

Effect of Innovative Culture on Intrapreneurship

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Abstract

The study aims at revealing relationship between innovative culture and intrapreneurship. It aims to find answers to: (a) how innovative culture affects entrepreneurship, (b) what the relationship between innovative culture and intrapreneurships, and (c) what extent innovative culture supports creating new strategies and plans. In addition, there is ever growing need for a new perspective of leaders and followers to diagnose and retreat intrapreneurship by means of innovative culture. To this end, a survey is employed in the study to determine intrapreneurship orientation of employees of a construction audit and consultancy firm, which is assumed to have an innovative culture. The study finds out that innovative culture has a significant and positive effect on intrapreneurship, on aggregate and by its dimensions.

Keywords: Innovation, Innovative Culture, Entrepreneurship, Intrapreneurship, Corporate Entrepreneurship.

Introduction

It has become extremely important to use new techniques and strategies to achieve and maintain the organizational success. In this respect, entrepreneurship and innovation are the lifesavers for the organizations (Aksay, 2011:21). Innovation played an effective role in economic and social development. In other words, the main source of economic growth and competitiveness is innovation (McGowan and Hu, 2014:1). In compliance with innovation, entrepreneurship and intrapreneurship activities became significant to have sustainable and stable national economy as well as organizations. Development of intrapreneurship to achieve organization's goals and objectives emerges as a necessity. Members of the organizations are required to fulfill obligations of an innovative mindset. Because of existence of such members who seek opportunities and innovations in a changing and risky environment, exploiting all production factors on behalf of individual and organizational goals is attached great importance to raise the level of social welfare development (Demirel and Tikici, 2004: 49).

The adoption and internalization of intrapreneurship are affected by innovative culture. Achieving sustainable and competitive advantage for organizations requires an innovative culture that allows and motivates intrapreneurship. In rapidly changing competitive environment, organizations are to support innovative culture to be able to respond quickly, to reach the objectives and to adapt faster than their rivals.

What is important in an organization are creation of an innovative organization with change when necessary, also being aware of how intrapreneurship have influence on innovative culture, and what kind of possible impact it can have. Thus, the study is based on the determinant of employee's innovative characteristics and by revealing the ideas about innovative culture effect of intrapreneurship on organizational culture is discussed.

In the study, especially organizational culture and innovative culture concepts are examined, the relationship between intrapreneurship and innovative culture is investigated and hypothesis is developed. In the second part of the study, the hypothesis is tested with an empirical research. Finally, in the last part, the results are discussed and some recommendation are made.

2. Literature Review and Hypotheses Development

2.1. Organizational Culture

Organizational culture is referred to as a glue that holds the members together (Septra, 1985:426) and is defined as values, habits, norms that govern the behaviour of the employee (Hasanoğlu, 2004: 47). According to Karcioğlu (2001: 268), organizational culture is a total of common norms, habits, behaviours, beliefs, and symbols that direct a group's behaviour. Morgan defines the organizational culture as "active and living fact that allows people to recreate and rebuild the world." (Durgun, 2006:114).

In short, the most important factor in organizations that holds the social, structural, and technical elements together is culture (Mintzberg, 1983). Culture is defined in different approaches; however, common sense indicates that it has three important roles within the organization (Tandaçgüneş, 2004:280):

- The organization is influenced by the social structure and reflects the social culture.
- Cultural values of organizations' members blended with corporate culture.
- Every organization has a culture and philosophy within which the organization evolves.

Most important mechanism that supports innovation in an organization is organizational culture once it helps to create a necessary environment for innovation. To create an innovative and creative system, organizational culture is always to be attached great importance. Hence, following part discusses innovative culture in details.

2.2. Innovative Culture

Innovative culture, in terms of many experts, researchers, academicians, nongovernmental organizations, is one of the hot issues in administrative science (Aksay, 2011:89). Uzkuş and Sen (2012:27) define innovative culture as "kind of culture that has the creativity, orientation, dynamism properties." Similarly, Wallach (1983:33) states that it is the result-oriented and dynamic organization that supports to work in creative field, courage to take risks, entrepreneurship and willingness." In addition, Jassawalla and Sashittal (2002:43) take social side into consideration and highlight value system and collective consciousness that affect the behaviour of the members of the organization. Martin and Terblanche (2003:67) underline that innovative culture involves cultural values and norms which promote innovation and creativity. Dombrowaki et al (2007:190) list basic elements of organizational culture as innovative vision, mission, democratic communication, free space, certain limits, flexibility, incentive system and leadership in an organization. Based on the above information when we describe the innovative culture as a sub-culture of organizational culture, cultural levels can be listed as supranational, national, organizational, professional, groups and individual as it is seen in Figure-1.

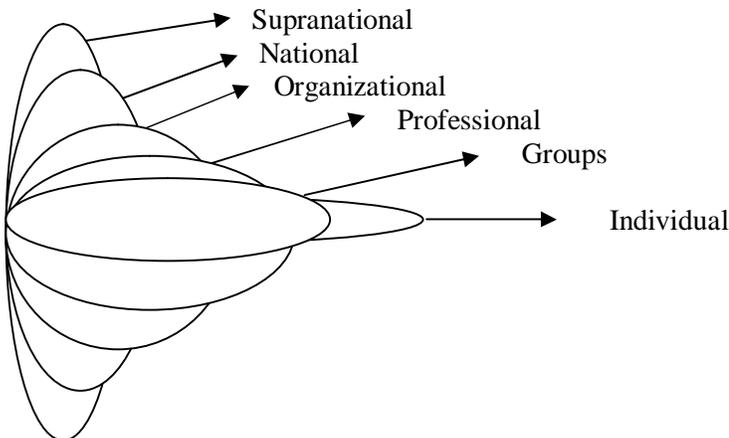


Figure 1.: Culture Levels **Source:** Karahanna vd.(2005: 5)

According to Mortimer (1995) to have an innovative culture the conditions listed as follow must be fulfilled.

1. Organization should have prescient leader.
2. Organization should have administrator to lead new programs.
3. Entrepreneurs should be encouraged and should be rewarded for their actions.
4. To be able to develop new and original ideas the necessary funds should be created.
5. Anticipating future needs and desires of the consumer, organization must be able to produce them proper values.
6. Mutual communications between the technical staff and all level of employees should be provided.

7. The value of error should be understood.
8. The importance should be given to formal communication as well as informal communication.
9. Employees must be placed value and motivated.
10. Employees who are not satisfied with their organization's activities must be recognized and controlled as well as those who are satisfied.

According to Mintzber (1983) culture is the most important factor which holds social, structural and technical factors together in organization. Deshpande et al. (1993) stated that the cultural structure including the national culture of that type of culture have a significant impact on the the organization's members who adopt innovations (Uzkurt ve Şen, 2012: 32). It is not wrong to say that today one of the most important factors to achieve sustainable and competitive advantage for organizations is undoubtedly having an innovative culture. Organizations having an innovative culture are the ones that have competitive advantage. Organizations which prioritize innovation and creativity generally have innovative culture. Outcomes of an innovative culture are quality and diversity, which is hard to imitate. Based on the before mentioned information, innovative culture is considered as subculture of organizational culture.

2.3. Entrepreneurship

Entrepreneurship refers to taking risk targeting to ensure a full range of products and services society needs (Carıkcı and Koyuncu, 2010:16). According to Erdoğan (2007:17), entrepreneurship began to seem as major factor in the growth of country's economic and social progress. Entrepreneurship is to increase the profitability of the existing business volume, to the creation of new businesses and new markets, the growth of employment by contributing to innovation and changes in technology, social and Helps economically countries and business economics (Bakan vd., 2012: 261).

While Sosyal (2010:87) defines entrepreneurship as "a process including starting up a business, having a business and developing and expanding the business." Brenkert (2009:450) defines it as "in order to set up a new business or to create new values in current business developed the opportunities and explore the process." Bozkurt (2000) explains the concept as "detecting the opportunities which created by environment, by the help of these instinct creating dreams, and putting these dreams into practice, creating wealth and having an ability to facilitate people's life." Serhateri and Coskun (2006: 112) define it as "motivation and capacity of a person to establish new values or economic success to achieve economic success." Entrepreneurship helps social and economics aspects of the country's economy and organizations by means of increasing volume and profitability, creating new markets and new branches, and contributing to innovation and technology (Bakan et al, 2012:261).

As mentioned above, entrepreneurship is defined in different ways by many researchers. When we take all definitions, it is clearly seen that they have common ground. common peculiarities may be summarized by newness, creativity, and commercialization (Güney and Nurmakhamatuly, 2007: 64).

2.4. Intrapreneurship

Entrepreneurship is a term generally referred to individuals. Nonetheless, organizations attach great importance to employees' contribution to innovation and new product and service development. Ross (1987) advocates that firms which have entrepreneurship soul are more effective and long lasting rather than those that couldn't take steps regarding innovation and change no matter how big they are.

On the other hand, intrapreneurship, initially defined by Giffort Pinchot in 1983, addresses group work rather than individual's (Hisrich and Peters, 1995: 15). There are several definition displayed on Table-1. Having all definitions in mind, intrapreneurship aiming at tacit or embedded creativity and innovativeness of employees include personal growth, development and management, orientation to punctuality, motivation, ability and experience to collect resources, innovation, creativity and risk taking (Oktem et al., 2003: 173).

Table 1: Defination About Intrapreneurship

Pinchot (1985)	The employee that acts as an entrepreneur in a large and big organization
Luchsinger ve Bagby (1987)	The risk and enterprise in an existing and running organization
Carrier (1994)	The individual's taking the responsibility of an innovation, working under the control of a company
Johnson (2001)	Creating enterprising new enterprises both in and out of the company
Antoncic ve Hisrich (2003)	The entrepreneurship in an established organization
Kenney ve Mujtaba (2007)	The distinguishing period of the employees who could have the enterprising attitude in the organization

Source: Harun, 2010: 37

Enterprises try to find a dynamic equilibrium to be able to stay in power competition between change and continuity to make entrepreneurship important and check how to internalize it (Harun, 2010: 35). In table 2 there are some differences between conventional manager, entrepreneurship and intrapreneurship even they have similarities. similar and different features are important in terms of the organization's strategies and objectives.

Table 2: Benchmarking of Entrepreneurs, Intrapreneurs and Conventional Managers

	Conventional Managers	Entrepreneurship	Intrapreneurship
Basic Patterns	Traditional company rewarding like giving promotion, office, position and power	Indeopendence, creativity, opportunity and money	Ability of independence and increasing he company rewards
Time Management	Meeting the quotas and budgets that are in short run weekly, monthly, quarterly and yearly plans	Achieving the growth plans for 5-10 years af the firm and maintaing continuity of the activities	Following the plans that are considered as necessary according to the urgency between traditional managers and intrapreneurs
Activity	Delegating and managing without being directly included	Being directly included	Directly being included without delegating
Risk	Self-possessed	Taking risk in medium-level	Taking risk in medium-level
Role	Attaching importance to status symbols	Not attaching importance to status symbols	Not attaching importance to traditional firms status symbols, desire to independence
Failures or Mistakes	Avoiding making mistakes and surprises	Being interested in mistakes and failures	Efforts to hide risky projects until being ready
Decisions	Being generally agree with executives	In the pursuit of firm decisions besides his dreams	Including others while being in the pursuit of his dreams
Servicing	To the others	To himself and his clients	To himself, clients and sponsors
Family History	Family members are working in the big business	Professional small business or farming	Professional small business or farming structure
Relationships With The Others	Hierarchy in basic relationships	Performing operations hierarchically	Performing operations hierarchically

Source: Hisrich and Peters, 1995: 541(Demirci, 2007: 17)

2.5. Dimensions of Intrapreneurship

Intrapreneurship is investigated in different models and format due to its unique features. According to Antoncic ve Hisrich (2001), intrapreneurship consists of 4 dimensions. (Öktem vd., 2003: 173):

- a. **New Business Venture:** enter new dimension with the organization's products and service.
- b. **Inventiveness:** Finding new products, services and technologies and commercialization process.
- c. **Organizational Renewal:** Alteration, development and restructuring.
- d. **Proactivity:** Acting in advance to deal with an expected difficulty.

On the other hand, Lumpkin and Dess (1996) mentions that there are five dimensions in intrapreneurship. (Şeşen, 2010: 57-71):

- **Innovation:** Fitzsimmons et al (2005) state that innovation may take place as a change in technology, service or product. Existence of creative and innovative members of organizations is significant for organizations that give priority to innovation. In addition, Daft (2005) states that there is a need for harmony among aim of organization and creative employees for innovative organization. Innovation to gain a sustainable competitive advantage is a important for enterprises. There is need to provide capital in terms of research and development and innovation.

- **Risk Taking:** Miller and Friesen (1983) describe risk as degree accepted by top management for failure bringing high cost. Covin and Slevin (1991) define risk taking as "execution of investment decisions and strategic aims under uncertain conditions". In terms of entrepreneurship, risk are given decisions, with regards to uncertainty and business under risk, towards new product, market, process, and enterprises (Cornwall and Perlman, 1990). To intrapreneurs, risk undertaken by employees depends on top administration risk appetite. Under uncertainty, management's degree of accepting failure has an effect on intrapreneur's later decisions.

- **Proactivity:** Miller and Friesen (1983) define it as "rather following competitors, being leader among them." Lumpkin and Dess (1996) define it as "taking initiative through following and understanding new opportunities". Thanks to pro-activity, marketization of new product or being first entrepreneur in market increase the chance of gaining competitive advantage. To be counted as successful intrapreneur, it is necessary to see benefits and making them a part of business (Darling et al, 2007). It is essential to observe environment and benefit from advantages to get leader position among other intrapreneurs.

- **Autonomy:** Autonomy is members of organizations' tendency to independently introduce an idea, vision, and innovation in organization. It consists of associates' responsibilities with the area and scope of being independent. Top management and enterprises appreciate employees' ideas and offer their consideration in decision making process. For improvement of intrapreneurship and innovation, restructuring organizational functions and means that support self-determination and required managing steps should be considered.

- **Extending Individual Networks:** It might be defined as an individual working in organization, innovations being presented and making other accept his entrepreneur's plan, decrease the risk that innovations brought and getting information for the purpose of acting as pro-active, constant extending effort for individual social network. Extending social network and using it are individually and institutionally essential factors on behalf of intrapreneurship. Irwin (2000) states that best entrepreneur is the person that use social network better and continue to extend it. It is better to define entrepreneurship and intrapreneurship as activity to establish social network. Thus, communication tools that emerge within sudden changes in communication technologies and web program and tools should be effectively used. Using social network, is a part of intrapreneur's act, increases success in business within extending acquired information to use. Krishna (2003) argues that entrepreneurs are productive and discover innovations thanks to social network.

3. Relation Between Innovative Culture and Intrapreneurship

Modelling actions of employees and organizational culture that show certain attitudes in certain situations, is important factor to be formed and changed in a long term. According to Hult et al (2003), intrapreneurship is explained as a process that is affected and fed by organizational culture (Fis and Wasti, 2009: 130). According to Guney and Nurmakhmatuly (2007:82), culture is the most effective factor for entrepreneurship. Hence, intrapreneurship and entrepreneurship are affected by cultural values and facts (Demirel and Tikici, 2004:54). To see entrepreneurship values in organizations, there is a need for culture that support and develop entrepreneurship (Oktem et al, 2003:176; Cronch, 1995). Regarding organizational culture, individualism moves to the foreground and activities of entrepreneurs and intrapreneurs are considerable more significant.

An organization, which aims to have a creative and innovative labour force, first of all has to develop its organizational culture through a plan (Oktem et al, 2033: 83). According to Chang and Lin (2007), a flexible and external oriented organizational culture is more effective than other cultures, and members in an innovative culture have an efficient role in conditions that require sudden and necessary changes (Uzkurt and Sen, 2012: 48). Like innovative culture, most of organizational culture's subcultures vary widely in supporting entrepreneurship (Carıkcı and Koyuncu, 2010: 7).

Titiz (1998) states that relationship between entrepreneurship and culture emerges through taking risk and utilizing creativity and innovation. The point that makes intrapreneurship important is the capacity of firms to innovate. Innovation is a defence against interior and exterior facts or an organizational process that activates production factors, i.e. labor, materiel (Demirci, 2007:28).

Innovation is an issue related with all members in an organization (Price, 2007:321). Evaluation of different skills in most effective and efficient way and spreadth of innovation idea in whole organization bring innovative organizational culture to the agenda (Aksay, 2011:90). Enterprises that have organizational culture, which improves market and themselves through innovative and pioneer way to take risk, have entrepreneur administrationstyle (Guney and Nurmakhamatuly, 2007:66). Innovative culture has an important role in opportunities resulted from creativity and newness. Innovative behaviors of intrapreneurs are affected by current culture. This kind of organizations might be leader in sector through theirfast development.

Innovative culture with intrapreneurship and practice aiming to determine the relation among sub dimension of intrapreneurship were presented in Figure 1.

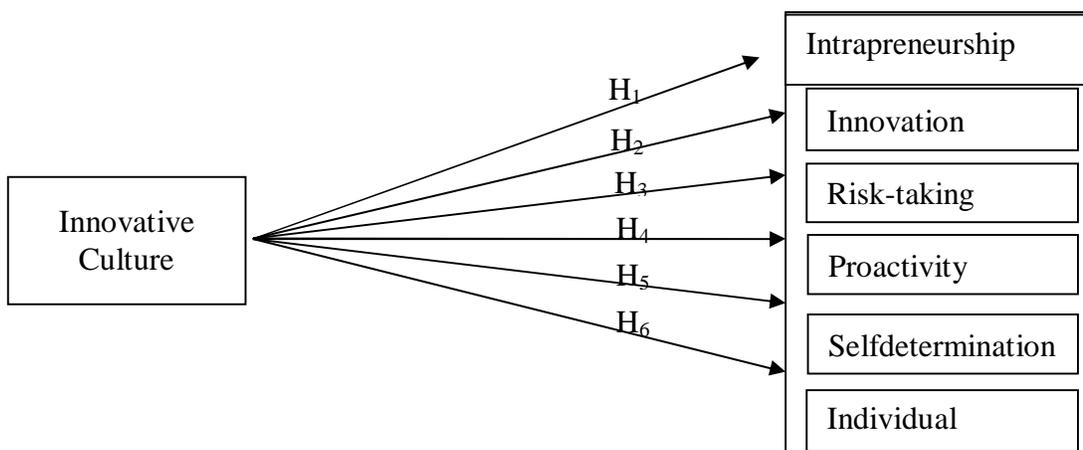


Figure 2: Research's

As seen on Figure 1, hypotheses are developed through literature survey on innovative culture and intrapreneurship. Sub-hypotheses are also developed aiming to investigate connection among subdimensions of intrapreneurship and innovative culture.

H1: There is a significant and positive relationship between innovative culture and intrapreneurship.

H1a: There is a significant and positive relationship between innovative culture and innovation.

H1b: There is a significant and positive relationship between innovative culture and risk-taking.

H1c: There is a significant and positive relationship between innovative culture and proactivity.

H1d: There is a significant and positive relationship between innovative culture and selfdetermination.

H1e: There is a significant and positive relationship between innovative culture and extending individual network.

3.1. Methodology

Aim of the research is to investigate the relationship between innovative culture with intrapreneurship. Sample of the study is employees working in a construction audit and consultancy firm in Ankara. The reason behind selecting a services sector sample in Ankara where public auctions are conducted regarding construction audit. Also, another motivation is that employees working in construction audit and consultancy have to be proactive to respond customer's highly fasting changing demands and innovationis always a focused-issue in organization. The main population of this purpose is the company's 430 employees carrying out construction audit and consultancy services inAnkara. Survey method is employed in the study.

Research with 95% confidence limits of the universe requires a sampel size of 203 in a margin of error of 5% (The Survey System, 2014). A total of 250 survey forms were distributed to employees and 213 survey forms were answered. The response rate is quite high with a rate of 85.2%.

3.1.1. Scales

Aksay (2013) used innovation culture scale developed by Dobni to measure innovation level of culture. Innovation culture scale consists of 66 items. Reliability of scale is measuredby Cronbach Alpha. Aksay (2013) reports reliability of the scale as 0.87. Our study produces a Cronbach Alpha of 0.84. Intrapreneurship scale consists of 22 items. Reliability of intrapreneurship scale dimensions changes between 0,72 to 0,86 and total reliability is 0.87 (Sesen, 2010). Reliability of intrapreneuership scale dimensions in our study that changes between 0,70 to 0,84 and total reliability is calculated as 0,86. 5-point Likert scale used for answers at this scale (1=Certainly disagree, 5=Certainly Agree). At this research, effects at the inovative culture and intrapreneuership are sex, age, education level and tenure variables that are considered as control variables.

3.1.2. Findings

Descriptive Statistics

The demographic characteristics of the participants are shown in Table 3. 112 (52,6%) female and 101 (47,4%) male employees participated in the survey. The age of 129 (60,6%) employees is between 30-40, that of 71 (33,3%) is under 30 and that of 13 (6,1%) is between 41-50. 144 (67,6%) of the employees are married whilst 69 (32,4%) of them are single. Employees graduated from high school is only 6 (2,8%) while the number of associate degrees is 24 (11,3%), university degree is 161 (75,6%), and grad degree is 22 (10,3%). 15 employees(7,0%) work more than 1 year at their work, 90 employees (42,3%) work between 1 to 5 years, 84 employees (39,4%) work between 6 to 10 years while 24 participants (11,3%) work more than a year.

Table 3: Demographic Composition of the Respondents

Variable		Frequency (f)	Percent (%)	Variable		Frequency (f)	Percent (%)
Gender (n)	Male	101	47,4	Education (n)	High School	6	2,8
	Female	112	52,6		Associate	24	11,3
Age	<30	71	33,3		University	161	75,6
	30-40	129	60,6		Grad	22	10,3
	41-50	13	6,1	Woking Period (Year)	<1	15	7,0
Marital Status	Married	144	67,6		1-5	90	42,3
	Single	69	32,4		6-10	84	39,4
					>10	24	11,3

Relationship between Innovative Culture and Intrapreneurship

Correlation analysis to determine the relationship between entrepreneurship, intrapreneurship and dimensions is employed. The analysis of the correlation results is displayed in Table 4 below.

In Table 4, the correlation coefficient between intrapreneur and innovative culture is moderate, positive and significant ($r=0,452$, $p<0,01$). The results can be evaluated with the direction of that relationship between intrapreneur and innovative culture, which organization created to increase the the former. When considered in the context of sub-dimensions, relationship between risk-taking and innovative culture is stronger than other factors ($r=0,470$, $p<0,01$). The autonomy compared to other dimensions is the one that has the least degree ($r=0,151$, $p<0,05$).

Table 4: Relationship between Innovative Culture and Intrapreneurship

	Mean	S.D.	1	2	3	4	5	6	7
Innovative Culture (1)	3,57	0,45	1,000						
Intrapreneurship (2)	3,62	0,36	,452(**)	1,000					
Innovation (3)	4,18	0,50	,356(**)	,594(**)	1,000				
Proactivity (4)	3,42	0,70	,156(*)	,727(**)	,184(**)	1,000			
Risk-taking (5)	3,71	0,56	,470(**)	,647(**)	,400(**)	416(**)	1,000		
Selfdetermination (6)	3,05	0,72	,151(*)	,532(**)	-,050	,310(**)	,167(*)	1,000	
Individual network (7)	3,61	0,48	,312(**)	,581(**)	,384(**)	,275(**)	,095	,085	1,000

*p<0,05 **p<0,01

Effect of Innovative Culture on Intrapreneurship

Now that correlation analysis indicates that there is an association between intrapreneurship and innovative culture, regression analysis is employed to determine the interaction in this relationship. Regression analyzes the effect of five dimensions of innovation on intrapreneurship. Therefore, innovation, proactivity, risk-taking, autonomy, and connectivity are considered as dependent variables where innovative culture is discussed as independent. Results of the regression analysis is shown in Table 5.

Table 5: The Effect of Innovative Culture to Intrapreneurship

Factors Dependent Variable	β	t	R ²	Adjusted R ²	F	R Δ	Durbin-Watson
Intrapreneurship	,452**	13,127*	,204	,200	54,093**	,204***	2,099
Innovation	,356**	10,667*	,127	,123	30,687**	,127***	1,813
Proactivity	,156*	6,685*	,024	,020	5,276*	,024*	2,164
Risk-taking	,470**	5,860**	,221	,217	59,739**	,221***	1,758
Selfdetermination	,151*	5,532*	,023	,018	4,948*	,023*	1,584
Individual network	,312**	9,526**	,097	,093	22,754**	,097***	1,998

*p<0,05 **p<0,01 ***p<0,001

When Table 5 is read, intrapreneurship explains 20.4 % of the total variance of intrapreneurship. It is also observed that innovative culture significantly and positively affects intrapreneurship ($\beta = 0,452$; $p < 0.001$). Innovative culture significantly and positively affects subdimensions, too ($R^2 = 0,204$ ve $F = 54,093$). This results show that if innovative culture is more placed and embraced by employees, entrepreneurship will be increased in organizations.

As understood from the results obtained, subdimension with the highest explanatory power of an innovative culture is risk taking ($\beta = 0,470$; $p < 0.001$) while the poorest is autonomy ($\beta = 0,151$; $p < 0.05$). Therefore hypotheses H1, H1a, H1b, H1c, H1d and H1e are supported, meaning that there is a significant and positive effect of innovative culture on intrapreneurship.

4. Discussion and Conclusion

Hypotheses are developed to test the relation between innovative culture and intrapreneurship. Human resource is a unique and inimitable source of enterprises to gain sustainable competitive advantage. However, managing human resource and revealing innovativeness is one of challenges awaiting managers and entrepreneurs. Hence, an innovative culture is required to be created to trigger intrapreneurship, which covers creativity and innovativeness in an organization. Former studies put forward that organizational culture supports intrapreneurship.

This study extends findings by testing relation among innovative culture and dimensions of intrapreneurship. It is observed that all hypotheses are supported that relations of innovative culture with dimensions of intrapreneurship are significant and positive. Innovative culture is a strong determinant of intrapreneurship. That's to say, risk-taking, innovativon, proactivity, autonomy, and connectivity are improved by means of an innovative culture. It is not wrong to contend that gaining a sustainable competitive advantage results from emerging an innovative culture. We all know that technology, scale, and market are trivet of growth and competitiveness. However, labor forms and frames the three milestones. If managers know how to support and motivate labor force to use technology, to develop new product and produce in scale economies, and to find new niche markets, growth and competitiveness could be sustainable. However, we do not tell that innovative culture is the only factor resulting in intrapreneurship. Other researchers are encouraged to test other organizational behaviors such as leadership style, conflict management, organizational justice, job satisfaction, and organizational citizenship behavior.

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