INDIVIDUAL, TEAM, AND ORGANIZATIONAL LEVEL LEARNING IN NEW ENTREPRENEURIAL VENTURES – THE KEY TO SUCCESS ALL OVER THE WORLD? (INTERACTIVE PAPER)

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INTERACTIVE PAPER

INDIVIDUAL, TEAM, AND ORGANIZATIONAL LEVEL LEARNING IN NEW ENTREPRENEURIAL VENTURES – THE KEY TO SUCCESS ALL OVER THE WORLD?

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Principal Topic

Research to date in international entrepreneurship has mainly treated the internationalization process and characteristics of NEVs with early international exposure. However, the literature has not offered any hints on how specific orientations, strategies, or processes differ in their impact across settings. The present study's objective is to fill this gap. More concretely, two research questions are addressed to advance international entrepreneurship research: (1) Are individual, team, and organizational level learning success factors for NEVs in a globalized world? (2) Does national culture have an impact on these performance relationships?

Method

For this study, we chose Germany and Thailand as suitable countries to examine the effects of national culture due to their significant cultural differences with respect to the individualism vs. collectivism dimension relevant in this setting (Hofstede, 2001). To examine our research questions, we analyzed a sample of 192 German and a sample of 157 Thai NEVs. To test our hypotheses, we chose structural equation modeling (Fornell & Bookstein, 1982) and, specifically, partial least squares (PLS).

Results and Implications

We advance international entrepreneurship literature in the following ways: First, in line with theoretical considerations, our study confirms that NEVs considering learning processes of individual founders, within the founding team, and throughout the whole venture more than others are superior to their competitors in terms of venture performance. This holds especially true for NEVs in collectivist cultures, here: Thailand. Independent from national culture, individual level learning turns out to be a major impetus for team level learning, and team level learning, in turn, a major impetus for organizational level learning. Second, although the generally positive relationship between OL and NEV performance receives support, the magnitudes of the path coefficients between individual, team, and organizational level learning and NEV performance differ significantly between the two samples. In terms of individual level learning, only individualist cultures (here: Germany) provide a rewarding context for a pronounced intuiting and interpreting at the individual level. On the contrary, team level learning directly increases firm performance in collectivist cultures only (here: Thailand), while it yields no effect on performance in individualist cultures. Only organizational level learning significantly impacts NEV performance independent from national culture. Consequently, national culture has the power to rather influence individuals, their behaviors, and interactions than organizational processes.

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