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Abstract

This study explores the relationship between the entrepreneurial government and the motivation of employees in sixteen encyclopedias of Herat University. Herat University was chosen as a population because it is very large in itself and has about 16 faculties. This study intends to shed light on the significance of entrepreneurial government and how it can support employee motivation. The research used quantitative research methodology, and the data came from 148 professors of the sixteen encyclopedias of Herat University through a five-point Likert scale online questionnaire. The data was analyzed using the SPSS 26.0 program. Hypotheses were developed and were tested through Spearman's rho correlation to determine the relationship between the variables. The findings exhibited that entrepreneurial government, mission, decentralization, and result-oriented government have a mild positive and significant impact on employee motivation.

Keywords: *Entrepreneurial government, Mission-oriented government, Decentralized government, Result-oriented government, Employee motivation, Herat University*

1. Introduction

Entrepreneurial behaviour is one of the unknown components of entrepreneurship. This lack of recognition ultimately limits the prescribing power of this new science (Taqvai,1398: 43). Increasing the prescriptive power of this science will depend on a deeper and more complete understanding of entrepreneurial behaviour (Taqvai,1398: 43). The behaviour of entrepreneurs is purposeful. They spend much energy achieving that goal. Increasingly, entrepreneurship researchers focus on the need to emphasize understanding entrepreneurial behaviour in the various contexts in which it appears. In the 1980s, some researchers argued that it is difficult for people to perform entrepreneurial behaviours in organizations with a bureaucratic structure (Taqvai,1398: 43).

In fact, third-world countries' bureaucratic system is an image of inefficiency, corruption and lawlessness. Instead of smoothing the development path in these countries, the administrative system has become an obstacle to development. The bureaucratic system with cumbersome principles such as dry administrative hierarchy, inflexible rules, lack of specialization and concentration of authority and power causes waste of resources and

dissatisfaction of clients, problems such as personal competence, lack of creativity and innovation, and lack of coherence and coordination due to control. It is difficult because of the rules and regulations. This causes the employees not to use their potential capacities. Their spiritual needs are not considered and treated like a production tool, ligament, or machine. This situation causes a lack of motivation and efficiency in employees and, as a result, causes inefficiency in government institutions. The bureaucracy that governs government organizations turns responsible, elite and creative people into irresponsible, follower-like people (Osborne and Gaebler, 1384: 40). Therefore, it can be concluded that all these issues prove that the bureaucratic system has prevented the formation of entrepreneurial behaviour in government institutions.

Entrepreneurial behaviour in the organization refers to all activities related to the discovery, evaluation and exploitation of entrepreneurial opportunities carried out by the organization's members (Sarab et al., 2013: 33). The occurrence of entrepreneurial behaviour is the main driving force in economic development. The role of the entrepreneur is innovation and the creation of new combinations of materials. The occurrence of entrepreneurial behaviour is the act of creating something from nothing. Many factors impact the formation of employees' entrepreneurial behaviour, and the entrepreneurial government creates a suitable platform for entrepreneurial activities. Public sector managers today are facing a new environment that has been formed over the past decade. Models and the old structures of the government cannot function successfully in this new world as in the past, and we need new models to face the new demands from the government, which is the business model of the government (Alwani and Samadi, 1381:6).

The characteristics of the entrepreneurial government are economy, efficiency and effectiveness at all levels of the government, focusing on data instead of data, clear formulation of individual and organizational goals, flexibility of organizations and distance from bureaucracy, increasing competition between service providers and systematic evaluation of performance (Mouszadeh et al., 2011:1).

This research tried to check whether there is a relationship between entrepreneurial government based on mission-oriented components, result-oriented and decentralized government and entrepreneurial motivation of employees at Herat University.

1.1 Main objectives:

- To investigate the relationship between entrepreneurial government and employee motivation in Herat University.
- To investigate the relationship between mission-oriented government and employee motivation in Herat University.
- To investigate the relationship between decentralized government and employee motivation in Herat University.
- To investigate the relationship between result-oriented government and employee motivation in Herat University.

2. Literature Review

Cantillo (1370) defined entrepreneurs as follows: they are people who work in an uncertain and unstable environment and face many problems; they start without capital, and their capital is their work (Rezaian, 1387: 83).

2.1 Entrepreneurial government

In government organizations, entrepreneurship has been examined from different and sometimes conflicting perspectives. (Linden 1990) connects government entrepreneurship with a conscious and careful search for innovative change (Haqshanas et al., 1386:37).

Entrepreneurship in government organizations is very similar to entrepreneurship in private organizations. Both have formal hierarchies and fixed and unchangeable organizational cultures but different interest groups. Government organizations generally do not have a profit motive; instead, they have social and political goals and are less exposed to market issues and incentives to reduce costs and efficiently allocate resources. Available resources are mostly allocated based on social considerations and political pressures. Determining and defining the exact customer in the public sector is very difficult. Because they deal with many stakeholders and are highly exposed to the public and media scrutiny and attention. Therefore, major decisions should be announced with transparency and adopted based on the consensus of different groups (Nasiri Zanga bad et al., 2015: 31)

Linden (1990) relates public entrepreneurship with a conscious and careful search for innovative change. That is, the goal of entrepreneurship is to provide and provide government services in such a way as to increase social capital. Government entrepreneurship can be considered a tool for managing government organizations. Karwana and his colleagues (2002) believe that public organizations can provide new value to their stakeholders by adopting an entrepreneurial approach to the resources under their control. Sadler (2000) states that government entrepreneurship is a continuous effort to use resources in new ways to increase government organizations' efficiency and effectiveness. Linden (1990) defines government entrepreneurship as a purposeful and regular search for innovative changes in government organizations and their activities (Haqshanas et al., 1386:37).

2.2 Results-oriented government: investing in staff, not data

Because bureaucratic governments do not measure the results of their work, they rarely get the necessary results. They pay attention to the institution of the system, not its staff. Meanwhile, if the budget of the devices is determined based on input, their motivation to improve performance will be killed. However, if the budget allocation is based on the staff, they will be careful about their performance (Osborne and Gaebler, 1384: 152).

2.3 Mission-oriented government: transforming rule-based organizations

The driving factor of most government organizations is not the mission; the budget and regulations determine their duties. In other words, the glue that binds the government bureaucracies together is a twin type of glue: one is the guardian of the regulations, and the other is the guardian of the budget. By mixing these two, they get the desired result. To create a mission-oriented organization, the first task is removing outdated rules, regulations, and activities (Osborne and Gaebler, 1384: 130).

2.4 Decentralized Government: from Hierarchical System to Participation and Teamwork

In the past, due to the lack of communication and information technologies and the low literacy level of government employees, the existence of centralized institutions was inevitable. However, today, the situation has completely changed. Government employees are literate, and the speed of change is very high. No more waiting for information to go up and down the chain of command. In such a situation, entrepreneurial leaders instinctively resort to the “decentralized” method and involve the “surroundings” more in the decisions. Decentralization in government organizations is possible with the “participatory management” method. Participatory management is diverse in terms of depth and quality. Some managers expect hard work from employees without sharing power, and some consider employees as true partners responsible for all aspects of the organization’s productivity and quality of life. Decentralization is effective when investments are made to strengthen the knowledge and skills of employees. No one expects low-educated people to make important decisions (Osborne and Gaebler, 1384: 723)

2.5 Definition of Motivation

Motivation is a general term applied to all pulls, needs, desires, and similar forces. To say that managers motivate subordinates is the same as saying that they do things they hope will satisfy these drives and passions and make subordinates try and work desirably (Harold, 1389:226).

2.5.1 motivation in today’s workplace

Motivation in today’s workplace is affected by several factors, including (Lidya, 1977:6)

1. A decreasing emphasis on money
2. An increasing amount of work
3. An increasing need to work together in teams.

2.6 Main Hypothesis

H1: there is a significant relationship between entrepreneurial government and employee motivation at Herat University.

2.6.1 Sub Hypothesis

H1: there is a significant relationship between mission-oriented government and employee motivation at Herat University.

H2: there is a significant relationship between decentralized government and employee motivation at Herat University.

H3: there is a significant relationship between result-oriented government and employee motivation in Herat University.

Figure 1. Research Structural Model.

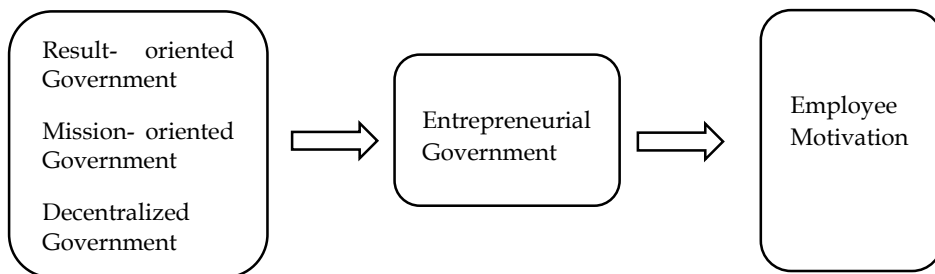


Figure 1 depicts the current study flow.
Source: Authors’ compilation

3 Research Methodology

This paper is based on a quantitative research design and a questionnaire as a method for data collection about result-oriented government, mission-oriented government, decentralized government and employee motivation. The study population is 16 faculty members of Herat University, and the sample size is calculated using Cochran’s formula. The sample size is selected randomly.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} (\frac{z^2 pq}{d^2} - 1)} = \frac{\frac{1.96^2 0.5 * 0.5}{0.05^2}}{1 + \frac{1}{418} (\frac{1.96^2 0.5 * 0.5}{0.05^2} - 1)} = 200$$

In this research, the questionnaire is arranged in two parts: entrepreneurial government in the form of 16 questions and employee motivation in the form of 11 questions. The questionnaires were sent to 200 people online, and only 148 were answered. Cronbach’s Alpha was found for all the variables, as shown in Table 1 below.

Table 1. Cronbach’s Alpha Reliability

| variables | Cronbach Alpha | Number of Items |
|-----------------------------|----------------|-----------------|
| Mission-oriented government | 0.772 | 4 |
| Decentralized government | 0.619 | 5 |
| Result-oriented government | 0.877 | 7 |
| Employee motivation | 0.892 | 11 |
| Overall Cronbach Alpha | 0.899 | 27 |

Source: Created by the authors

After the questionnaire had been collected, it was analyzed through descriptive and inferential statistics. Percentage and frequency were used in descriptive statistics analysis, and regression coefficient was used in inferential statistics analysis. SPSS 26.0 software was also used to measure the correlation and regression coefficients.

This research is a functional correlation regarding the relationship between the variables. This research investigates the relationship between the independent variable of the entrepreneur’s government and the dependent variable of employee motivation.

4 Findings

4.1 Descriptive Findings

The research findings are presented in two sections: descriptive and inferential. In the descriptive part, sex, science ranking, level of education, and experience are examined, as shown in Table 2 below.

Table 2. Descriptive finding

| Variables | | Frequency | Percentage |
|--------------------|---------------------------|-----------|------------|
| sex | Male | 98 | 66.2 |
| | Female | 50 | 33.8 |
| | Total | 148 | 100 |
| Science ranking | Pohiyali | 20 | 13.5 |
| | Teaching Assistant | 88 | 59.5 |
| | Senior teaching assistant | 21 | 14.2 |
| | Assistant professor | 18 | 12.2 |
| Level of education | Associate professor | 1 | 0.6 |
| | Professor | 148 | 100 |
| | Graduate | 33 | 22.3 |
| | Postgraduate | 106 | 71.6 |
| Experience | Doctoral | 9 | 6.1 |
| | Total | 148 | 100 |
| | 1-10 years | 76 | 51.4 |
| | 10-20 years | 47 | 31.8 |
| | 20-30 years | 8 | 5.4 |
| | More than 30 years | 17 | 11.4 |
| | Total | 148 | 100 |

Source: Created by the authors

4.2 Inferential Findings

For using statistical analyses, it should be determined whether the data is normally distributed or not. If the data is normally distributed for testing hypotheses, parametric testing is used, and if the data is not normally distributed, non-parametric testing is used to test the hypotheses.

In this step, the data is checked to determine whether it is normal by the Kolmogorov-Smirnov normality test.

H0: data is normally distributed.

H1: data is not normally distributed.

Table 3. Normality test

| | Statistic | Kolmogorov-Smirnova | | |
|----------------------------|-----------|---------------------|------|------------|
| | | df | Sig. | Result |
| Mission-oriented | .103 | 148 | .001 | Not normal |
| Decentralization | .093 | 148 | .003 | Not normal |
| Result- oriented | .125 | 148 | .000 | Not normal |
| Motivation | .164 | 148 | .000 | Not normal |
| Entrepreneurial Government | .087 | 148 | .008 | Not normal |

Source: Created by the authors

Based on Table 3 above, if the significant value of the data is more than the critical value (0.05), Ho is accepted. The data will be normal, and if the significant value of the data is less than the critical value (0.05), H1 is accepted, and the data will not be normal.

4.3 Checking Hypotheses

Considering that the data of the variables are not normal, non-parametric tests (Spearman's rho) are used to determine the relationship between the research variables. The correlation of the variables according to Spearman's rho correlation coefficient is shown in Table 4 below.

Table 4. Spearman's Rho correlation

| | | | Motivation |
|----------------|-----------------------------------|-------------------------|------------|
| Spearman's rho | Mission-oriented | Correlation Coefficient | .151 |
| | | Sig. (2-tailed) | .001 |
| | | N | 148 |
| | Decentralization | Correlation Coefficient | .212** |
| | | Sig. (2-tailed) | .000 |
| | | N | 148 |
| | Result- oriented | Correlation Coefficient | .313** |
| | | Sig. (2-tailed) | .000 |
| | | N | 148 |
| | Entrepreneurial Government | Correlation Coefficient | .238** |
| | | Sig. (2-tailed) | .004 |
| | | N | 148 |

** Correlation is significant at the 0.01 level (2-tailed).

Source: Created by the authors

Main hypothesis

There is a significant relationship between entrepreneurial government and employee motivation at Herat University.

H0: There is no significant relationship between entrepreneurial government and employee motivation at Herat University.

H1: There is a significant relationship between entrepreneurial government and employee motivation at Herat University.

The above table shows the correlation coefficient between entrepreneurial government and professors' motivation at 0.238, which shows a low and significant relationship between the variables. This means that by increasing 1 unit of entrepreneurial government, professors' motivation increases by 0.238 units.

Subhypothesis 1

There is a significant relationship between mission-oriented government and employee motivation in Herat University.

H0: There is no significant relationship between mission-oriented government and employee motivation at Herat University.

H1: there is a significant relationship between mission-oriented government and employee motivation at Herat University.

In the above table, the correlation coefficient between mission-oriented government and employee motivation is obtained at 0.151, which shows a weak and insignificant relationship between the variables. This means that by increasing 1 unit of mission-oriented government, employee motivation increases by 0.151 units.

Subhypothesis 2

There is a significant relationship between decentralized government and employee motivation in Herat University.

H0: There is no significant relationship between decentralized government and employee motivation at Herat University.

H1: there is a significant relationship between decentralized government and employee motivation in Herat University.

In the above table, the correlation coefficient between mission-oriented government and employee motivation is obtained at 0.212, which is a weak and significant relationship between the variables. This means that by increasing 1 unit of decentralized government, employee motivation increases by 0.212 units.

Subhypothesis 3

There is a significant relationship between result-oriented government and employee motivation in Herat University.

H0: There is no significant relationship between result-oriented government and employee motivation at Herat University.

H1: There is a significant relationship between result-oriented government and employee motivation at Herat University.

The above table shows the correlation coefficient between result-oriented government and employee motivation at 0.313, indicating a moderate and significant relationship

between the variables. This means that by increasing 1 unit of result-oriented government, employee motivation increases by 0.313 units.

5 Conclusion

Public sector managers are facing a new environment that has been formed during the last decade. The old models and structures of the government cannot function successfully in this new world as in the past, and we need new models to face the new demands from the government, which the government model is entrepreneurial.

Government organizations can provide new value to their stakeholders by adopting an entrepreneurial approach to the resources under their control. The characteristics of entrepreneurial government are mission-oriented, result-oriented, and decentralization, which can influence entrepreneurial behaviour and employee motivation in organizations. This research has three sub-hypotheses and one main hypothesis. As a summary of the hypothesis test results, it can be said that all three independent variables have a positive, moderate and significant impact on employee motivation.

6 Limitations and Recommendations

The study is limited to Herat University and may not be generalizable to other industries. According to the results obtained from the analysis of the data from the research "Investigating the impact of the entrepreneurial government on employee motivation", the researcher suggests the following options for the University of Herat province:

1. In order to create a mission-oriented university and, finally, an entrepreneurial government, it is suggested that Herat University, as an important academic institution in the country, abandon unnecessary rules and regulations and implement a system of punishment based on performance rather than age and job seniority.
2. Herat University can create an entrepreneurial atmosphere and achieve better results by designing continuous incentive systems and performance measurement.
3. In order to create an entrepreneurial atmosphere, it is suggested that decisions in the university should be made collaboratively and that students enjoy independence in this area.

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