ENTREPRENEURS’ CULTURAL ORIENTATIONS AS MODERATORS OF THE RELATIONSHIPS BETWEEN ENTREPRENEURS’ VISIONS AND GOALS AND THEIR ENTREPRENEURIAL SUCCESS (SUMMARY)

Christine König
University of Giessen, christine.koenig@psychol.uni-giessen.de

Lin Xia
University of Zhejiang

Xianfang Xue
University of Zhejiang

Recommended Citation
König, Christine; Xia, Lin; and Xue, Xianfang (2007) 'ENTREPRENEURS’ CULTURAL ORIENTATIONS AS MODERATORS OF THE RELATIONSHIPS BETWEEN ENTREPRENEURS’ VISIONS AND GOALS AND THEIR ENTREPRENEURIAL SUCCESS (SUMMARY),' Frontiers of Entrepreneurship Research: Vol. 27: Iss. 5, Article 7.
Available at: http://digitalknowledge.babson.edu/fer/vol27/iss5/7

This Summary is brought to you for free and open access by the Entrepreneurship at Babson at Digital Knowledge at Babson. It has been accepted for inclusion in Frontiers of Entrepreneurship Research by an authorized administrator of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.
SUMMARY

ENTREPRENEURS’ CULTURAL ORIENTATIONS AS MODERATORS
OF THE RELATIONSHIPS BETWEEN ENTREPRENEURS’ VISIONS AND GOALS
AND THEIR ENTREPRENEURIAL SUCCESS

Christine König, University of Giessen, Germany
Lin Xia, University of Zhejiang, China
Xianfang Xue, University of Zhejiang, China

Principal Topic

During the last decades, a research focus was on characteristics of effective visions and goals, that is, of visions and goals that are related to business success (Baum et al., 1998; Locke & Latham, 2002). Many scholars assumed that visions and goals are effective if organizational cultures are in alignment with their characteristics (e.g., Locke et al., 1991). However, we are not aware that any scholars conducted studies to test their assumptions. We made the assumption that visions and goals are effective if entrepreneurs promote organizational cultures that align with their characteristics. The promotion of organizational cultures is driven by entrepreneurs’ cultural orientations, which are manifested in the practices entrepreneurs apply in their businesses (König et al., 2007; Schein, 1987). We hypothesized that seven cultural orientations (uncertainty avoidance, power distance, collectivism, assertiveness, future orientation, humane orientation, and performance orientation) moderate the relationships of seven vision characteristics (clarity, challenge, future-orientation, stability, desirability, social responsibility, and growth orientation) and seven goal characteristics (specificity, difficulty, long-term orientation, prevention focus, collective orientation, social responsibility, and growth orientation) to business success.

Method

We conducted a study on 304 Chinese and 302 German entrepreneurs. We interviewed the entrepreneurs on the visions and goals they had for their businesses and rated the entrepreneurs’ visions and goals along the fourteen characteristics. The entrepreneurs completed a questionnaire that included measures of their cultural orientations as well as measures of their objective and subjective business success. Based on the interview and questionnaire data, we performed hierarchical multiple regression analyses to test our moderation hypotheses.

Results and Implications

Our study confirmed the assumption that visions and goals are effective if entrepreneurs promote organizational cultures that align with their characteristics. Among other hypothesized moderator effects, the effects of humane orientation on the relationships of socially responsible visions and goals to business success were supported: The more entrepreneurs promote humane orientation in their businesses, the more positively socially responsible visions and goals are related to business success. However, our study revealed differences in the moderator effects across China and Germany.

CONTACT: Christine König; christine.koenig@psychol.uni-giessen.de; (T): +49-641-9926224; (F): +49-641-9926009; University of Giessen, Department of Work and Organizational Psychology, Otto-Behaghel-Strasse 10F, 35394 Giessen, Germany.