

6-8-2013

MULTI-DIMENSIONAL VIEW ON ENTREPRENEURIAL ORIENTATION: A LONGITUDINAL CROSS-COUNTRY STUDY OF ENVIRONMENTAL AND PERFORMANCE EFFECTS (INTERACTIVE PAPER)

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Recommended Citation

Baldauf, Artur; Stettler, Tatiana Romanova; and Shirokova, Galina (2013) "MULTI-DIMENSIONAL VIEW ON ENTREPRENEURIAL ORIENTATION: A LONGITUDINAL CROSS-COUNTRY STUDY OF ENVIRONMENTAL AND PERFORMANCE EFFECTS (INTERACTIVE PAPER)," *Frontiers of Entrepreneurship Research*: Vol. 33 : Iss. 11 , Article 12. Available at: <https://digitalknowledge.babson.edu/fer/vol33/iss11/12>

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MULTI-DIMENSIONAL VIEW ON ENTREPRENEURIAL ORIENTATION: A LONGITUDINAL CROSS-COUNTRY STUDY OF ENVIRONMENTAL AND PERFORMANCE EFFECTS

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Principal Topic

In various studies on entrepreneurial orientation (EO), it has been argued that cultural, economic, political and institutional conditions in which firms operate shape their entrepreneurial behaviors (e.g., Davidsson and Wiklund, 1997; Hansen et al., 2011; Hayton et al., 2002; Lee and Peterson, 2000; Marino et al., 2002). However, the specific role of environmental conditions in the relationship between individual EO dimensions and firm performance remains unclear (Madsen, 2007; Wiklund, 1998).

In the current study, we adopt a multi-dimensional approach and view single dimensions of EO as varying independently from each other (Lumpkin & Dess, 1996). This conceptualization implies that a firm can flexibly adjust its orientation toward innovativeness, risk-taking, and proactiveness and thereby ensure that specific environmental requirements are met. Specifically, we expect that firms in developed markets focus more on innovativeness as opposed to risk-taking and proactiveness, which are more vital in emerging markets.

Method

We have surveyed firms from developed (German-speaking area) and emerging (Russia) markets at two points in time using a standardized questionnaire. Our data-collection efforts resulted in 244 valuable responses in the German-speaking countries (Austria, Germany, and Switzerland) and 299 responses in Russia. The countries were chosen on the basis of their development classification. In addition, both samples are comparable in terms of firm size and industries of the sampled firms.

Research Contribution

In this study, we focus on the individual dimensions of EO and aim to clarify their performance effects in different contexts. Our research contribution is threefold: First, evaluating the differences in EO configurations, we can better assess how each dimension contributes to the construct at the aggregate level. Second, with our longitudinal database, we address causality issues of the EO-performance relationship on the dimensional level. Third, we highlight that various EO configurations are relevant in different contexts—developed and emerging markets—and explore their performance impact.

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