analysis.

Table 8 shows the analysis of variance (ANOVA) for human resources management practices and direct and online marketing strategy, where sum of squares 120.089 for regression, mean square 40.030 and F equals 42.506 with significance of 0.000 that is less than 0.05.

Table 9
Correlation Coefficient for direct and online marketing strategy

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.126	0.123	0.97043

Source: Results of statistical analysis.

Table 9 shows that R square is 0.126 and adjusted R square is .0123 with Std. Error of the Estimate 0.97043 which refers that human resources management practices interpret 12.3 % from the change in direct and online marketing strategy.

Table 10
Multiple Regression Analysis for the impact of human resources management practices on direct and online marketing strategy

Model	B	Std. Error	Beta	T	Sig.
constant	2.282	0.163		13.974	0.000
Strategic planning	-0.23	0.035	-0.023	-0.678	0.498
Recruitment & Selection	0.063	0.035	0.061	1.818	0.069
Training and Development	0.330	0.032	0.343	10.465	0.000

Source: Results of statistical analysis.

Table 10 shows that T equals -0.678 for Strategic planning with Std. Error 0.035 and Beta equals -0.23, T equals 1.818 for Recruitment & Selection with Std. Error 0.035 and Beta equals 0.063, and T equals 10.465 for Training and Development with Std. Error 0.032 and Beta equals 0.330, accordingly human resources management practices has a significant positive impact on direct and online marketing strategy, where multiple regression model interprets 12.3% from differences in direct and online marketing strategy.

Accordingly null hypotheses that states “There is no significant impact for human resources management practices on direct and online marketing strategy” will be rejected, while alternative hypotheses will be accepted.

• Testing fourth hypothesis

For answering fourth research question that is as follows:-

What are Entrepreneurial Marketing Strategies that support innovation in information technology companies?

The fourth hypothesis has tested that states:

“There is no significant impact for entrepreneurial marketing strategies on innovativeness”

The fourth hypothesis has tested through multiple regression analysis as shown in Tables 11,12,13.

Table 11

Analysis of variance (ANOVA) for entrepreneurial marketing strategies and innovativeness

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	88.360	3	29.453	26.763	0.000
Residual	972.878	884	1.101		
Total	1061.239	887			

Source: Results of statistical analysis.

Table 11 shows the analysis of variance (ANOVA) for entrepreneurial marketing strategies and innovativeness, where sum of squares 88.360 for regression, mean square 29.453 and F equals 26.763 with significance of 0.000 that is less than 0.05.

Table 12

Correlation Coefficient for innovativeness

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.083	0.080	1.04907

Source: Results of statistical analysis.

Table 12 shows that R square is 0.083 and adjusted R square is .080 with Std. Error of the Estimate 1.04907 which refers that entrepreneurial marketing strategies interpret 8 % from the change in innovativeness.

Table 13
Multiple Regression Analysis for the impact of entrepreneurial marketing strategies on innovativeness

Model	B	Std. Error	Beta	T	Sig.
constant	2.144	0.178		12.022	0.000
Blue Ocean	0.170	0.035	0.168	4.866	0.000
competitive price	0.019	0.038	0.017	.490	0.625
online marketing	0.194	0.036	0.184	5.404	0.000

Source: Results of statistical analysis.

Table 13 shows that T equals 4.866 for Blue Ocean with Std. Error 0.035 and Beta equals 0.168, T equals 0.490 for competitive price with Std. Error 0.038 and Beta equals 0.017, and T equals 5.404 for online marketing with Std. Error 0.036 and Beta equals 0.184, accordingly entrepreneurial marketing strategies has a significant positive impact on innovativeness, where multiple regression model interprets 8% from differences in innovativeness.

Accordingly null hypotheses that states “There is no significant impact for entrepreneurial marketing strategies on innovativeness” will be rejected, while alternative hypotheses will be accepted.

• Testing fifth hypothesis

For answering fifth research question that is as follows:-

What are Entrepreneurial Marketing Strategies that support risk taking in information technology companies?

The fifth hypothesis has tested that states:

“There is no significant impact for entrepreneurial marketing strategies on risk taking”

The fifth hypothesis has tested through multiple regression analysis as shown in Tables 14,15,16.

Table 14
Analysis of variance (ANOVA) for entrepreneurial marketing strategies and risk taking

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	74.530	3	24.843	26.692	0.000
Residual	822.766	884	0.931		
Total	897.296	887			

Source: Results of statistical analysis.

Table 14 shows the analysis of variance (ANOVA) for entrepreneurial marketing strategies and risk taking, where sum of squares 74.530 for regression, mean square 24.843 and F equals 26.692 with significance of 0.000 that is less than 0.05.

Table 15
Correlation Coefficient for risk taking

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.083	0.080	0.96474

Source: Results of statistical analysis.

Table 15 shows that R square is 0.083 and adjusted R square is .080 with Std. Error of the Estimate 0.96474 which refers that entrepreneurial marketing strategies interpret 8 % from the change in risk taking.

Table 16
Multiple Regression Analysis for the impact of entrepreneurial marketing strategies on risk taking

Model	B	Std. Error	Beta	T	Sig.
constant	2.467	0.164		15.044	0.000
Blue Ocean	0.147	0.032	0.158	4.576	0.000
competitive price	0.051	0.035	0.049	1.458	0.145
online marketing	0.172	0.033	0.177	5.205	0.000

Source: Results of statistical analysis.

Table 16 shows that T equals 4.576 for Blue Ocean with Std. Error 0.032 and Beta equals 0.158, T equals 1.458 for competitive price with Std. Error 0.035 and Beta equals 0.049, and T equals 5.205 for online marketing with Std. Error 0.033 and Beta equals 0.177, accordingly entrepreneurial marketing strategies has a significant positive impact on risk taking, where multiple regression model interprets 8% from differences in risk taking.

Accordingly null hypotheses that states “There is no significant impact for entrepreneurial marketing strategies on risk taking” will be rejected, while alternative hypotheses will be accepted.

• Testing sixth hypothesis

For answering sixth research question that is as follows:-

What are Entrepreneurial Marketing Strategies that support proactiveness in information technology companies?

The sixth hypothesis has tested that states:

“There is no significant impact for entrepreneurial marketing strategies on proactiveness”

The sixth hypothesis has tested through multiple regression analysis as shown in Tables 17,18,19.

Table 17

Analysis of variance (ANOVA) for entrepreneurial marketing strategies and proactiveness

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	81.680	3	27.227	21.939	0.000
Residual	1097.059	884	1.241		
Total	1178.739	887			

Source: Results of statistical analysis.

Table 17 shows the analysis of variance (ANOVA) for entrepreneurial marketing strategies and proactiveness, where sum of squares 81.680 for regression, mean square 27.227 and F equals 21.939 with significance of 0.000 that is less than 0.05.

Table 18

Correlation Coefficient for proactiveness

Model	R square	Adjusted R square	Std. Error of the Estimate
1	0.69	0.066	1.11401

Source: Results of statistical analysis.

Table 18 shows that R square is 0.69 and adjusted R square is .066 with Std. Error of the Estimate 1.11401 which refers that entrepreneurial marketing strategies interpret 6.6 % from the change in proactiveness.

Table 19

Multiple Regression Analysis for the impact of entrepreneurial marketing strategies on proactiveness

Model	B	Std. Error	Beta	T	Sig.
constant	2.108	0.189		11.129	0.000
Blue Ocean	0.169	0.037	0.159	4.557	0.000
competitive price	-0.005	0.041	-0.004	-0.121	0.904
online marketing	0.189	0.038	0.170	4.958	0.000

Source: Results of statistical analysis.

Table 19 shows that T equals 4.557 for Blue Ocean with Std. Error 0.037 and Beta equals 0.159, T equals -0.121 for competitive price with Std. Error 0.041 and Beta equals -0.004, and T equals 4.958 for online marketing with Std. Error 0.038 and Beta equals 0.170, accordingly entrepreneurial marketing strategies has a significant positive impact on proactiveness, where multiple regression model interprets 6.6% from differences in proactiveness.

Accordingly null hypotheses that states “There is no significant impact for entrepreneurial marketing strategies on proactiveness” will be rejected, while alternative hypotheses will be accepted.

• Testing seventh hypothesis

For answering seventh research question that is as follows:-

What are Human Resources Management Practices that affect Entrepreneurship Success in information technology companies through Entrepreneurial Marketing Strategies?

The seventh hypothesis has tested that states:

“There is no significant impact for Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on using Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) to achieve Entrepreneurship Success dimensions (Innovativeness, Risk Taking, Proactiveness)”

The seventh hypothesis has tested through Pearson Correlations Matrix between research variables as shown in Table 20.

Correlation Coefficient (Pearson) has been used for examining the relationship between human resources management entrepreneurial marketing strategies, and entrepreneurship success.

Table 20

Correlations Matrix between research variables

	Human resources management practices			Entrepreneurial marketing strategies			Entrepreneurship dimensions		
	Strategic planning	Recruitment & Selection	Training and Development	Blue Ocean	competitive price	online marketing	Innovative-ness	Risk Taking	Proactiveness
Strategic planning	1	0.316	0.182	0.178	0.092	0.084	0.068	0.140	0.025
Recruitment & Selection		1	0.140	0.186	0.084	0.126	0.186	0.162	0.077
Training and Development			1	0.375	0.160	0.350	0.217	0.380	0.174
Blue Ocean				1	0.267	0.294	0.227	0.223	0.207
competitive price					1	0.209	0.100	0.128	0.074
online marketing						1	0.237	0.234	0.216
Innovativeness							1	0.129	0.141
Risk Taking								1	0.130
Proactiveness									1

Source: Results of statistical analysis.

Correlations Matrix between research variables shows the following:-

1. There is a positive significant relationship between every two variables from three variables of human resources management practices, especially between Recruitment & selection and strategic planning (0.316).
2. There is a positive significant relationship between every two variables from three variables of entrepreneurial marketing strategies especially between Blue Ocean and Online Marketing (0.294).
3. There is a positive significant relationship between every two variables from three variables of entrepreneurship dimensions especially between Proactiveness and Risk Taking (0.141).
4. There is a positive significant impact from Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) especially between Blue Ocean and Training & Development (0.375).

5. There is a positive significant impact from Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) on Entrepreneurship Success dimensions (Innovativeness, Risk Taking, Proactiveness)” especially between Innovativeness and online marketing (0.237)
6. According to points of 4 and 5, There is a positive significant impact from Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on using Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) to achieve Entrepreneurship Success dimensions (Innovativeness, Risk Taking, Proactiveness).

11. Research results

The research has concluded to a set of results that deserve to be considered by managers and employees in information technology companies, that concluded in the following:-

- Human resources management practices has a significant positive impact on blue ocean marketing strategy, where multiple regression model interprets 15.3% from differences in blue ocean marketing strategy
- Human resources management practices has a significant positive impact on competitive price marketing strategy, where multiple regression model interprets 2.6% from differences in competitive price marketing strategy.
- Human resources management practices has a significant positive impact on direct and online marketing strategy, where multiple regression model interprets 12.3% from differences in direct and online marketing strategy
- Entrepreneurial marketing strategies has a significant positive impact on innovativeness, where multiple regression model interprets 9.3% from differences in innovativeness.
- Entrepreneurial marketing strategies has a significant positive impact on risk taking, where multiple regression model interprets 8% from differences in risk taking.
- Entrepreneurial marketing strategies has a significant positive impact on proactiveness, where multiple regression model interprets 6.6% from differences in proactiveness.
- There is a positive significant impact from Human Resources Management Practices (Strategic planning, Recruitment & Selection, Training and Development) on using Entrepreneurial Marketing Strategies (Blue Ocean, competitive price and online marketing strategies) to achieve

Entrepreneurship Success dimensions (Innovativeness, Risk Taking, Proactiveness)

The finding of the study is similar to some previous study such as Giannakis, et al, 2015, who proved that there is a positive relationship between human resources management from one side and entrepreneurial marketing strategies from other side. Adam, et al, 2017 proved that there is also a positive relationship between entrepreneurial marketing strategies from one side and entrepreneurship from other side. Al-laymon, 2018, who proved that there is a positive relationship between human resources management from one side and entrepreneurship from other side.

12. Research recommendations

According to research results and through reviewing literatures in the field of human resources management, entrepreneurial marketing strategies and entrepreneurship, this research introduced a set of recommendations as the following:-

- Adopting recruitment policy to allow contracting with specialized human resources outside Egypt where they can work online from their countries.
- Creating a talent retention committee to study the main reasons for leaving employees their companies to work abroad, determine and apply the suitable solutions
- Increasing training and development budget on annual bases to guarantee existence of specialized human resources
- Conducting workshops with experts for preparing strategic marketing plan
- Adjusting performance management system to allow employees for some mistakes in their way to apply innovative ideas
- Encouraging companies for investing more in research and development activities through some facilities such as low taxes for Egyptian innovative products

13. Future researches

However, this research tried to examine the impact of human resources management on using entrepreneurial marketing strategies to achieve entrepreneurship success by applying on information technology companies. The following recommendations are presented for future research.

- Expanding this research to additional industries would provide a broader understanding of the impact of human resources management on using entrepreneurial marketing strategies to achieve entrepreneurship success.
- Conducting a research for examining the relationship between government policies and entrepreneurship success.
- Examining the impact of performance management system on entrepreneurship success.
- Conducting a research for examining the relationship between strategic management and entrepreneurial marketing strategies.
- Conducting a research for examining the impact of Recruitment & Selection on entrepreneurship success.

14. References

- Abdelrahman, Sara Osama, (2012), The Impact of Entrepreneurial Marketing Factors on Competitive Innovativeness Among Female Entrepreneurs in Egypt, Master Thesis, Cairo University.
- Adam, Sara & Mahrous, Abeer A. and Kortam, Wael, 2017, The relationship between entrepreneurial orientation, marketing innovation and competitive marketing advantage of female entrepreneurs in Egypt, International Journal of Technology Management & Sustainable Development Volume 16 Number 2
- Al-laymon, Owda Attia, 2018, Diversity Management Practices of Human Resources and their Impact on Entrepreneurship in Universities: A Field Study in Public Jordanian Universities, Master thesis, Muta University.
- Ashour, Haidy Nassar, (2013), The Effect of Entrepreneurial Orientation on Organization Performance : Evidence from Small and Medium Sized Enterprises, Master Thesis, Cairo University.
- Edrees, Thabet, (2008), "Marketing Researches: Hypotheses testing, analysis and measurement techniques", University House, P827.
- Giannakis, Damianos et al, 2015, Human resource management, services and relationship marketing: the potential for cross-fertilization, Journal of Strategic Marketing Volume 23, 2015 - Issue 6
- Wearn. Heng Chen, (2012), " Human Resource Practices and Organizational Performance in SMEs in Klang Valley", Master Thesis, University of Malaya.