

Corporate Entrepreneurship in Training Institutions

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ABSTRACT: Purpose of this paper is to examine the effective factors of corporate entrepreneurship (innovation, Proactiveness, risk taking, networking, strategic orientation, resource orientation, management structures, reward philosophy, entrepreneurial culture) in Instructor Training Center and Technical and Vocational Researches (ITC) as well as to concisely determine the priorities of them. Considering the area of this research which is based on evaluation of equal priority of corporate entrepreneurship factors/ elements and the accurate assessment of the priorities of these factors in ITC, both DEMATEL and Friedman test were used. The paper finds that priorities of the 9 effective factors on corporate entrepreneurship are not the same and ITC, as a training institution, would be better to pay attention to and focus on entrepreneurial culture as the most important factor. The prior researches were generally accomplished on management analysis of corporate entrepreneurship (CE) which is potentially significant. But determining the priorities of the effective factors of CE for applying them in organizations is more important which has been analyzed in this research.

Keywords: Entrepreneurship, effective factors on Corporate Entrepreneurship, Friedman Test, Dematel

Article Classification: Research paper

INTRODUCTION

Thoughts governing the entrepreneurship literature believe that higher performance is noticed in organization/firms where managers adopt an entrepreneurial approach to decision-making (Dess, et al., 1997) since cost leadership can be achieved with this step (Hamel et al., 1989). Also, scholars believe that an entrepreneurial orientation is critical for organizational survival and growth in today's business environment (Dabic, et al, 2011; Morris and Jones, 1993). For instance, Sundin (2011) stated that the importance of entrepreneurship for economic development both as the prime objective (Haugh, 2005) and as an important job-creation-dimension among others is an often mentioned topic, as shown by Thompson (2002). In today's hyper-competitive global economy, corporate entrepreneurship (CE) has increasingly been recognized as a legitimate path to high levels of organizational performance (Garvin, 2004; Garvin & Levesque, 2006; Morris et al., 2008). Nowadays, entrepreneurship is a key issue due to its influence on the appearance and survival of organizations and because it is a driving force in modern economies and societal development (Zahra, 1995). In addition, it is said that entrepreneurship can be achieved through both economic growth and job creation, and the promotion of innovation in the business environment (Go´mez-Haro et al, 2011; Bosma and Levie, 2010; Bosma et al., 2009). It is noted that all positive effects of entrepreneurship extension in any aspects such as individual or organizational/ corporate entrepreneurship is equal. Today's, CE as one of the most distinguished dimension of entrepreneurship and the behaviour through which it is practiced has been initiated in most established organizations for particular purposes, including those of profitability, strategic renewal, innovativeness, gaining knowledge to develop future revenue streams, international success, and the effective configuration of resources as the pathway to developing competitive advantages so that organizations can pass the growth path (Kuratko, 2010). In this regard, literature and documents demonstrated strong consensus that, to some extent, entrepreneurial behaviour is present in all organizations irrespective of size or type (Borins, 2000; Drucker, 1985). Scholars believe that CE is an approach of individuals' activities inside their organization that leads to product/ service innovation (Antonic et al., 2004) and they recommend that emphasis on CE is considerable due

to value creation in staff's services, and organization's product and output (Jordi et al., 2007). Considering the previous researches on CE and realizing its significance, this research with ITC's chief experts' approval tries to evaluate the key hypothesis of equality in priorities of effective factors on CE doing a research on influence/effective factors of CE of ITC. After determining the results, it tries to rank the research variables in terms of influencing and influenced, by using the DEMATEL technique. The employed methodology in this research can be studied as innovative aspect of the research. The prior researches were generally accomplished on management analysis of CE which is potentially significant. But determining the priorities of the effective factors of CE for applying them in organizations is more important which has been analyzed in this research.

Research Literature

Entrepreneurship

Since long ago, the factors of human's progress have been noticed and mentioned in different ways, but the common point in all these ideas has been the changing factor's role, a power which starts and implements the progress. This changing factor has existed in mankind's history and it will go on in entrepreneurship frame. (Kuratko,1995). Entrepreneurship can be introduced as one of the most brilliant processes dominant on man's lifetime in twenty first century. For its high significance, the economists call entrepreneurs the growth and economical development engine (Schumpeter, 1934) as well as the scientists of management consider it as one of the most important causes of organizational change and innovation in this epoch. Therefore any environment containing thoughts of entrepreneurship will have a dynamic and changing economy (Kazemi, 2008). We can find the relationship between discovery and the opportunity exploitation in the fact that the entrepreneurship is a complex phenomenon which encompasses innovation, implementation and the strategic change in which the second factor is counted as the cause of the organizational change (Lee et al, 2011). Entrepreneurship is considered as one of the prominent means of development which remains its most important effect as increasing job opportunities in the society. The other aspects of the economical development which are originated from entrepreneurship growth are resource optimizing, diversity of productions and exports, increase in added value, competency- based competition and the recognition of relative advantages in a nation-wide range. Using entrepreneurship, the needs will be identified and eventually by meeting them, the development will happen. Chrisman believes entrepreneurs are individuals or groups which act either independently or on behalf of an organization, they start up new enterprises or they do the innovation and organizational renewal (Chrisman, et al, 2006). From another point of view, entrepreneurship is a process by which one can create a new thing through innovation and creativity along with the new value by using time, resources, risk and other elements. Baumol says, "Entrepreneur has got a particular creativity capability of creating a new market by performing some marketing or achievement tests for learning the market characteristics and showing clients' tastes" (Julie 2008). Thompson and many other experts believe that the entrepreneurship can be studied under the various titles such as individual entrepreneurship, corporate entrepreneurship and social entrepreneurship, etc (Thompson, et al, 2000).

Corporate Entrepreneurship

The idea of CE has come up in 1970s but no book within a research got published about corporate entrepreneurship or Intrapreneurship until 1980 (Christensen, 2005). The concept of CE has expanded in the recent four decades and its definitions have been varied remarkably. In 1970, the first researches focused on the cooperation teams and on how entrepreneurship can be developed in the current organizations. In 1980 the scholars conceptualized CE as phenomena covering entrepreneurial behaviour and the commitments of resources for development of value- added innovations. In the 1990s researchers focused on CE as reenergizing and enhancing the firm's ability to develop the skills through which innovations can be created (Borch et al., 1999; Jennings & Young, 1990; Merrifield, 1993; Zahra, 1991). Guth and Ginsberg (1990) stressed that CE encompassed two major types of phenomena: New venture creation within existing organizations and the transformation of ongoing organizations through strategic renewal. CE can be introduced as the potential tool in growth and the consolidation of competitiveness of the organization. Some others mentioned that CE can be used for optimizing the competitive position of the organizations, markets, industries and the opportunities to be exploited and development of value- added innovation. They also believe that the CE activities are meant as for the improvement of success of the firm, promotion of the innovation in products and the process (Sebora and Theerapvong, 2009). In deed the major goal of the CE can be defined as generalizing a constant process of innovation, the strategic renewal and risky activities of the organization which subsequently can bring organizational growth, profit making and competitiveness. The previous literature studied CE as the entrepreneurial behaviour presented by organizations. It also said that CE' process is along with developing the new risk (the internal risky activity), organizational renewal (strategic renewal) and promoting innovation. Kuratko denotes the role of good managers in CE activities and mentions that these managers are responsible to make an entrepreneurial strategic vision and stimulating the architecture of an entrepreneurship-oriented organization (Sebora and Theerapvong, 2009), but these managers have a weak understanding of

implementing techniques and strategies of CE innovation. Middle managers can change the entrepreneurial flexible opportunities to the innovations compatible with the organization in a very specialized and sophisticated way (Goldsby, 2006). The need to CE will not potentially be created but the possibility of success should be increased through the accurate planning and its accurate execution. From Kuratko and Morris perspective, the ability to prosper in turbulent conditions requires companies to focus on mastering five key characteristics: flexibility, adaptability, speed, aggressiveness, and innovativeness (Kuratko and Morris 2003). Also, Fry (1993) remarked that a manager seeking to apply successfully CE in his/her organization faces with five diverse but interrelated matters. For success of CE process, the following five factors should be considered wholly; otherwise the appropriate planning for only one of them causes the failure in the CE's process: organization commitment to the concept of CE; determining the CE model; establishing entrepreneurial behaviour; identifying corporate entrepreneurs; use compensation systems for stimulating CE(Fry 1993). Additionally other incentives that elicit entrepreneurial behaviour include: equity and equity equivalents; bonuses; salary increases and promotions; and recognition systems and rewards (Bhardwaj and Momaya, 2011). Zampetakis and Moustakis (2010), in their research results indicated that factors such as "reward systems", "job rotation", "training", and "trial- period employment" foster CE. The CE scholars and theorists categorized different aspects of CE within different models which can be divided into two groups of process-based models and context-based models. The former contains event and multidimensional process-based models.

RESEARCH LITERATURE

Conceptual Model

As we mentioned before, considering the area of this research which is based on evaluation of equal priority of CE factors/ elements and the accurate assessment of the priorities of them factors in ITC, we present the conceptual model of research (Figure 1) and the stages of applying DEMATEL technique. It is mentionable that for study on the equality of priorities through Freidman test providing the standard and confirmed questionnaire we worked on the ideas and opinions of five specialists and top managers and then we used the given ideas to collect the needed data. This research has studied the following model considering the former models and the need for evaluation of the theory tests using the elites' ideas.

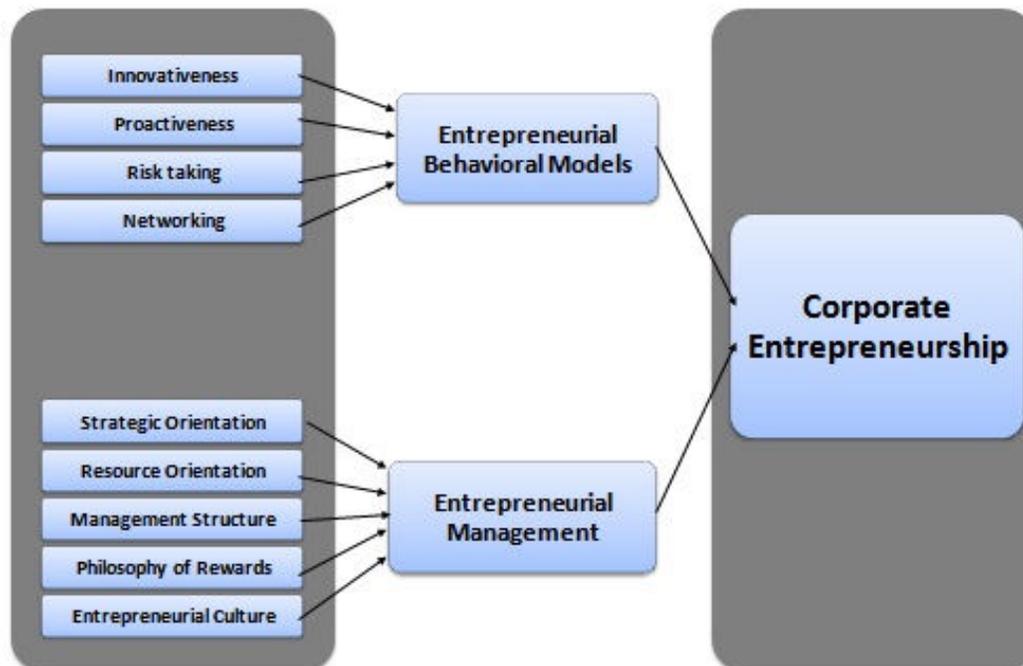


Figure 1. Conceptual Model of Research

The conceptual model has been researched and studied considering the ITC's organizational needs and the scientific documents in other academic researches (Martin-Rojas et al, 2011; Dabic et al, 2011; Elenurm and Alas, 2009; Gurbuz and Aykol, 2009; Menguc and Auh, 2005; Jones, 2005; Kuratko et al, 2005; McFadzean et al, 2005; Shaw et al, 2005; Kuratko and Morris, 2003; Antoncic and Hisrich, 2003; Ireland et al, 2003; Kuratko et al, 2001; McGrath and MacMillan, 2000; Manu and Sriram, 1996; Morgan and Strong, 1997; Gatignon and Xuereb, 1997; Hakansson and Snehota, 1995; Narver and Slater, 1990; Guth et al, 1990).

It is worth mentioning that the content validity of the conceptual model has been verified by the chief experts. The model in this research is actually the spectrum of international standardized researches. In table 1 we offered the standard definitions of the effective factors on the entrepreneurial behavioral models and the entrepreneurial management in order to clarify 9 elements of the model.

Factors	Abbrw.	Definition
Innovativeness	IN	Innovativeness is the seeking of creative, unusual or novel solutions to problems and needs. These solutions may be novel technologies and processes, as well as new products and services.
Proactiveness	PR	Proactiveness is concerned with implementation, with doing whatever is necessary to bring an entrepreneurial concept to fruition.
Risk taking	RI	Risk taking is the willingness to commit significant resources to opportunities that have a reasonable chance of costly failure.
Networking	NE	Business networks mean continuous exchange and the other co-operative relationships that a business organization is engaged in with other organizations. Organizational development becomes an inter-organizational process that is supported by networking. The role of networking is especially important in building competencies for internationalization of entrepreneurs.
Strategic Orientation	ST	“How an organization uses strategy to adapt and/or change aspects of its environment for a more favourable alignment”. “Strategic directions implemented by a firm to create the proper behaviours for the continuous superior performance of the business”. Strategic orientation is an organization’s orientation in strategy creation.
Resource Orientation	RE	Commitment to resources describes a firm’s commitment level to resources when exploiting opportunities. In line with this, control of the resources explains the extent of ownership or employment of resources.
Management Structure	MA	Management structure is the extent to which the firm has a flat and organic structure. In entrepreneurial firms the structure is expected to be organic because this structure enables them to be flexible and seek opportunities in the environment.
Philosophy of Rewards	PH	Explicit forms of recognition should be giving to individuals who attempt to capitalize on innovative opportunities. For example, bonuses, awards, salary advances, and promotions should be tied directly to employees’ innovative attempts.
Entrepreneurial Culture	EN	An entrepreneurial culture fosters and supports the continuous search for entrepreneurial opportunities that can be exploited with sustainable competitive advantages.

Table 1. Definitions of CE factors

DEMATEL Decision Making Technique

The Battelle Geneva Institute can be introduced as the origin of Dematel decision making technique development (Gabus& Fontela, 1972, 1973). This approach used for analyzing sophisticated problems in the world and totally was based on quality dimensions of problems’ evaluation. Basically, Dematel was used in unarranged, incompatible and opposite phenomena in order to reach some integrated solutions for those troubles. In recent years this approach is highly regarded in Japan because this method specifically presents an approach fitting for complicated structural imagination and well displays the cause & effect relationship between benchmarks (Chiu&etal,2006). This technique well and truly depicts the contextual relationships among one problem’s elements. Dematel is able to converts the relationship between cause & effect into structural system model (Ya & Hsiao, 2008). This technique can be investigated in 9 steps. Step 1: recognizing the on hand & available elements, Step2: determining explicit relationships, Step3: combination of expert group vote and diagraph drawing, Step4: determining intensity of ultimate relationship, Step5: system relationship intensity matrix, Step6: formation of relative intensity dominant matrix on relationship, Step7: formation of relative intensity matrix of direct and indirect relationship, Step8: formation of relative intensity matrix of indirect relationship and Step9: determining hierarchy of impress.

DISCUSSION

Determining the research constructs in present paper (influence factors on CE) we can evaluate the necessary statistical tests. We employ non- parametric Freidman Test, considering the type of this research and using the ITC’s chief experts’ ideas. Tables 2 and 3 indicate hypothesis and its results.

H0: The priorities of effective factors on CE are equal from ITC’s chief experts’ point of view.
H1. At least two priorities are different.

Freidman Test is the only statistical test for evaluating variants’ priority. According to the results mentioned in table 2, a significant level of the test shows that the hypothesis of equality between the priorities of effective factors on CE got rejected. Therefore according to the ITC’s chief experts, this organization has got

some differences in priority of factors shown in table 3. Although the table shows means of variants' ranks, it can't be interpreted that the innovativeness is the first rank due to its highest mean. For this reason and for exact determination of priorities from ITC's chief experts' point of view, we have used the DEMATEL technique which will be explained further. For applying DEMATEL technique and providing clear outcomes of the variants' influence (influencing and being influenced), firstly we need to study the ITC's chief experts' opinions. Table 4 indicates of the ITC's chief experts' scores.

Table 2: Friedman Test

N	5
X ²	5.821
df	8
Sig.	0.667

Table 3. Rank means

Innovativeness	6.1
Proactiveness	6.1
Entrepreneurial Culture	6
Management Structure	5.6
Strategic Orientation	5
Risk taking`	4.5
Networking	4.1
Resource Orientation	4
Philosophy of Rewards	3.6

Table 4. Integrated Matrix of Chief Expert scores

	IN	PR	RI	NE	ST	RE	MA	PH	EN
IN	0	2	5	8	5	4	7	6	9
PR	4	0	7	6	5	6	4	7	6
RI	8	7	0	6	4	5	4	6	9
NE	9	8	7	0	4	6	8	7	9
ST	8	7	3	6	0	7	9	8	7
RE	5	6	8	7	8	0	6	8	5
MA	9	8	7	8	6	6	0	6	7
PH	8	9	7	5	8	8	7	0	8
EN	9	8	9	8	7	7	6	6	0

Passing the stages of DEMATEL technique, we introduce table 5 and figure 2 as the final results of determining the effective factors.

Table 5. Final Ranking of influence factors on CE in ITC

	IN	PR	RI	NE	ST	RE	MA	PH	EN
Influencing degree	4.83	4.18	4.2	4.35	4.97	4.86	5.47	4.77	5.69
Influenced degree	5.21	4.69	4.35	4.8	4.54	4.86	4.96	4.71	5.2
R-J	-0.38	-0.51	-0.15	-0.45	0.43	0	0.52	0.06	0.49
R+J	10.05	8.87	8.55	9.15	9.52	9.72	10.43	9.47	10.89
Influencing rank	5	9	8	7	3	4	2	6	1
Influenced rank	1	7	9	5	8	4	3	6	2

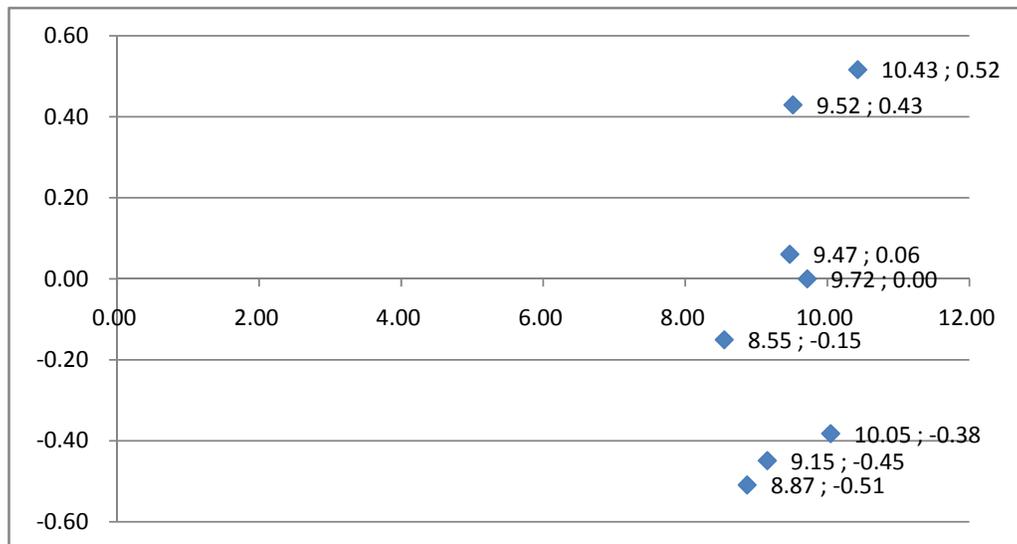


Figure 2. Demote Graph

Conclusions and Recommendations

Nowadays, organizations and the related systems make themselves compatible with the macro changes in order to find appropriate solution and change difficulties and barriers into opportunities for their survival. This needs innovation in both processes and methods. Entrepreneurship has had a special place in social, economic and managerial theories so that many of philosophies of the management schools introduce entrepreneurship as the key of organizational success. So, CE emerged besides the other concepts in entrepreneurship. Entrepreneurial behavior or CE is the dynamic engine for organizational increasing growth, strategic renewal, organizational change, and the added value service for customers. Thus, entrepreneurship can be considered as one of the most effective methods in change and management style by which you can achieve more flexible and agile structures. Considering the objective of this paper, "study on priority of the effective factors on CE", we concluded that priorities of the influence factors on CE are not the same by using two techniques of DEMATEL and Freidman Test and employing the ITC's chief experts' ideas. Based on the results, it can be suggested that ITC would be better to pay attention to and focus on entrepreneurial culture, management structure, strategic orientation, resource orientation, innovativeness, philosophy of reward, networking, risk taking, Proactiveness respectively. And ITC also should compile and develop the appropriate policies and strategies for running and activating these elements. According to the outcomes and the experiences gained during this research, the authors recommend the followings for the further researches: study on the results of the CE on organizational performance using score balanced card (SBC) and providing a strategic map for clarity of the process of CE; another prominent point in CE is human resources (HR). So, it is recommended to study the role of HR management and the HR productivity standards in CE or the role of HR knowledge management and intellectual properties management in CE process.

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