IMPA CT OF ENTREPRENEURAL ORIENTATION ON UNIVERSITY PERFORMANCE (SUMMARY)

Sandhya Balasubramanian
University of Massachusetts Lowell, USA

Yi Yang
University of Massachusetts Lowell, USA

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SUMMARY

IMPACT OF ENTREPRENEURIAL ORIENTATION ON UNIVERSITY PERFORMANCE

Sandhya Balasubramanian, University of Massachusetts Lowell, USA
Yi Yang, University of Massachusetts Lowell, USA

Principal Topics

Entrepreneurial orientation (EO) reflects the entrepreneurial strategy-making processes that key decision makers use to enact their firm’s organizational purpose, sustain its vision, create competitive advantages, and eventually influences firm performance (e.g. Lumpkin & Dess, 1996; Miller, 1983). The beneficial relationship between EO and firm performance has been examined immensely through a growing stream of research (e.g. Rauch et al, 2009) in both the entrepreneurship and strategic management literature. But, most prior studies have focused on firms in the private sector, and implications of EO in other organizational settings including universities remain an underexplored area. Few studies that have examined entrepreneurial actions of universities have largely focused on technology transfer outcomes (Perkmann et al, 2013; Rothaermael et al, 2007). In this study, we widen this scope to a holistic systems perspective that extends beyond university commercialization outcomes.

Method

The sample of 246 University president letters for the period of 2008-2012 was obtained from websites of US doctorate-granting universities. Drawing from Short et al’s (2010) work, we measure EO using DICTION software. Dependent variables included commercialization outcomes (research funding, invention disclosures, patents, spinoffs,) from the AUTM database and overall performance measures (student enrollment and graduation rates, faculty counts, overall university ranking) from IPEDS and U.S. News and World Rankings. The moderating effect of size of the university and STEM focus are also assessed. We control for presence of medical school, level of research activity and institution type as they impact the range, scope and mission of the universities.

Results and Implications

Regression results show that three EO dimensions – innovativeness, proactiveness and risk-taking influence university performance in terms of technology commercialization outcomes. Additional results support the relationship between EO and overall university performance. Our study enhances the understanding of the relationship between EO and performance in entrepreneurial universities – a rather understudied phenomenon. We contribute to the discussion on EO measurement in a context where its presence and relevance are still under scrutiny. Our findings are crucial as universities are emerging as a key institution in the entrepreneurial society in generating new knowledge and facilitating spillovers that spur innovation, economic growth, job creation and competitiveness in global markets (Audretsch, 2013). The findings have significant managerial implications for higher education administrators as institutional adaptiveness to a changing environment and capacity of universities to produce innovation through research and new ideas are true reflections of university entrepreneurialism (Shattock, 2009).

CONTACT: Sandhya Balasubramanian (T): +1 978-934-2374; Manning School of Business, University of Massachusetts Lowell, 1 University Ave, Lowell MA, 01854.