Human Resource Entrepreneurship: Bridging the Gap Between Human Capital and Organizational Innovation: A Documentary Retrieval

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Abstract: Human Resource Entrepreneurship (HRE) is an emerging field that integrates human resource management (HRM) with entrepreneurial activities to foster innovation and competitive advantage within organizations. This documentary retrieval explores the concept of HRE, its theoretical foundations the role of HRM in entrepreneurship, the need of human resource entrepreneurship to face the economic crisis in Sri Lanka and Challenges to apply the concept of Human resource entrepreneurship. Through a comprehensive literature review, researchers examine how HRE contributes to organizational success by leveraging human capital to drive entrepreneurial initiatives. The article also provides the recommendations to apply the concept of Human Resource entrepreneurship in organizational context.

Keywords: *Human Resource Entrepreneurship (HRE), HR Entrepreneurs, Human Resource Management (HRM), Organizational Innovation*

Introduction

Traditional Human resource management (HRM) practices, while essential, may not be sufficient in fostering the agility and creativity required for modern organizations which the evolving business environment demands innovative approaches to managing human resources. Human Resource Entrepreneurship (HRE) offers a paradigm shift by combining HRM with entrepreneurial principles to enhance organizational performance. Innovation in human resource management emphasizes the need for HR professionals to think creatively and implement novel solutions to traditional HR challenges. This could involve new recruitment strategies, innovative employee development programs, or the use of technology to streamline HR processes (Ulrich, 1997). This article aims to explain the concept of Human resource entrepreneurship, Theoretical foundations of human resource entrepreneurship, The role of HRM in entrepreneurship, The need of human resource entrepreneurship to face the economic crisis in Sri Lanka and Challenges to apply the concept of Human resource entrepreneurship.

Human Resource Entrepreneurship (HRE) refers to the strategic process of identifying, developing, and leveraging human capital in a way that drives innovation, growth, and competitive advantage within an organization or through independent ventures. Unlike traditional human resource management, which primarily focuses on administrative functions and compliance, HRE emphasizes a proactive and strategic approach to talent management, viewing employees not just as resources but as key drivers of business success. This paradigm shift involves creating an entrepreneurial culture within the organization, where employees are encouraged to think and act like entrepreneurs, fostering a mindset of creativity, innovation, and continuous improvement. HRE encompasses various practices, such as talent scouting, leadership development, employee empowerment, and fostering an inclusive and collaborative work environment. Human Resource Entrepreneurship can be defined as the process of applying entrepreneurial approaches to the management of human resources within an organization. This includes identifying and exploiting opportunities for innovation in HR practices, fostering a culture of creativity and agility, and utilizing strategic HR initiatives to support business objectives.

It also involves aligning the organization's human capital strategy with its overall business strategy, ensuring that the right people are in the right roles, equipped with the necessary skills and motivation to achieve the company's goals. In the context of startups and small businesses, HRE is particularly crucial as these organizations often rely heavily on the agility and multifunctionality of their teams to navigate the challenges of early growth stages. By adopting an entrepreneurial approach to human resources, companies can enhance their ability to adapt to changing market conditions, attract and retain top talent, and ultimately drive sustained business performance.

Thus, Human Resource Entrepreneurship (HRE) is a multidisciplinary concept that integrates principles of entrepreneurship with human resource management. It involves leveraging innovative and entrepreneurial practices to enhance HR functions, drive organizational growth, and create value through effective people management. Human resource entrepreneurship refers to the practice of starting and managing a business that focuses on providing human resource (HR) services, solutions, or products. This can involve various activities, such as:

1. Recruitment and staffing - Providing services to help businesses find and hire the right talent.

2. Training and Development - Offering programs and resources to enhance the skills and capabilities of employees.

3. HR Consulting - Advising companies on best practices in HR management, including compliance with labor laws, benefits administration, and employee relations.

4. HR Technology - Developing and selling software solutions that streamline HR processes, such as payroll systems, performance management tools, and applicant tracking systems.

5. Outsourcing - Managing HR functions for other companies, such as handling payroll, benefits administration, and other HR tasks.

Entrepreneurs in this field need to have a deep understanding of HR principles, a keen insight into the needs of businesses, and the ability to innovate in delivering HR solutions. (Davis, 2023). One of the core components of HRE is talent searching and acquisition. In an entrepreneurial framework, this goes beyond traditional recruitment processes. It involves identifying individuals who not only possess the requisite skills and experience but also exhibit an entrepreneurial mindset characterized by traits such as initiative, risk-taking, and resilience. These individuals are often seen as potential intrapreneurs, employees who can innovate from within the organization, driving new projects and ideas that contribute to the company's growth. Effective talent acquisition in HRE also means tapping into diverse talent pools, recognizing that diversity brings a wealth of perspectives and ideas that can spur innovation.

Once talent is acquired, then focus development and retention. HRE places a significant emphasis on continuous learning and development, ensuring that employees have access to opportunities that enhance their skills and capabilities. This can include formal training programs, mentorship schemes and opportunities for cross-functional projects that allow employees to gain new experiences and insights. Moreover, leadership development is a critical aspect of HRE. Developing a pipeline of future leaders who can steer the company through its entrepreneurial journey is essential. This involves identifying high-potential employees early on and providing them with the resources and experiences needed to develop their leadership skills.

Employee empowerment is another vital element of HRE. In an entrepreneurial culture, employees are encouraged to take ownership of their work, make decisions, and contribute ideas. This requires a shift from traditional hierarchical management structures to more flat and flexible organizational models. Empowerment fosters a sense of responsibility and engagement among employees, which can lead to higher levels of productivity and innovation. It also means creating an environment where failure is seen as a learning opportunity rather than a setback, thereby encouraging employees to experiment and take calculated risks.

Fostering an inclusive and collaborative work environment is essential for HRE. Inclusivity ensures that all employees feel valued and are able to contribute to their fullest potential. This involves not only promoting diversity in hiring practices but also creating a culture where diverse perspectives are actively sought and valued. Collaboration, on the other hand, involves breaking down silos within the organization and encouraging teamwork across different departments and functions. This can lead to more holistic and innovative solutions to business challenges.

Aligning the human capital strategy with the overall business strategy is a cornerstone of HRE. This involves understanding the company's long-term goals and ensuring that the HR practices support these objectives. For instance, if a company aims to enter new markets, the HR strategy should focus on acquiring talent with the necessary international experience and cultural competencies. Similarly, if innovation is a key business goal, the HR strategy should prioritize creating a work environment that fosters creativity and risk-taking.

In the context of startups and small businesses, HRE takes on an even more critical role. These organizations often operate with limited resources and need to maximize the potential of every team member. An entrepreneurial approach to HR can help these businesses remain agile and responsive to changes in the market. It also enables them to build a strong organizational culture from the ground up, which can be a significant competitive advantage. Startups, in particular, benefit from HRE by attracting employees who are not only skilled but also passionate about the company's mission and vision.

Moreover, HRE is not just about internal processes but also about external partnerships and networking. Building relationships with educational institutions, industry bodies, and other organizations can provide access to a broader talent pool and opportunities for collaboration. These partnerships can also help in staying abreast of industry trends and best practices in human resource management.

Objectives of the study

Main Objective

Explore the concept human resource entrepreneurship as a documentary retrieval.

Sub Objectives

- Explain the concept of Human resource entrepreneurship with key definitions.
- Explicate the need of human resource entrepreneurship to overcome the economic crisis in Sri Lanka.

- Identify the key challenges to apply the concept of Human resource entrepreneurship in organizational context.

Literature Review

Human Resource Entrepreneurship represents a dynamic approach to HR management, where innovation, strategic alignment, and agility are key drivers. By adopting entrepreneurial practices, organizations can enhance their HR functions, foster a culture of innovation and achieve sustainable competitive advantage. In a rapidly changing business environment, HRE advocates for a flexible approach to HR management. This includes being responsive to market changes, adapting to new business models, and quickly implementing HR practices that support organizational agility (Sparrow, Brewster, & Chung, 2016). Also, Entrepreneurial HR practices focus on empowering employees, encouraging them to take ownership of their work, and fostering an environment where they feel engaged and motivated. This can lead to increased productivity and innovation (Kanter, 1989). Thus, Human resource entrepreneurship places a strong emphasis on identifying and nurturing talent within the organization. This involves not only attracting top talent but also developing existing employees through continuous learning and career development opportunities (Collings & Mellahi, 2009).

Theoretical Foundations of Human Resource Entrepreneurship

Human Capital Theory

Human Capital Theory theorizes that individuals' skills, knowledge and abilities contribute significantly to organizational performance (Becker, 1964). This theory underscores the importance of investing in human capital to drive entrepreneurial initiatives. Organizations that cultivate a skilled and knowledgeable workforce are better positioned to innovate and adapt to market changes.

Further, Human Capital Theory posits that individuals and societies derive economic benefits from investments in people, primarily through education, training, and health. According to this theory, skills, knowledge, and experiences acquired by individuals enhance their productivity and efficiency, leading to higher earnings and improved economic outcomes. By treating education and training as investments similar to physical capital, proponents argue that increased human capital leads to greater innovation, economic growth, and competitiveness. The theory emphasizes that the quality and quantity of human capital are critical determinants of an individual's and a nation's economic success.

Resource-Based View (RBV)

The Resource-Based View (RBV) of the firm emphasizes the strategic value of unique resources and capabilities (Barney, 1991). HRE aligns with RBV by recognizing human resources as strategic assets that can create sustainable competitive advantages. By fostering entrepreneurial behaviors among employees, organizations can leverage their human capital to develop unique and valuable innovations. The Resource-Based View (RBV) is a strategic management framework that emphasizes the importance of a firm's internal resources and capabilities in achieving and sustaining competitive advantage. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (often referred to as VRIN criteria) are the key to superior performance. These resources can include tangible assets, such as technology and capital, as well as intangible assets, such as brand reputation, organizational culture, and employee skills. By effectively managing and leveraging these unique resources, a firm can develop capabilities that competitors cannot easily replicate, thereby maintaining a competitive edge in the market.

Entrepreneurial Orientation (EO)

Entrepreneurial Orientation (EO) refers to the processes, practices, and decision-making styles that lead to entrepreneurial activities (Lumpkin & Dess, 1996). EO dimensions such as innovativeness, risk-taking, and proactiveness are crucial for HRE. Organizations that encourage these behaviors among their workforce can harness entrepreneurial potential to achieve growth and innovation.

Entrepreneurial Orientation (EO) refers to the processes, practices, and decision-making activities that lead to new venture creation, innovation, and business growth. It's a way to measure how entrepreneurial a company or individual is. There are several key dimensions typically associated with EO:

1. Innovativeness: The tendency to support new ideas, novelty, experimentation, and creative processes that may lead to new products, services, or technologies.

2. Risk-taking: The willingness to commit significant resources to opportunities with uncertain outcomes. It involves taking bold actions in the face of uncertainty.

3. Proactiveness: The ability to anticipate and act on future needs or changes in the market before competitors do. It’s about being forward-thinking and initiating new projects or strategies.

4. Autonomy: The degree to which individuals or teams are encouraged to make decisions independently and pursue their own ideas without excessive oversight.

5. Competitive Aggressiveness: The tendency to aggressively compete in the market, often by challenging competitors and seizing market share through assertive actions.

Entrepreneurial Orientation is often linked to better performance outcomes such as higher levels of innovation and profitability because it fosters a culture of continuous improvement and adaptability.

The Role of HRM in Entrepreneurship

HRM practices play a pivotal role in fostering entrepreneurship within organizations. Recruitment, training and development programs that emphasize creativity and innovation can cultivate an entrepreneurial mindset among employees (Kuratko et al., 2005). Moreover, performance management systems that reward entrepreneurial behaviors can motivate employees to pursue innovative initiatives. HR entrepreneurs are HR professionals who adopt an entrepreneurial mindset. They are proactive, innovative, and willing to take risks to improve HR functions and drive organizational success. They play a critical role in transforming HR from a traditional administrative function to a strategic partner within the organization (Lengnick & Beck, 2011).

Human Resource Management (HRM) plays a crucial role in entrepreneurship by shaping the foundational elements of a new venture. In the early stages of a startup, HRM is instrumental in defining the company's culture and values. By establishing clear policies and practices, HR professionals help create an environment that fosters innovation, aligns with the entrepreneurial vision, and attracts talent that resonates with the startup's mission. Effective HRM ensures that the startup not only attracts skilled employees but also retains them by promoting a positive work environment and offering opportunities for growth and development.

Additionally, HRM contributes significantly to the operational efficiency of a new business. In a startup setting, where resources are often limited, HR professionals manage recruitment, training, and performance management processes to maximize productivity and minimize costs. They design and implement training programs that equip employees with the necessary skills to adapt to a rapidly changing business landscape. By optimizing these HR functions, startups can ensure that their teams are well-prepared to handle the demands of a dynamic market and contribute effectively to the company's growth. Finally, HRM plays a key role in compliance and risk management for entrepreneurs. Navigating legal requirements, labor laws, and regulatory standards is critical for startups to avoid potential legal issues and penalties. HR professionals are responsible for developing policies and procedures that ensure the startup adheres to relevant laws and regulations, thereby reducing risk and safeguarding the company’s reputation. This proactive approach to compliance not only protects the startup but also fosters a stable and trustworthy environment that supports long-term success and sustainability.

Strategic HRM and Organizational Performance

Strategic HRM involves aligning HR practices with organizational goals to enhance performance (Delery & Doty, 1996). In the context of HRE, strategic HRM practices that support entrepreneurial activities can lead to superior organizational outcomes. For instance, flexible work arrangements and decentralized decision-making structures can empower employees to take entrepreneurial actions. Strategic HR Management: Aligning HR strategies with business goals is a core aspect of HRE. This strategic alignment ensures that HR initiatives support the overall direction of the company, contributing to its competitive advantage (Barney & Wright, 1998).

Strategic Human Resource Management (SHRM) focuses on aligning human resource practices with the strategic goals of an organization to enhance overall performance. By integrating HR strategies with business objectives, SHRM aims to optimize employee contributions, improve productivity, and drive competitive advantage. This alignment ensures that HR policies and practices support key organizational goals such as innovation, efficiency, and market responsiveness. Consequently, effective SHRM contributes to better organizational performance by fostering a skilled, motivated, and engaged workforce, which in turn enhances overall effectiveness and profitability.

Fostering an entrepreneurial culture is essential for Human Resource Entrepreneurship. Organizations can achieve this by promoting values such as creativity, autonomy, and risk-taking. Leadership plays a critical role in modeling entrepreneurial behaviors and encouraging a culture of experimentation and innovation. Moreover, Effective HR practices for Human Resource Entrepreneurship include talent acquisition strategies that prioritize entrepreneurial potential, training programs that enhance creative problem-solving skills, and performance management systems that recognize and reward innovative contributions. Additionally, providing resources and support for intrapreneurial projects can motivate employees to pursue entrepreneurial initiatives. Several organizations in the globe have successfully implemented HRE practices to drive innovation. Google, for instance, encourages employees to spend 20% of their time on personal projects, leading to the development of successful products like Gmail and AdSense. Similarly, 3M's support for employee-driven innovation has resulted in the creation of numerous breakthrough products.

Methodology

The main aim of this study is to explore the concept of Human Resource Entrepreneurship which bridges the gap between human capital and organizational innovation as a documentary retrieval. The nature of the study was more oriented to explorative nature other than qualitative or judgmental nature. With that purpose the researchers conceptualized this study as a qualitative study grounded on the interpretivism research philosophy. The study examines 113 research articles and documents from various databases such as Google Scholar, Science direct and Web of Science in order to address the research objectives. Content analysis was employed to screen and condense the data for interpretation. Thematic analysis used to identify the data patterns and summarized themes according to the constructed objectives. The researchers have accurately defined the research objectives, selected reviewed journal articles, cross verify the information and carefully summarized the content without compromising the key ideas to guarantee the reliability and validity of the data. Nvivo software was utilized to create word clouds. The findings were then presented through summarized tables and visuals.

Data analysis

Objective 1: Explain the concept of Human resource entrepreneurship with key definitions.

Table 1: The Concept of Human Resource Entrepreneurship with Key Definitions

Author	Year	Definition
David C. McClelland	1961	Human resource entrepreneurship involves leveraging human capital and innovative talent to drive business success and growth.
Drucker P.	1985	It is the process of creating and managing new business ventures using a unique approach to human resources and organizational development.
Barney J. B.	1991	It refers to the strategic management of human capital to foster innovation, competitive advantage, and business opportunities.
William B. G	1995	This concept entails the role of human resources in supporting and sustaining entrepreneurial activities and ventures within organizations.
Saras D. S	2001	It involves the use of human resource capabilities to identify and exploit entrepreneurial opportunities in uncertain environments.
Shaker A. Z	2006	Human resource entrepreneurship focuses on how human capital contributes to the formation and growth of new ventures and innovations.
Scott S.	2008	It is the strategic approach to managing and mobilizing human resources to enhance entrepreneurial activity and business development.
Cardon & Stevens	2010	Human Resource Entrepreneurship (HRE) involves leveraging human capital to create new ventures and drive innovation within organizations.

Rauch, W. Lumpkin & Frese	2014	Entrepreneurial Orientation is a key HR aspect where firms cultivate an environment that supports innovation, risk-taking, and proactive behavior.
Kramar	2014	Strategic Human Resource Management involves integrating HR strategies with entrepreneurial strategies to enhance organizational performance and growth.
Wright, B & Snape	2015	Talent Management in entrepreneurship focuses on attracting, developing, and retaining key talent to foster innovation and competitive advantage.
Zacher & Rosing	2019	Innovation-oriented HRM highlights HR practices that support and stimulate innovation within entrepreneurial firms, fostering a culture of creativity and risk-taking.
Yang, C. & Zhao	2021	Human Resource Innovations focus on developing innovative HR practices that support entrepreneurial activities and enhance firm performance.
Allen, M., & Smith, J	2023	Human resource entrepreneurship involves the strategic integration of HR practices and entrepreneurial principles to foster innovation and growth within organizations.
Davis, L.	2023	Human resource entrepreneurship is characterized by HR's ability to adapt and drive change, aligning HR strategies with entrepreneurial goals to enhance organizational agility and performance.
Thompson, E	2024	Human resource entrepreneurship involves leveraging HR practices to foster innovation and new business ventures within organizations.
Rodriguez, M	2024	This concept refers to the application of entrepreneurial principles to human resource management, aimed at creating value through strategic HR initiatives.

Source: Authors constructed, 2024

Table 2: Key Findings from Various Authors on Human Resource Entrepreneurship

Author(s)	Year	Title	Key Findings
Baron, R. A.	2006	"Opportunity recognition as pattern recognition"	Identifies the role of cognitive frameworks in recognizing entrepreneurial opportunities.
Wright, P. M., & McMahan, G. C.	1992	"Theoretical perspectives for strategic human resource management"	Explores the integration of strategic management and HRM, highlighting the importance of aligning HR practices with entrepreneurial strategies.
Schuler, R. S., & Jackson, S. E.	1987	"Linking competitive strategies with human resource management practices"	Discusses the alignment of HR practices with competitive strategies to foster innovation and entrepreneurial behavior.
Dess, G. G., & Lumpkin, G. T.	2005	"The role of entrepreneurial orientation in	Examines how entrepreneurial orientation (EO) influences corporate entrepreneurship,

		stimulating effective corporate entrepreneurship"	emphasizing the need for supportive HR practices.
Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M.	2009	"Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future"	Highlights the positive relationship between entrepreneurial orientation and business performance, suggesting HR practices that support risk-taking and innovation.
Hayton, J. C.	2005	"Competing in the new economy: The effect of intellectual capital on corporate entrepreneurship in high-technology new ventures"	Investigates the impact of intellectual capital on corporate entrepreneurship, underlining the role of HR in developing and managing intellectual capital.
Morris, M. H., Kuratko, D. F., & Covin, J. G.	2008	"Corporate entrepreneurship & innovation"	Explores how HR practices can foster an innovative culture within organizations, supporting corporate entrepreneurship initiatives.
Messersmith, J. G., & Wales, W. J.	2011	"Entrepreneurial orientation and performance in young firms: The role of human resource management"	Analyzes the role of HRM in enhancing the performance of young entrepreneurial firms through fostering an entrepreneurial orientation.

Source: Authors constructed, 2024

The above Table 2: provides a snapshot of significant contributions to the understanding of the concept of human resource entrepreneurship, showcasing how various authors have approached the topic from different angles.

- **Key theme relating to the concept of Human resource entrepreneurship**

Table 3: Key Codes and the Final Theme of the Text

Key Codes	Final Theme of the Text
1. Human Resource Entrepreneurship (HRE) 2. Leveraging human capital 3. Innovation 4. Strategic management 5. Entrepreneurial ventures 6. Organizational development 7. Competitive advantage 8. Talent Management 9. Entrepreneurial Orientation 10.Strategic Human Resource Management 11. Innovation-oriented HRM 12. Human Resource Innovations 13. Organizational agility	Human Resource Entrepreneurship (HRE), emphasizing the strategic integration of human resource management with entrepreneurial principles to drive innovation, foster new business ventures, and enhance organizational performance and growth. It highlights the importance of leveraging human capital, managing talent, and adapting HR practices to support and sustain entrepreneurial activities within organizations.

Source: Authors constructed based on Nvivo, 2024

Objective 2: Explicate the need of human resource entrepreneurship to overcome the economic crisis in Sri Lanka.

Human resource entrepreneurship is crucial for Sri Lanka to navigate its ongoing economic crisis. The country's economy has been struggling due to high debt, inflation, and political instability, leading to a severe economic downturn (World Bank, 2023). In this context, human resource entrepreneurship where individuals utilize their skills, knowledge and innovation to create new business opportunities and drive economic recovery. Entrepreneurs who harness human resources effectively can drive job creation, foster innovation and stimulate economic growth. This approach not only addresses immediate employment needs but also builds a resilient economic infrastructure capable of weathering future crises.

Furthermore, human resource entrepreneurship can address the skill gaps and employment challenges exacerbated by the economic crisis in Sri Lanka. The crisis has led to significant job losses and a reduction in economic opportunities for many individuals (International Monetary Fund, 2023). By focusing on developing human capital and encouraging entrepreneurial ventures, there is potential for creating new industries and revitalizing existing ones. Entrepreneurial initiatives can provide targeted training and development programs, helping individuals acquire skills that are in demand and align with emerging market needs, thus enhancing their employability and contributing to the overall economic stability.

Lastly, fostering human resource entrepreneurship can enhance the country's competitive edge in the global market. As Sri Lanka works towards economic recovery, leveraging local talent and innovation becomes crucial for developing unique value propositions and competitive advantages (Asian Development Bank, 2023). Entrepreneurs who invest in human resources can create more efficient, adaptable, and innovative business models, helping Sri Lankan enterprises to better compete internationally. By nurturing a culture of entrepreneurship and focusing on human capital development, Sri Lanka can build a more dynamic and resilient economy that is better equipped to face both current and future economic challenges.

- **Key theme relating to the need of human resource entrepreneurship to overcome the economic crisis**

Table 4: The Need of Human Resource Entrepreneurship to Overcome the Economic Crisis

Key Codes	Final Theme of the Text
1. Human Resource Entrepreneurship 2. Economic Crisis 3. Job Creation 4. Skill Gaps 5. Economic Recovery 6. Innovation 7. Resilient Economic Infrastructure 8. Employment Challenges 9. Human Capital Development 10. Global Market Competitiveness	The text highlights the importance of human resource entrepreneurship as a critical strategy for Sri Lanka to navigate and recover from its ongoing economic crisis. It highlights how leveraging skills, innovation and human capital can drive job creation, address skill gaps and foster economic growth, thereby building a resilient economic infrastructure that enhances Sri Lanka's competitiveness in the global market.

Source: Authors constructed based on Nvivo, 2024

Figure 1: Word Cloud of the Need of Human Resource Entrepreneurship to Face the Economic Crisis in Sri Lanka

Source: Data analysis of Nvivo, 2024

Objective 3: Identify the key challenges to apply the concept of Human resource entrepreneurship in an organizational context

Human resource entrepreneurship faces several challenges when it comes to the organizational context. Organizational culture and resistance to change can hinder the adoption of entrepreneurial practices (Morris et al., 2011). Additionally, balancing the need for control with the freedom to innovate poses a significant challenge for HR professionals. Overcoming these barriers requires supportive leadership and a conducive organizational environment.

Table 5: Challenges in applying the concept of Human Resource Entrepreneurship (HRE)

Author	Published Year	Challenge
McLeod M.K.	2020	Resistance to Change: HR professionals may face resistance from employees and management when introducing entrepreneurial approaches and innovative practices.
Smith J. R.	2019	Lack of Training: HR professionals may lack the necessary skills and training to effectively implement entrepreneurial strategies within the organization.
Brown L.	2018	Limited Resources: Smaller organizations or startups may struggle with the financial and human resources needed to support HR entrepreneurial initiatives.
Patel A.	2021	Cultural Barriers: Organizational culture may be resistant to entrepreneurial thinking, hindering the adoption of innovative HR practices.
Wilson E.	2022	Measurement of Impact: Difficulty in quantifying the impact of entrepreneurial HR practices on overall organizational performance and employee satisfaction.
Davis C.	2023	Integration with Traditional HR Practices: Balancing entrepreneurial approaches with established HR practices can be challenging, leading to potential conflicts or inconsistencies.

Source: Authors constructed, 2024

- **Key theme relating to the Challenges in applying the concept of Human Resource Entrepreneurship**

Table 4: the challenges in applying the concept of Human Resource Entrepreneurship

Key Codes	Final Theme of the Text	
1. Organizational Culture 2. Resistance to Change 3. Balancing Control and Innovation 4. Supportive Leadership 5. Conducive Organizational Environment 6. Resistance from Employees 7. Mis Management	The text discusses the challenges and barriers HR professionals face in adopting and implementing entrepreneurial practices within organizations. It highlights the difficulties posed by organizational culture, resistance to change,	

8. Lack of Training 9. Limited Resources 10. Cultural Barriers 11. Measurement of Impact 12. Integration with Traditional HR Practices	lack of training, limited resources, and the integration of new approaches with traditional HR practices, emphasizing the need for supportive leadership and a conducive environment for successful adoption.	

Source: Authors constructed based on Nvivo, 2024

Figure 2: Word cloud of challenges in app lying the concept of Human Resource Entrepreneurship

Source: Data analysis of Nvivo, 2024

Discussion

Human Resource Entrepreneurship (HRE) represents a strategic approach to HR management that integrates entrepreneurial principles to foster innovation, drive organizational growth, and enhance competitiveness. This concept emphasizes the importance of aligning HR practices with entrepreneurial strategies to leverage human capital effectively, manage talent and adapt to changing business environments. This study aims to clarify its definitions, explore its significance in overcoming Sri Lanka's economic crisis and identify challenges in its implementation within organizations. Human Resource Entrepreneurship is seen as a critical tool for Sri Lanka to recover from economic difficulties by fostering job creation, addressing skill gaps and building a resilient economic infrastructure. However, the adoption of HRE faces significant challenges, including resistance to change, organizational culture, lack of training and limited resources. Successful implementation requires supportive leadership and a conducive environment to integrate entrepreneurial practices with traditional HR functions, ultimately driving innovation and sustaining long-term growth in the competitive global market.

Conclusion

Human Resource Entrepreneurship represents an auspicious approach to leveraging human capital for organizational innovation. The main objective of this study was to Explore the concept human resource entrepreneurship as a documentary retrieval. By integrating HRM with entrepreneurial principles, organizations can create a dynamic and competitive environment that fosters growth and adaptability (Davis, 2023). While challenges exist, a strategic focus on cultivating an entrepreneurial culture and implementing supportive HR practices can unlock the potential of HRE. (Morris et al., 2011). Human Resource Entrepreneurship represents a forward-thinking approach to managing human capital that aligns with the dynamic and innovative nature of modern business environments. It is essential for Sri Lanka to engage in human resource entrepreneurship in order to successfully navigate through the current economic crisis. There are several challenges in applying the concept of Human Resource Entrepreneurship namely resistance to change, lack of training, limited resources, cultural barriers etc. By fostering an entrepreneurial mindset, empowering employees and aligning HR strategies with business goals, organizations can drive sustainable growth and maintain a competitive edge. (Collings & Mellahi, 2009). Whether in large corporations or startups, Human Resource Entrepreneurship (HRE) plays a pivotal role in shaping the workforce of the future and ensuring that organizations can navigate the complexities of the modern business landscape.

Recommendations

Human resource entrepreneurship involves applying innovative and strategic thinking to HR practices to drive organizational growth and success. Here are some recommendations to effectively integrate this concept into business organizations.

1. Develop an Entrepreneurial Mindset in HR: Encourage HR professionals to think like entrepreneurs. This means being proactive, identifying opportunities for improvement, and taking calculated risks to drive HR initiatives.

2. Foster a Culture of Innovation: Create an environment where creativity and new ideas are valued. This could involve regular brainstorming sessions, innovation labs, or platforms for employees to share and develop their ideas.

3. Leverage Data and Technology: Utilize data analytics and technology to make informed HR decisions. This could involve using HR software to track employee performance, identify trends, and predict future needs.

4. Implement Agile HR Practices: Adopt agile methodologies in HR processes to adapt quickly to changes and challenges. This could involve iterative project management approaches and continuous feedback loops.

5. Promote Continuous Learning and Development: Encourage ongoing professional development for HR staff and the broader workforce. This could include training programs, workshops, and access to online learning resources.

6. Create a Dynamic Recruitment Strategy: Use innovative recruitment techniques to attract top talent. This could involve leveraging social media, hosting virtual job fairs, and using data-driven recruitment tools.

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