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**La Relación Orientación Empresarial – Desempeño y su
Vínculo con la Toma de Decisiones**

**Tesis que para obtener el Grado de Doctor en
Tecnologías de Información y Análisis de Decisiones**

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Introducción

A través de los años, el nivel de competencia entre las empresas se ha incrementado de manera gradual, pero un detonante principal del incremento en la competencia ha sido el fenómeno de la globalización, se puede decir que la globalización de los mercados inició después de la Segunda Guerra Mundial, cuando varios países se unieron con el fin de firmar acuerdos de comercio entre sus integrantes, lo que dio origen al GATT (General Agreement on Tariffs and Trade - Acuerdo General sobre Aranceles Aduaneros y Comercio en español). El 1º de enero de 1995, la OMC sustituyó al GATT, que llevaba en funcionamiento desde 1947, como organización encargada de supervisar el sistema multilateral de comercio. A los países signatarios del GATT se les denominaba oficialmente “Partes Contratantes del GATT”. Con la firma de los nuevos acuerdos de la OMC (entre los que se incluye el GATT actualizado, conocido como GATT desde 1994) se convirtieron oficialmente en “Miembros de la OMC”, (OMC, 2014). Otros eventos que dieron un impulso importante al fenómeno de la globalización fueron el fin de la guerra fría, la caída del muro de Berlín y la gran cantidad de acuerdos de libre comercio que se empezaron a firmar entre países. Por otro lado, un elemento que también contribuyó al proceso de globalización fue el desarrollo tecnológico, principalmente en tecnologías de la información y comunicaciones.

Los acontecimientos mencionados impactaron radicalmente la actividad económica, esto ocasionó que la arena en la cual se desenvolvían las empresas sufriera un cambio desde un ámbito local o nacional hacia uno mucho más internacional o global. Éste hecho se puede comprobar a través de las mediciones de la actividad económica transnacional, que muestran una tendencia positiva hacia una mayor actividad mundial, las cuales incluyen: las estadísticas sobre los flujos comerciales (exportaciones e importaciones), la inversión extranjera directa, los flujos internacionales de capital, y la movilidad laboral entre países (Becker, 1995).

Gamble (1995), comenta que con la apertura de las fronteras al comercio y la inversión extranjera, se ejercen presiones y a la vez oportunidades para las empresas nacionales en las economías de mercados emergentes, principalmente a la hora de innovar y mejorar su posición competitiva.

La investigación y desarrollo y la economía de escala se han convertido en los instrumentos más utilizados por las empresas, para lograr la competitividad en la economía global a la hora de crear productos y servicios innovadores. Para hacer frente a los retos y oportunidades que la globalización impone a las empresas, tales como la presión para reducir costos de producción, incremento en la productividad, la mejora de la calidad, etc., las empresas han tenido que cambiar sus estrategias, fortaleciendo las actividades en las que tienen una posición dominante y mejorando aquellas en las que tienen desventajas. Esto ha obligado a los empresarios a buscar alternativas que los ayuden a permanecer y/o buscar una mayor participación en el mercado. Una forma utilizada por muchas empresas para lograrlo, es incrementando su nivel de innovación, tomando riesgos de forma más inteligente y siendo más proactivos, elementos señalados primeramente por D. Miller (1983) y después apoyados por Covin y Slevin (1991) como parte esencial del constructo denominado Orientación Empresarial (OE), mismo que años después fue ampliado por Lumpkin y Dess (1996), con las dimensiones de agresividad competitiva y autonomía.

La OE ha sido utilizada como una herramienta para capturar el grado en el cual la postura de la empresa se puede caracterizar como emprendedora o conservadora, esto es, si tiene la capacidad para crear nuevos recursos o combinar los recursos actuales en nuevas formas para desarrollar, comercializar nuevos productos, moverlos a nuevos mercados y o servir a nuevos clientes (Morris y col., 2011).

El éxito que ha tenido la determinación del grado de OE en las Organizaciones Comerciales (OC) se debe principalmente a la gran cantidad de estudios que han encontrado una relación directa entre el nivel de OE y el desempeño de la organización, es decir, a mayor nivel de OE mayor el desempeño.

El propósito fundamental de las OC consiste en mejorar la riqueza de sus dueños. Estas organizaciones tienen un incentivo directo para actuar de manera Empresarial, dada su naturaleza y nivel de competencia con otras empresas, con el fin de atraer nuevos clientes o conservar la fidelidad de los clientes actuales. Un mayor nivel de OE se traduce en nuevos productos, servicios y procesos que se enfocan en atender las necesidades de los clientes, en una manera más eficiente y efectiva, permitiendo al emprendedor obtener beneficios significativos y proveer a la empresa con una posición competitiva más fuerte (Morris y col., 2011).

De acuerdo con Pekkarinen y Harmaakorpi (2006), las innovaciones son ampliamente vistas como el motor del crecimiento económico y la competitividad. Las regiones tienen que mantener y desarrollar su bienestar dentro de una competencia mundial, bajo las reglas de una competitividad absoluta (Camagni, 2002; Porter, 1990).

Este trabajo de tesis está estructurado de la siguiente manera: la Introducción, donde se menciona de donde se origina la necesidad del estudio de la OE y se explica el contenido total del documento, el primer capítulo con los antecedentes de investigación de la OE base de los trabajos de investigación, seguida por la justificación de la investigación, objetivos y preguntas de investigación y la metodología utilizada. El capítulo 2 muestra la base teórica conceptual que fundamenta el trabajo de investigación, con los apartados de la OE y el Desempeño. El capítulo 3 está integrado por los 4 artículos publicados en revistas indizadas, arbitradas e internacionales en los cuales participé como coautor. El capítulo 4 lo conforma la presentación de 2 artículos que se encuentran en la etapa de revisión por parte de las revistas. En el capítulo 5 se presentan las futuras líneas de investigación donde se muestra el esquema de una investigación que está en proceso relacionada con la OE y el Desempeño en Organizaciones sin fines de lucro (OSFL). El capítulo 6 hace una recopilación de las conclusiones de los diferentes artículos y se desarrolla una conclusión general del estudio. Finalmente el capítulo 7 integra los referentes teóricos utilizados en el texto, los referentes teóricos de los artículos vienen en los mismos artículos.

CAPÍTULO 1. Antecedentes de Investigación de la Orientación Empresarial

Antecedentes de investigación de la Orientación Empresarial

El objetivo de este capítulo es dar cuenta de la génesis de la Orientación Empresarial y como este tema has sido investigado. De igual manera, con esta revisión se pretende dar pertinencia a este trabajo de investigación.

1.1 Estudios sobre los inicios de la OE.

El emprendimiento es un área de investigación que ha tenido mucho impacto y ha resurgido en las últimas 3 décadas, sin embargo el término “emprendedor” fue utilizado por primera vez por Richard Cantillon en su “Essai sur la nature du commerce en général” (Ensayo sobre la naturaleza del comercio en general) publicado en 1755, Cantillon (1952) argumentaba que el factor principal que separaba a los emprendedores de los trabajadores contratados, era la incertidumbre y el nivel de riesgo del autoempleo, de aquí la relación frecuentemente encontrada entre la toma de riesgos y el emprendimiento. A mediados del siglo XX, “La teoría de Joseph Schumpeter se centró en el empresario: el argumentó que “el cambio en la vida económica siempre comienza con las acciones de un individuo enérgico y luego se extiende al resto de la economía” (Schumpeter, 1943), también, fue de los primeros autores en escribir sobre los beneficios de la actividad Empresarial. “Hemos visto que la función de los emprendedores consiste en reformar o revolucionar el patrón de producción mediante la explotación de un invento o, más en general, una posibilidad tecnológica no probada con anterioridad, para la creación de un producto nuevo o la producción de una manera nueva de un producto existente, ya sea mediante la apertura de una nueva fuente de suministro de materiales o a través de una nueva salida para los productos, mediante la reorganización de una industria y así sucesivamente” (Schumpeter, 1943)(p. 132). Sus pensamientos se centraron en el papel del empresario en relación con la innovación y el desarrollo económico, a través del desarrollo de nuevas combinaciones. Llevar a cabo nuevos emprendimientos es una tarea difícil, primero, porque se encuentran fuera de las tareas rutinarias que todo el mundo entiende y segundo, porque el entorno se resiste al cambio. Para superar la resistencia se requieren aptitudes que están presentes en sólo una pequeña fracción de la población y que definen el tipo emprendedor, así como la función empresarial. Esta función no consiste esencialmente en inventar algo o crear las condiciones para que la organización las explote, más bien consiste lograr que las cosas se hagan.

Desde principios de los años 70s y 80s, investigadores como Henry Mintzberg (1973), H. Mintzberg y Waters (1982), empezaron a trabajar en las áreas de la estrategia empresarial y la forma en cómo medir el emprendimiento (Khandwalla, 1977). En su teoría sobre la toma de decisiones estratégicas, Henry Mintzberg (1973) concibió la creación de la estrategia empresarial como una disposición administrativa, que se caracteriza por la búsqueda activa de nuevas oportunidades en entornos inciertos, a través de los cuales se podría lograr un crecimiento dramático. Más tarde Khandwalla (1977), desarrolló una escala para medir el emprendimiento corporativo "ENTERSCALE", esta escala fue retomada y desarrollada por D. Miller y Friesen (1978), quienes además identificaron 12 dimensiones diferentes del proceso de la estrategia de decisiones: innovación del producto-mercado, capacidad de adaptación en las decisiones, integración de las decisiones, análisis de las decisiones principales, multiplicidad de las decisiones, decisiones a futuro, proactividad de decisiones, la toma de riesgos, la experiencia en la industria de los altos ejecutivos, conciencia de la estrategia, apego a las tradiciones, éxito. Aunque en las investigaciones fundacionales de Khandwalla (1977), D. Miller y Friesen (1978), D. Miller y Friesen (1982) y D. Miller (1983) nunca utilizan el término de orientación empresarial, sus trabajos contribuyeron al desarrollo del constructo y ayudaron a definir una serie de variables, que caracterizan la dirección estratégica de la organización.

Entonces la OE es un constructo (construcción teórica que se desarrolló para resolver un cierto problema científico), que tiene sus orígenes en la intersección de dos áreas de investigación, la estrategia y el emprendimiento como se puede apreciar en la figura 1.

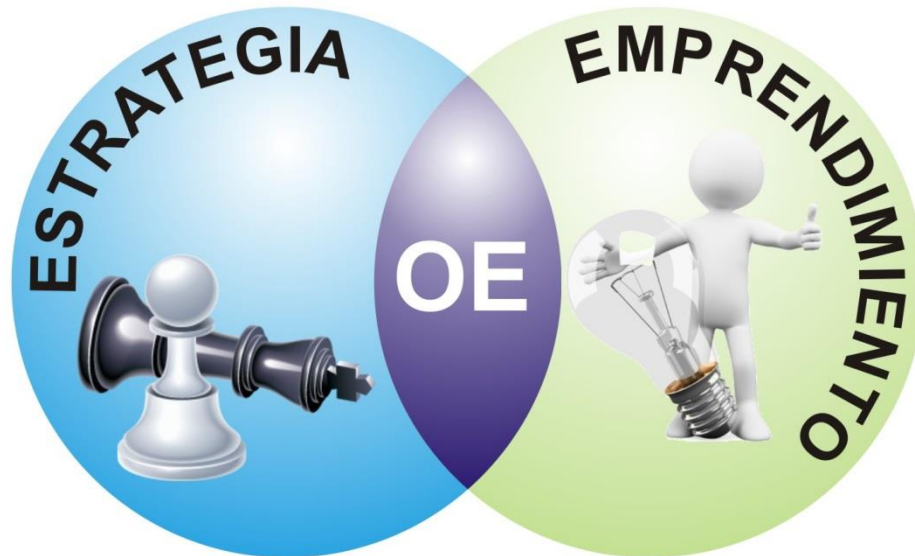


Figura 1. Origen de la Orientación Empresarial (OE)

Desde sus primeros trabajos, D. Miller y Friesen (1978), reconocieron que además de la innovación, a la proactividad y la toma de riesgos son elementos básicos en la creación de estrategia. Con el crecimiento y la complejidad de las organizaciones, crece la necesidad de la organización por renovarse, innovar, asumir riesgos de manera constructiva y la conceptualización y búsqueda de nuevas oportunidades, una actividad que a menudo va más allá de los esfuerzos de un administrador clave. (D. Miller, 1983).

Covin y Slevin (1991), describieron el espíritu emprendedor como una dimensión de la postura estratégica representada por una propensión de la organización a la toma de riesgos, su tendencia a actuar de forma competitivamente agresiva, de manera proactiva y confiada en una extensiva innovación del producto.

Una postura emprendedora se refleja en tres tipos de comportamientos a nivel organizacional: la toma de riesgos de la alta administración con respecto a inversiones decisiones y acciones estratégicas en ambientes de incertidumbre; lo extenso y la frecuencia de innovaciones de producto y la tendencia relacionada hacia el liderazgo tecnológico y la naturaleza pionera de la empresa, evidente en lo propenso de la organización a competir de forma agresiva y proactiva con sus rivales de la industria. Las organizaciones con un espíritu emprendedor son innovadoras, toman riesgos y son proactivas y están deseosas de desarrollar proyectos de alto riesgo, con altas posibilidades de obtener grandes retornos de inversión y son atrevidas y agresivas en la búsqueda de

oportunidades (Covin y Slevin, 1991). Más tarde, Lumpkin y Dess (1996), desarrollaron una nueva escala para medir la orientación empresarial agregando la autonomía y la agresividad competitiva.

A través de los años, la OE ha sido definida de diferentes maneras, y etiquetada con un número de términos, que muchas veces han tenido un impacto directo en la confusión del concepto. La OE está relacionada con los siguientes términos: El modo emprendedor (Henry Mintzberg, 1973), el estilo empresarial (Khandwalla, 1977), el conglomerado empresarial e Innovador (D. Miller y Friesen, 1978), el modelo emprendedor (D. Miller y Friesen, 1982), el espíritu empresarial (D. Miller, 1983), la postura estratégica (Covin y Slevin, 1989), el emprendimiento corporativo (Stevenson y Jarillo, 1990), el comportamiento emprendedor (Covin y Slevin, 1991), entre muchos otros términos similares.

La Orientación Empresarial se estudia por una variedad de razones, pero la razón principal para el actual interés en el tópico, es la amplia creencia de que una postura emprendedora, estimula el desarrollo económico general, así como también, el desempeño económico de las organizaciones (Covin y Slevin, 1991; Dess y col., 1997; Li y col., 2009; Lumpkin y Dess, 1996; Lumpkin y Dess, 2001; Merlo y Auh, 2009; Rauch y col., 2009; Sharma y Dave, 2011). Las organizaciones adoptan posturas emprendedoras con la esperanza y bajo la suposición, de que los comportamientos asociados ayudarán a crear o mantener un alto nivel de desempeño. La OE se refiere a los procesos, prácticas y actividades de toma de decisiones que llevan a un nuevo emprendimiento o proyecto.

En investigaciones más recientes, se sigue encontrando y corroborando la relación entre la OE y el desempeño empresarial (Li y col., 2009; Lotz y van der Merwe, 2013; Merlo y Auh, 2009; Montiel Campos y col., 2013; Rauch y col., 2009; Sharma y Dave, 2011; Tajudin y col., 2014; Vij y Bedi, 2012), aunque también es necesario comentar que, existe literatura en la que se pone en duda dicha relación (Andersén, 2010; Rauch y col., 2009).

1.2 Justificación de la Investigación

La justificación de las investigaciones realizadas se basa principalmente en el deseo de aportar al conocimiento del tema de la OE-Desempeño y su relación con la toma de decisiones. La OE es un tema apasionante y que ha ido desarrollándose desde mediados de los 80's y que ha tenido un gran impacto en las organizaciones comerciales. Estos estudios han mostrado esta relación directa entre el grado de OE y el Desempeño de las

organizaciones lo cual ha derivado en la creciente atención que ha tenido el tema y que es la razón que motivó al equipo de trabajo a buscar colaborar con las aportaciones de las investigaciones con el fin de incrementar el conocimiento del tema.

1.3. Objetivos de la Investigación

Objetivo General

Estudiar la relación existente entre la Orientación Empresarial y el Desempeño organizacional, así como su influencia en la Toma de Decisiones

Objetivos Específicos

- Examinar el efecto de la conciencia moral de los fundadores-administradores y su relación EO-desempeño en empresas de base tecnológica.
- Examinar a través de un modelo de contingencia la influencia de la orientación del tiempo sobre la relación EO-Desempeño en pequeñas empresas.
- Analizar la relación EO-desempeño en microempresas incluyendo la Lógica Dominante (DL) como una variable contingente interna que modera esta relación.
- Objetivo examinar los efectos de factores específicos asociados con el tomador de decisiones que influyen su Orientación Empresarial y como ésta influye en el desempeño de la organización.
- Identificar los factores personales, organizacionales y ambientales que influyen en una rápida toma de decisiones estratégica
- Comprender mejor la relación que existe entre una rápida toma de decisiones estratégica y el desempeño de la empresa.
- Explorar la relación entre el estilo de pensamiento creativo utilizado por el fundador-administrador y el tipo de oportunidad empresarial que decide explotar.

1.4. Preguntas de la Investigación

Pregunta General

¿Cómo entender la relación existente entre la Orientación Empresarial y el Desempeño organizacional, así como su influencia en la Toma de Decisiones?

Preguntas Específicas

- ¿Cómo evaluar el efecto que tiene la conciencia moral de los fundadores-administradores y su relación EO-desempeño en empresas de base tecnológica?.
- ¿Cómo analizar la influencia de la orientación del tiempo sobre la relación EO-Desempeño en pequeñas empresas?
- ¿Cómo valorar la relación EO-desempeño en microempresas utilizando la Lógica Dominante (DL) como una variable contingente interna que modere esta relación?.
- ¿Cómo ver los efectos de los factores específicos asociados con el tomador de decisiones que influyen en su Orientación Empresarial y su influencia en el desempeño de la organización?
- ¿Cómo identificar los factores personales, organizacionales y ambientales que influyen en una rápida toma de decisiones estratégica?
- ¿Cómo comprender mejor la relación que existe entre una rápida toma de decisiones estratégica y el desempeño de la empresa?
- ¿Cómo entender la relación entre el estilo de pensamiento creativo utilizado por el fundador-administrador y el tipo de oportunidad empresarial que decide explotar?

1.5. Metodología

La Metodología utilizada en el proyecto de investigación que derivó en los artículos científicos que se presentan a partir del capítulo 4, ha sido del tipo cuantitativo debido a que se apoyaron en el uso de herramientas de colección de datos que arrojaron valores numéricos que los cuales pueden ser tratados mediante herramientas del campo de la estadística cuantitativa.

La recopilación de los datos en todos los estudios se hizo a través de encuestas las cuales estuvieron basadas en cuestionarios, a los cuales con el fin de resolver su validez externa se les realizaron pruebas piloto donde se resolvieron y atendieron las dudas, preguntas confusas, o la escritura misma de las preguntas con el fin de incorporarlas en la versión final del cuestionario.

En cada uno de los estudios el cuestionario se envió de forma electrónica a la población que cumplía los criterios establecidos por el estudio. El porcentaje de respuesta estuvo entre el 20 y 50% lo que es común en este tipo de estudios, sin embargo la cantidad

de respuestas fue suficiente para llevar a cabo los análisis, también se realizaron análisis de ANOVA para examinar la posibilidad del sesgo de las encuestas no respondidas y probar que no hubiera evidencia de sesgo por las encuestas no respondidas.

CAPÍTULO 2. Marco Teórico

Marco Teórico

El objetivo de este capítulo es mostrar la base teórica conceptual que fundamenta el presente trabajo de investigación. Base que se sustenta los conceptos: orientación Empresarial con sus dimensiones y el desempeño (figura 2).

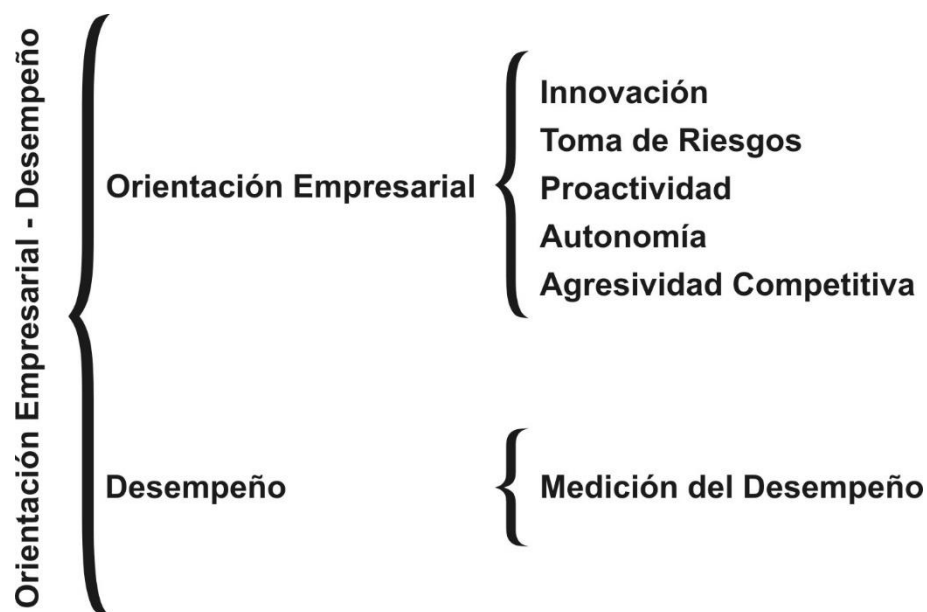


Figura 2. Marco Teórico

2.1 Orientación Empresarial

La OE es un campo de estudio joven que inició a principios de los años 80s y se ha desarrollado ampliamente en las últimas dos décadas. Uno de los autores a los que se les atribuye el desarrollo del constructo de la OE es D. Miller (1983), aunque recientemente D. Miller (2011), comenta que “mi propósito principal no fue ni crear una escala que pudiera medir el emprendimiento ni desarrollar el factor de la OE. De hecho nunca utilicé el término OE y tampoco incluí mis escalas en la versión publicada del artículo”.

El estudio de la OE es análogo al concepto de postura emprendedora administrativo de Stevenson y Jarillo (1990), en que éste refleja los procesos, métodos y estilos organizacionales que las organizaciones utilizan para actuar de manera emprendedora. Con respecto a las dimensiones específicas de la OE, fue D. Miller (1983) quien provee un punto de inicio muy útil. El sugirió que una organización emprendedora es aquella que se

“involucra en la innovación del producto lleva a cabo proyectos con cierto nivel de riesgo y es la primera de salir al mercado con innovaciones “proactivas”, eliminando a su competencia”, Miller utilizó las dimensiones de “innovación”, “toma de riesgos” y “proactividad” para caracterizar y evaluar la postura emprendedora, características que fueron adoptadas más adelante por Covin y Slevin (1991) y otros investigadores para crear sus propios enfoques basados en la conceptualización original de Miller. Años más tarde Lumpkin y Dess (1996), sugirieron que la OE debería involucrar otras dos dimensiones importantes, Agresividad Competitiva y la Autonomía, basados también en los trabajos de D. Miller (1983), Venkatraman (1989), Hart (1992) y Burgelman (1983) entre otros.

Aunque la capacidad de innovación, la toma de riesgos y la proactividad son aspectos importantes que las organizaciones emprendedoras pueden exhibir y son las tres dimensiones utilizadas por D. Miller (1983) en su conceptualización original, las cuales Covin y Slevin (1989) etiquetaron como “una, orientación estratégica unidimensional básica” lo que implica que sólo las organizaciones que exhiben *altos niveles de las tres dimensiones* deben ser consideradas como empresariales, para Lumpkin y Dess (1996), éste enfoque les pareció demasiado estrecho para explicar algunos tipos de comportamiento empresarial y ellos exponen que una organización emprendedora puede tener solo algunas de las 5 dimensiones definidas por ellos por ejemplo, la Investigación de Brockhaus (1980), sugiere que los empresarios pueden ser muy cautelosos y ser adversos a los riesgos en determinadas situaciones. Tal definición podría describir la situación que enfrenta el empresario potencial cuando decide establecer un nuevo negocio. Otros sugieren que las firmas emprendedoras pueden beneficiarse más de la imitación, que invertir en innovaciones más riesgosas. De acuerdo a Rauch y col. (2009), la OE representa las políticas y prácticas que proveen las bases para las decisiones y acciones empresariales. Entonces, la OE puede ser vista como el proceso de la creación de la estrategia empresarial, que los tomadores de decisiones claves utilizan para promulgar el propósito organizacional de la organización, mantener su visión y crear la ventaja competitiva.

En este trabajo se utilizarán las 5 dimensiones propuestas por Lumpkin y Dess (1996), y se tratará de encontrar cada una de estas dimensiones en el contexto de las OSFL, sin embargo, es posible que no todas las dimensiones se puedan identificar.

2.1.1 Innovación

La Innovación es la predisposición a involucrarse en la creatividad y experimentación a través de la introducción de nuevos productos o servicios, así como también el liderazgo tecnológico por medio de la investigación y desarrollo de nuevos procesos (Rauch y col., 2009).

Una tradición bien establecida ha proporcionado un trasfondo teórico sólido que ha vinculado las actividades de innovación al progreso de los países, regiones y organizaciones. Los debates teóricos que se llevan a cabo en la actualidad reconocen que la innovación es el motor para el crecimiento y la actividad que ofrece un potencial sustancial para lograr los efectos del desarrollo (Brenner y col., 2011; Doloreux, 2004; Etzkowitz, 1996; Etzkowitz y Klofsten, 2005; Porter, 1990; Schumpeter, 1934). Un número cada vez mayor de estudios practicados en países en vías de desarrollo continúa demostrando el valor de la innovación como un impulsor de la transformación socioeconómica y de un progreso rápido que conduce a un desarrollo sustentable.

Joseph A. Schumpeter, es uno de los autores más reconocidos por su trabajo del ciclo de negocios. A partir de su obra fundamental, de 1912, y en las obras subsiguientes de 1939 y 1942, establece su teoría de los ciclos con base a las innovaciones, al papel del empresario emprendedor, la aparición en masa de emprendedores, de productos y de las industrias (Rodríguez Vargas, 2005). Schumpeter definió la innovación como la creación y desarrollo de nuevos productos y servicios, la cual es considerada una actividad fundamental de la organización empresarial. Esta conceptualización ha inspirado a otros investigadores que la han considerado el corazón de la iniciativa empresarial, para Covin y Miles (1999)(p. 50). “el elemento que consideramos, debe existir en conjunción con la innovación para poder decir que se tiene una OE es la presencia del objetivo de mantener un alto desempeño o mejorar el nivel competitivo a través de acciones que radicalmente energicen a las organizaciones o que agiten el *statu quo* en sus mercados o industrias” Ellos atribuyeron a la innovación un valor preponderante, sin dejar de lado las otras dimensiones, que ellos definen como las consecuencias de la innovación.

De acuerdo a la OECD y EUROSTAT (2007), la innovación se puede dar en cuatro áreas principales: el producto, el proceso, la organización y la mercadotecnia. Muchas de las organizaciones confían en que las inversiones en innovación se pueden traducir en

mejores oportunidades, sin embargo, innovar también significa tomar riesgos y realizar inversiones, tanto en tiempo como en recursos económicos, razón por la cual no todas las organizaciones deciden tomar estos riesgos.

En relación con las organizaciones que deciden tomar el camino de la innovación, como una estrategia para mantenerse o ingresar a nuevos mercados, se puede definir como una organización innovadora, a aquella que ha implantado innovaciones ya sea en el producto, proceso, la organización o en su mercadotecnia (OECD y EUROSTAT, 2007). Estas organizaciones poseen y han desarrollado varias características que posiblemente formen parte de los detonantes del espíritu innovador.

La innovación se refiere a dos procesos interrelacionados, la producción de conocimientos y la explotación de los conocimientos (Block y col., 2013)

Desde los trabajos de Schumpeter (1934), la innovación, definida como la creación y desarrollo de nuevos productos y servicios es considerada una actividad fundamental de la organización empresarial. Esta conceptualización ha inspirado a otros investigadores que la han considerado el corazón de la Orientación Empresarial (Anthony y col., 2008; Covin y Miles, 1999; Covin y Miller, 2014; Radosevic y Yoruk, 2013);

Covin y Miles (1999), argumentan que la innovación, en un sentido amplio, es el único tema común y fundamental a todas las formas de emprendimiento empresarial. Sin embargo, la presencia de la innovación por sí misma no es suficiente para etiquetar a una organización como emprendedora. Más bien se sugiere que esta etiqueta se reserve para las organizaciones que utilizan la innovación como mecanismo para redefinir o rejuvenecerse a sí mismas, sus posiciones dentro de los mercados y las industrias o las arenas de competencia en las que compiten.

Dyer y col. (2011), hacen una distinción entre emprendedores y emprendedores innovadores, los emprendedores innovadores inician una organización que ofrece valor único al mercado, por otro lado emprendedor puede ser una persona que abre un negocio de lavandería, una franquicia de McDonalds, etc., ellos mencionan que solo entre el 10 y 15% de los emprendedores se pueden calificar con emprendedores innovadores. También en su estudio incluyen cuatro tipos de innovadores: (1) los emprendedores que inician un negocio, (2) los emprendedores corporativos (aquellos que lanzan un proyecto innovador desde dentro de la corporación, (3) Innovadores de productos (aquellos que inventan un

nuevo producto y (4) los innovadores de procesos (aquellos que lanzan un cambio radical en los procesos).

Para los efectos de la Ley de Ciencia y Tecnología Mexicana, en su capítulo 4, fracción IX, se entiende a la Innovación, como la generación de un nuevo producto, diseño, proceso, servicio, método u organización o añadir valor a los existentes (Cámara de Diputados del H. Congreso de la Unión, 2013);

2.1.2 Toma de Riesgos

La toma de riesgos involucra tomar acciones audaces al aventurarse dentro de lo desconocido, arriesgando y comprometiendo en gran medida recursos significativos de la organización en entornos inciertos (Rauch y col., 2009). La definición de la OE está fuertemente asociada a la toma de riesgos (Josien, 2012). Desde 1730 cuando Ricardo Cantillón escribió su Ensayo sobre la Naturaleza del Comercio en General, publicado aproximadamente 20 años después de su muerte, Cantillón ya hablaba sobre los riesgos que los empresarios toman al hacer sus decisiones, el texto originalmente en francés: *“Essai sur la Nature du Commerce en Général*, es un libro escrito por el economista francés Richard Cantillón, en torno a 1730 y publicado veinte años después de su muerte en la que el autor realiza un análisis sobre la mayor parte de los elementos de la economía de su tiempo. Se le considera un precedente de la economía moderna.

Brockhaus (1980), definió la toma de riesgos como la probabilidad percibida de recibir los beneficios asociados al éxito en una situación propuesta, contra las consecuencias asociadas con el fracaso, ante una situación alterna que proporcionaría una menor retribución, así como también consecuencias menos graves. Tal definición podría describir la situación que enfrenta el empresario potencial cuando decide establecer un nuevo negocio o iniciar un nuevo emprendimiento.

La toma de riesgos tiene varios significados, dependiendo del contexto en el cual se aplica. En el contexto de la estrategia, Baird y Thomas (1985), en (Lumpkin y Dess, 1996), identificaron tres tipos de riesgo estratégico: a) aventurarse a lo desconocido, b) comprometer una gran porción de los activos, y c) endeudarse en gran medida. Como un término en análisis financiero, el riesgo es utilizado en el contexto de la evaluación del riesgo-retorno, donde se refiere específicamente a la probabilidad de una pérdida o un resultado negativo. Esta es esencialmente la definición de D. Miller y Friesen (1978),

adoptada cuando definieron la toma de riesgos como “ el grado al cual los managers están dispuestos a comprometer y arriesgar grandes cantidades de recursos – por ejemplo aquellas con oportunidades con una alta probabilidad de falla costosa”. Ambas, la noción de un alto soporte derivado de un gran endeudamiento o un alto compromiso de recursos son consonantes con la definición de toma de riesgos, con la idea de obtener grandes retornos al captar o apoderarse de las oportunidades que les ofrece el mercado.

D. Miller (1983), midió la toma de riesgos a nivel organización al preguntar a los administradores sobre la propensión de la organización a involucrarse en proyectos riesgosos y las preferencias de los managers a realizar actos audaces contra cautelosos para lograr los objetivos de la organización. Por su parte Venkatraman (1989^a) en (Lumpkin y Dess, 1996) utilizó una forma similar al preguntar a los managers el grado al cual ellos siguieron rutas probadas o tendieron a solo apoyar aquellos proyectos en los cuales los resultados o retornos fueron ciertos.

2.1.3 Proactividad

Esta dimensión ha atraído menos atención de los investigadores en comparación con las dos dimensiones anteriores. Dos características principales se atribuyeron a la proactividad: el comportamiento agresivo con la competencia y la búsqueda de oportunidades de negocio interesantes (Covin y Miles, 1999; Lumpkin y Dess, 2001; Stevenson y Jarillo, 1990). La organización debe actuar de forma proactiva para desarrollar su posición competitiva con respecto a otras organizaciones (Porter, 1980), y lograr ganancias económicas (Lieberman y Montgomery, 1998). Frese y col. (1997), comentan que la iniciativa personal es un patrón de conducta mediante el cual los individuos toman una actitud activa, auto iniciada para trabajar e ir más allá de los requisitos formales de su trabajo. Bateman y Crant (1999), definen el comportamiento proactivo como una disposición personal y la tendencia relativamente estable para efectuar los cambios en el ambiente que los rodea.

De acuerdo a Lumpkin y Dess (1996), una organización proactiva es una organización líder más que una seguidora, porque tiene el deseo y la prospectiva de tomar nuevas oportunidades. Una organización puede ser novedosa, con visión futurista y rápida, sin que siempre sea la primera. A. Miller y Camp (1985), en su estudio de 84 Unidades Estratégicas de Negocio, encontraron que la segunda organización que entra a un nuevo

mercado es tan pionera como la primera en entrar y de la misma forma lograr el éxito a través de la actitud proactiva.

Las personas proactivas buscan activamente información y oportunidades para mejorar las cosas; ellos no esperan de forma pasiva a que les llegue la información y las oportunidades. Bateman y Crant (1993), argumentan que los individuos proactivos crean activamente el cambio del medio ambiente, mientras que las personas menos activas tienen un enfoque más reactivo hacia sus puestos de trabajo. De acuerdo a George Bernard Shaw en Bateman y Crant (1999), el mundo tiene tres clases de personas, aquellas que hacen que las cosas sucedan, aquellas quienes ven lo que sucede y aquellas quienes se preguntan qué fue lo que pasó. El diferenciador clave entre estas distinciones es el grado de proactividad de las personas. Ser proactivo significa cambiar las cosas en la dirección deseada para mejorar. El comportamiento proactivo distingue a los individuos del resto. Ser proactivo es tomar la iniciativa de mejorar el negocio (Bateman y Crant, 1999).

Aunque la palabra proactivo o proactividad no están registradas en el diccionario de la real academia española, se buscaron definiciones en el idioma inglés y de acuerdo con las investigaciones de Grant y Ashford (2008), el comportamiento proactivo se refiere a las acciones que los trabajadores desarrollan de manera anticipada para lograr un impacto en sí mismos y/o en su entorno, esta definición es coherente con las definiciones del diccionario sobre el comportamiento proactivo (proactive) como el que "crea o controla una situación en lugar de simplemente responder a ella después de que ha ocurrido:" (Oxford English Dictionary, 2014).

Para Rauch y col. (2009), la Proactividad es una búsqueda de oportunidades caracterizada por una perspectiva de búsqueda adelantada caracterizada por la introducción de nuevos productos y servicios antes de la competencia y actuando en anticipación a las demandas futuras. Esta definición es afín a las definiciones establecidas, que ponen de relieve tanto un enfoque futuro (anticipación) y un enfoque de cambio (toma de control). Ser proactivo se refiere a hacer que las cosas sucedan, anticipándose y previniendo problemas y aprovechando las oportunidades. Tiene que ver con esfuerzos auto-iniciados para lograr un cambio en el ambiente de trabajo y/o en uno mismo, para lograr un futuro diferente (Parker y col., 2010). A los empleados proactivos por lo general no es necesario pedirles que actúen, ni tampoco requieren instrucciones detalladas. Como

ejemplos se pueden incluir hacerse cargo de mejorar los métodos de trabajo, la resolución proactiva de problemas, utilizando la iniciativa personal

El comportamiento proactivo puede ser contrastado con otros comportamientos relacionados con el trabajo, tales como la aptitud o competencia, por ejemplo el cumplimiento de requerimientos predecibles del trabajo de uno, o la adaptabilidad, el hacer frente de manera exitosa y apoyar el cambio iniciado por otros en la organización. Al respecto del último, mientras que la adaptabilidad se refiere a responder al cambio, la proactividad se refiere a iniciarlo.

La proactividad no está restringida a los comportamientos extraordinarios en el desempeño. Los empleados pueden ser proactivos en sus papeles prescritos (ej. Al cambiar la forma en la cual desarrollan sus tareas medulares de forma más eficiente). De esta forma, los comportamientos etiquetados como el comportamiento ciudadano organizacional puede llevarse a cabo de forma proactiva o pasiva. Por ejemplo un comportamiento ciudadano organizacional altruista puede ser de naturaleza proactiva al ofrecer ayuda a otros trabajadores antes de que ellos la pidan.

Para Crant (2000), el comportamiento proactivo ha sido conceptualizado y medido en una variedad de formas, entonces comenta que una definición de comportamiento proactivo que capture la esencia de los diversos enfoques debe ser muy general, él define el comportamiento proactivo como tomar la iniciativa en la mejora de las circunstancias actuales o creando otras nuevas; se trata de desafiar el *status quo*, más que adaptarse a las condiciones actuales que requieren asistencia.

2.1.4 Autonomía

El diccionario de la real academia española define a la autonomía como la condición de quien, para ciertas cosas, no depende de nadie. En filosofía, psicología y sociología, la autonomía es la capacidad de tomar decisiones sin intervención ajena.

D. Miller (1983), encontró que las organizaciones más emprendedoras contaban con los líderes más autónomos. En organizaciones pequeñas, se encontró que altos niveles de actividad emprendedora se asociaron con altos ejecutivos que mantuvieron una fuerte autoridad centralizada y actuaron como el líder del conocimiento empresarial al permanecer atento a los mercados y tecnologías emergentes. Una medida para promover la autonomía

en la organización es la promoción del intra-emprendedurismo, utilizado por muchas organizaciones mediante cambios en la estructura organizacional tales como aplanar la estructura y delegar autoridad a las unidades operativas (Pinchot, 1985 en Lumpkin y Dess (1996)).

El espíritu emprendedor ha florecido debido a individuos con pensamientos independientes eligieron dejar a un lado posiciones seguras con el fin de promover ideas novedosas o aventurarse en nuevos mercados, en lugar de permitir que la inhibición por parte de sus superiores o por los procesos establecidos. Dentro de las organizaciones también se puede ver a la autonomía como la libertad otorgada a los individuos y equipos quienes pueden ejercer su creatividad y liderar ideas prometedoras necesarias para que se lleve a cabo el emprendedurismo (Lumpkin y Dess, 1996)

La libertad de actuar de forma independiente es una dimensión importante en el control del destino y las oportunidades que se buscan. Lumpkin y Dess (1996), definen la autonomía, como una dimensión clave en la iniciativa empresarial, que permite a individuos y grupos de individuos, promover nuevas ideas y tomar la iniciativa, también se refiere a las acciones independientes de un individuo o equipo para llevar a cabo una idea o visión hasta completarla, a través de este proceso éste grupo o individuo tienen la libertad de actuar independientemente, para tomar decisiones clave y proceder. A diferencia de la visión autónoma, en la definición del modo empresarial de la estrategia de decisiones, Henry Mintzberg (1973) y H. Mintzberg y Waters (1982) enfatizan la responsabilidad del líder en la toma de decisiones y la asunción de riesgos. Hart (1992), caracteriza el comportamiento empresarial con una visión centralizada y un liderazgo fuerte.

2.1.5 Agresividad Competitiva

Esta es la quinta y última dimensión de la OE. Lumpkin y Dess (1996), definen la agresividad competitiva como la propensión de una organización, para desafiar directa e intensamente a sus competidores, con el fin de lograr la entrada o mejorar la posición en el mercado, es decir, para superar a sus rivales de la industria. También la agresividad competitiva refleja un deseo de no ser convencionales mediante la utilización de métodos no tradicionales para competir, hacer las cosas de manera diferente. Lumpkin y Dess (2001), mencionan que la agresividad competitiva se caracteriza por una fuerte postura ofensiva para vencer a los competidores. Algunos investigadores señalan que la actividad

que favorece la competencia y la agresión son dos dimensiones sinónimas. Lumpkin y Dess (1997) argumentan que hay una distinción entre la agresividad competitiva y la proactividad, según ellos, la proactividad es una respuesta a las oportunidades y la agresividad competitiva es una respuesta a los riesgos asociados con las nuevas entradas que debe tener en cuenta cualquier nuevo competidor.

2.2 Desempeño

El desempeño es un concepto multidimensional y la relación entre la EO y el desempeño depende en gran medida de los indicadores utilizados para evaluar el desempeño (Lumpkin y Dess, 1996). La literatura empírica reporta una alta diversidad de indicadores de rendimiento (cf., reviews de Combs, Crook, y Shook, 2005; Venkataraman y Ramanujam, 1986 en Rauch y col. (2009)).

En el campo de la investigación de la postura empresarial, hay una falta de rumbo en relación con la medición del desempeño, dada la dificultad de la definición del desempeño (Comb y Vanderwerf, 1992; Haber y Reichel, 2005 en Li y col. (2009)). Murphy et al. (1996) en Li y col. (2009) examinaron 51 estudios empresariales publicadas utilizando el desempeño como la variable dependiente y encontraron que las dimensiones más comúnmente consideradas del desempeño están relacionadas con la eficiencia, el crecimiento y las ganancias.

2.2.1 Medición del Desempeño.

El desempeño de la organización es un concepto que se ha manejado desde diferentes perspectivas, a continuación se mencionan algunas investigaciones en las que toman la medición del desempeño desde diferentes perspectivas.

En relación con la medición del desempeño entre mediciones financieras y no financieras hay una diferencia común. Las mediciones no financieras incluyen objetivos como la satisfacción y las calificaciones globales del éxito las cuales son evaluadas principalmente por los propios gerentes o los propietarios de las empresas; las mediciones financieras incluyen evaluaciones de factores como el crecimiento de las ventas y el ROI (Smith, 1976 en Rauch y col. (2009)). En cuanto a los resultados financieros, a menudo hay una baja de convergencia entre los diferentes indicadores (Murphy, Trailer y Hill, 1996, en Rauch y col. (2009)). A nivel conceptual, se puede distinguir entre las mediciones de

crecimiento y mediciones de rentabilidad. Si bien estos conceptos están relacionados empírica y teóricamente, también hay importantes diferencias entre ellos (Combs et al., 2005) en Rauch y col. (2009)).

La medición de la relación de la EO y los objetivos no financieros, tales como el aumento de la satisfacción del propietario de la empresa, es menos sencilla. Rauch y col. (2009) mencionan que el efecto directo de la EO en los objetivos no financieros es muy sutil debido a que la relación también es leve. Por ejemplo, si los objetivos no financieros son de primordial importancia, la incertidumbre asociada a iniciativas innovadoras, proactivas y la toma de riesgos implicados en la EO podría potencialmente llevar a los propietarios/directivos a una menor satisfacción. Sin embargo, la satisfacción pudiera ser mayor si se toma en consideración el desempeño financiero. Por lo general los efectos indirectos son más pequeños que los directos. Por lo tanto, parece razonable suponer que la relación entre la EO y el desempeño debe ser más alta para mediciones financieras que para las no financieras (Li y col., 2009).

Investigaciones anteriores han empleado una gran variedad de mediciones financieras, como: los ingresos, el flujo de caja, el rendimiento de los activos, la rentabilidad sobre los recursos propios y así sucesivamente con el fin de evaluar el desempeño de la empresa (Haber y Reichel, 2005 en Li y col. (2009)). Estas mediciones financieras objetivas son necesarias, pero no suficientes para capturar el rendimiento general de la empresa (Aggarwal y Gupta, 2006; Clark, 1999; Murphy, Trailer y Hill, 1996 en Li y col. (2009)). Así, algunos estudios han sugerido la combinación de mediciones financieras y no financieras, para ofrecer una evaluación más exhaustiva sobre los resultados de la empresa. Las mediciones no financieras subjetivas, incluyen indicadores tales como la cuota de mercado percibida, el crecimiento percibido de las ventas, la satisfacción y lealtad del cliente, el valor de marca, etc. (Clark, 1999; Haber y Reichel, 2005 en Li y col. (2009)).

Además de las mediciones financieras y no financieras, existe otro enfoque que se centra en mediciones internas y externas. Las mediciones internas tienen que ver con los intereses de los accionistas de la empresa. Las mediciones externas dependen de los clientes, proveedores, competidores y otros indicadores relacionados con el mercado (Aggarwal y Gupta, 2006; Haber y Reichel, 2005 en Li y col. (2009)). La evaluación del desempeño también requiere la consideración de las perspectivas internas y externas. Las mediciones externas reflejan los objetivos clave de la empresa y hacen hincapié en la

rentabilidad y los resultados finales, mientras que las mediciones internas se centran en las tareas y actividades que son fundamentales para alcanzar los resultados finales (Aggarwal y Gupta, 2006; Clark, 1999 en Li y col. (2009)). Siguiendo las sugerencias de Murphy et al. (1996) en Li y col. (2009), este estudio toma en consideración la eficiencia, el crecimiento y las ganancias. La eficiencia comprende algunas mediciones financieras tales como el retorno de la inversión y la rentabilidad de los recursos propios. El crecimiento se centra en el aumento de las ventas, de los empleados, o de la cuota de mercado. Las ganancias incluyen el rendimiento por las ventas y el margen de beneficio neto.

En general, las investigaciones sobre OE-Desempeño principalmente se han enfocado a estudiar a las grandes empresas, esto nos ha dado la pauta para poder incursionar en el estudio de las micros y pequeñas empresas, las cuales por sus características propias, presentan un panorama diferente que requiere de un enfoque distinto con el fin de ofrecer a este tipo de organizaciones información sobre las ventajas o desventajas de adoptar una postura más empresarial y su repercusión sobre el desempeño y la toma de decisiones, así como también, señalar otros factores que también intervienen en la ecuación. En términos de los problemas reales y la formación teórica analizada, ha sido posible hacer un análisis a mayor profundidad sobre el impacto que la OE tiene sobre el desempeño en las micro y pequeñas empresas. Con el fin de ahondar en el conocimiento de los efectos de la conciencia moral y la lógica dominante de los directores/propietarios, la influencia que la orientación en el tiempo tiene sobre la toma de decisiones, los factores personales, organizacionales y ambientales que influyen en una rápida toma de decisiones estratégica, se han realizado varios trabajos de investigación, los cuales se presentan a continuación a manera de artículos.

CAPÍTULO 3. Artículos Publicados

3.1. The Impact of Moral Awareness on the Entrepreneurial Orientation- Performance Relationship in New Technology Based Firms

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The Impact of Moral Awareness on the Entrepreneurial Orientation- Performance Relationship in New Technology Based Firms

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Abstract

Prior studies have suggested the predominant role of the founder-manager's moral awareness in the emergence and persistence of a strong entrepreneurial culture likely to shape the firm's collective behavior. Although the strategic importance of founder-manager's moral awareness on a general level is undisputed, one major shortcoming of prior studies has been to evaluate his influence in the firm. The purpose of this exploratory study was to examine the effect of technology founder-manager's moral awareness on the entrepreneurial orientation-performance relationship in New Technology Based Firms. Not only do the results suggest that performance is positively influenced by its entrepreneurial orientation, but the findings also indicate that technology founder-manager's moral awareness moderates the relationship. The entrepreneurial orientation-performance link is stronger for low levels of moral awareness. The study's implications and future research directions are discussed.

Keywords: New technology based firms; moral awareness; entrepreneurial orientation; firm performance; technology founder-manager.

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Introduction

Form many decades, research in business ethics and entrepreneurship has gained legitimacy in the academic and scientific community. The interest in research that links these two fields of knowledge arises because the business context often faces the entrepreneur with ethical dilemmas whose solution directly affects the firm performance (Bucar and Hisrich, 2001). This acquires a special assessment when the entrepreneur, who constantly seeks entrepreneurial opportunities in a changing competitive environment, must translate these into improved firm performance (Hitt et al. 2001).

Previous studies show that founder-managers of small businesses differ from others in recognizing the moral nature of a situation (Vyakarnam et al. 1997; Quin, 1997; Teal and Carroll, 1999; Spence, 1999), or, said in other terms, in Moral Awareness (MA) (Reynolds, 2006). Moreover, Butterfield, Trevino and Weaver (2000) observed that in the absence of a MA, it is likely that the entrepreneur will not identify the moral implications of their decisions and behavior, which affects the future viability of the business or, in terms of Lumpkin and Dess (1996), in their Entrepreneurial Orientation (EO).

Previous works in the entrepreneurship field confirm a positive relationship between the EO of the firm and its performance, especially in hostile and technologically sophisticated environments (Walter, Auer and Ritter, 2006). The commercialization of technology by the New Technology Based Firms (NTBFs), usually challenge markets and standards, while trying to get new customers (Morris et al. 2002). In addition, NTBFs are often monitored by rival companies that may be able to imitate their products or services quickly on a major scale, or simply can be acquired by other larger companies.

In a business context where competitiveness is governed by the technological innovation, the Technology Founders-Managers (TFM) regularly face moral issues when they have to choose between pursuing their own interests without harming others, or compromise norms of behavior (Saravathy, 2002). Nevertheless, and in spite of the importance of this phenomenon, the study of business ethics in the particular field of NTBFs is virtually nonexistent. This research focuses precisely on this lack of knowledge by exploring the factors that influence the MA of the TFM in the relationship that exists between EO and the performance controls of their NTBF.

There are three reasons for this research. First, without acknowledging a moral component in a situation, there cannot be a consideration of this component in decision making and behavior (VanSandt, Shepard and Zappe, 2006). Second, MA is a facet of the moral behavior and the literature on this subject is scarce, especially in the field of TFM (Harris, Sapienza and Bowie, 2009; Spence and Rutherford, 2003). Third, no research has related the MA's concept to the EO and the performance of NTBF. In the next section, the theoretical research framework as well as the research hypotheses is presented. Later, the proposed methodology of the study is developed and the analytical techniques used are demonstrated. The next section presents the main results, for further discussion and conclusion. Finally are presented the limitations, future research streams and practical implications are discussed.

Literature review

Moral awareness and technology founder-manager

There are studies that attempt to model the process of decision making and people's moral behavior (Rest, 1994; Trevino, 1986; Jones, 1991). According to the proposal of these models, the MA is the first step, and occurs when a person is able to recognize the effect his decisions or actions can have, affecting the interests, welfare or personal expectations of others (Butterfield, Trevino and Weaver, 2000). Some authors define the MA simply as the ability a person has in admitting that a situation has a moral content and legitimately it can be considered from this approach (Lowry, 2003; Reynolds, 2006; Jordan, 2009). Given this proposal, Reynolds (2006) argues that the MA is stimulated in presence of two situations: the damage and the violation of norms of behavior. For Butterfield, Trevino and Weaver (2000), not only the presence of damage is important, but the magnitude of its consequences. Theoretically, if a person fails to identify the moral content of a situation, then he will be unable to include it in the process of decision making and behavior (Jones, 1991).

In regard to the particular area of the entrepreneur, the theoretical models of Solymossy and Masters (2002), Morris et al. (2002) and Hannafey (2003), allow identifying that there are several dimensions that influence the MA and consequently they are reflected in the decision and behavior of the entrepreneur. The research shows

that the small businesses founders-managers are so diverse in their ethical values, often reflected in the cognitive heterogeneity referenced by Baron (2004), when identifying the problems they face (Vyakarnam et al. 1997; Vittel, Dickerson and Festervant, 2000). Some of these cognitive differences are due to the influence of the socio-cultural (Sommer, Welsh and Gubman, 2000; Bryant, 2009), demographic (Dawson, Breen and Satyen, 2002) or organizational factors (VanSand, Shepard and Zappe, 2006).

When the technologic variable was analyzed, the figure of the TFM appears. This is a person with wide professional experience and a formal high-level education, who creates and directs the NTBF (Marvel and Lumpkin, 2007). During the founding years of the firm, the TFM typically dominates the decision making process affecting the performance of the company on the market. For this reason the ethical standards of the TFM have a dominant effect in the firm. Consequently the TFM are not exempt from committing errors (Morris et al. 2002). Trevino and Youngblood (1990) believe that the formative structure of a new company is in the founder-manager himself.

Entrepreneurial orientation and performance

Although literature in the field of entrepreneurship remains unclear, several authors consider entrepreneurship as a phenomenon at firm level (Barringer and Bluedorn, 1999, Covin and Slevin, 1991, Stevenson and Jarrillo, 1990). Moreover, it is accepted that the different manifestations of entrepreneurship are based on innovations that lead to changes in resource development and the creation of new capabilities to pursue opportunities (Stopford and Baden-Fuller, 1994). The behavior of a company can be classified along a continuum that goes from highly conservative to highly entrepreneurial and the position of a company in this continuum describes their EO (Lumpkin and Dess, 1996).

Generally, the EO refers to the trends, processes and behaviors that lead a firm to enter new or established markets with new or existing products (Lumpkin and Dess, 1996). Based on various models of firm-level entrepreneurship (Covin and Slevin, 1991, Miller 1983, Miller and Friesen, 1982), Lumpkin and Dess (1996) developed five features that characterize the EO of a firm: autonomy, risk taking, innovativeness, proactiveness and competitive aggressiveness. Autonomy is the degree to which organizational factors (people and equipment)

act independently, making decisions, and pursuing opportunities. Risk taking is the tendency of the firm to support projects in which profits are uncertain. Innovativeness indicates the trend of the firm to support new ideas and foster creative processes that are intended to develop new products and services. Proactiveness is about taking initiative and pursuing new business opportunities in emerging markets. The competitive aggressiveness is to challenge the competition, in order to enter a new market or improve their competitive position.

The relationship between EO and performance has been an object of study for many decades and it has been demonstrated that firms that adopt an EO, perform better than companies that take a conservative orientation (Rauch et al. 2009). The NTBFs are vulnerable when taking a conservative approach due to limited capital, debt and market competitiveness, which subjects them to significant fluctuations in demand, aggressive competition practices and lack of support from suppliers and distributors (Autio, 1997). In addition it is necessary to uncover new opportunities and make adjustments to technology strategy to remain competitive in the market place (Montiel-Campos et al. 2009).

The EO can create conditions that stimulate ethical commitments, by assuming the dominant role using the values of the founder-manager to form a strong entrepreneurial culture, including collective behavior in the firm through its EO (Hofstede, 1985). Based on these arguments, this exploratory study examines the moderating effect of the MA of the TFM in the relationship to EO and performance of the NTBF. Formally stated, this study establishes the following hypothesis:

The relationship between the entrepreneurial orientation of a new technology based firm and its performance is moderated by the moral awareness of technology founder-manager.

Method

Sample and data collection

The sample for this study consisted of technology based firms that started commercial operations between two and four years (2006 and 2008) prior to data collection by the end of 2010 (Littunen, Storhammar and Nenonen, 1998). Every firm should have a maximum of 50 employees as a criterion to consider the business as a small business according to the Secretariat of Economy in Mexico. Finally, the new firm should be identified with a technical field. Based on these criteria and with the support of the 20 high-tech business incubators, members of the National Business Incubation Association in Mexico, 304 NTBF were identified.

Since the purpose of this study was to explore the relationship between variables, the survey method was used for the data collection. To strengthen the external validity of the study, questionnaires were reviewed for any problem or irregularity. The questionnaires were pre-tested with TFM but they were not part of the final sample. Any doubts and lack of clarity were corrected in newer versions of the questionnaire. Finally, the definitive questionnaires were sent during the months of July to October 2010.

Contact information of the 304 TFM was obtained with the support of the 20 high-tech business incubators, to whom the questionnaire was sent electronically with a letter explaining the purpose of the study. Two weeks after the first letter was sent a follow-up letter thanking those who had already answered the questionnaire and a reminder to those that had not responded was sent. Four weeks after the first letter was sent, a reminder was sent, including a web address to give the respondents an opportunity to answer it online. Finally, 126 questionnaires were answered and used in the analysis. With reference to the variables used in the study, no significant differences were found among respondent at the beginning or end (Armstrong and Overton, 1977) or among those who responded electronically or by Internet (Dillman, 2000). The 126 companies used in this study can be subdivided into three groups: technology services (51%), consulting (21% technology) and manufacturing technology (28%). Companies have their own technological skills in different fields of technology, including automotive and aviation (15%), biotechnology (7%), construction (9%),

chemicals and pharmaceuticals (7%), computers (18%) telecommunications (6%), services (12%), materials technology (8%), energy and environmental technologies (6%), and others. The average time the companies had been in business was 2.8 years and the average number of employees was 14.

Measuring of constructs Independent variables

This study used the EO measurement, identified as the Miller / Covin and Slevin scale (Brown, Davidsson and Wiklund, 2001). This scale contains constructs that measure the tendency of a firm towards innovativeness, risk taking, proactiveness, competitive aggressiveness and autonomy. Rauch et al. (2009) suggest that this scale and its derivatives represent a useful and valid means for measuring business decisions and actions at the organizational level. In total, 14 items were generated to measure the scale of the EO, which were presented to the TFM for their evaluation. A seven-point Likert scale was used to assess constructs to measure the trend of the firm towards EO. The average of the 14 items assessed the intensity of the EO, therefore, the greater the average was, the more entrepreneurial strategic posture the firm had. The alpha coefficient of the scale was 0.83.

In the data analysis, a confirmatory factorial analysis was performed (Jöreskog and Sörbom, 1996) to estimate the dimension of the model. Initial results suggest that it was not necessary to remove any item from the scale to improve the model fit. The fit of the model was evaluated using χ^2/df , Goodness-of-Fit Index (GFI) (Jöreskog and Sörbom, 1996), and the Comparative Fit Index (CFI) (Bentler, 1992). The threshold for χ^2/df should be less than 3.0 or less than 2.0 in a more restrictive sense (Premkumar and King, 1994). The values of GFI and CFI should be above 0.90 (Jöreskog and Sörbom, 1996). The measurement of the model resulted in a good fit: $\chi^2/df = 2.33$, GFI = .923, CFI = 0.935. All factor loading are in acceptable ranges and significant at $p = 0.001$, ranging from 0.51 to 0.81, indicating convergent validity (Anderson and Gerbin, 1988). The average variance obtained for the measurement of the EO was 0.52, which is slightly above the threshold suggested by Bagozzi and Yi (1988).

The method for measuring MA consisted of asking the TFM to identify among two to four problems, that in their opinion had important implications for decision making and courses of action, according to the scenario depicted in the "Hitting the glass ceiling" (Harris, Pritchard and Rabins, 1995) case. Although the process of perception occurs mentally, the fact that the person reporting the problem indicates conclusively that he has recognized it, is evidence of his awareness of the problem (VanSandt, Shepard and Zappe, 2006). Although the opposite, i.e. that does not identify a problem, is not conclusive evidence to suppose that the person failed to recognize the problem, but just might find it irrelevant. The case used was previously tested on three TFM that were not part of the final sample, in order to verify his/her moral ambiguity and other relevant attributes. The moral ambiguity became operative by the fact of giving equivalent magnitude to the moral and strategic problems (Sparks and Hunt, 1998).

The MA was assessed using a qualitative approach similar to those used in previous studies (Butterfield, Trevino and Weaver, 2000; VanSandt, Shepard and Zappe, 2006). After describing the problems that each TFM found relevant to decision making outlined in the case, they were asked to evaluate the importance of each problem on a scale of 1 to 7. This method was used for two reasons. First, the definition of MA refers to the degree to which a person recognizes the aspects of a situation and a Likert scale is best suited to this. Second, the scale provides the measurement of a variance, which allows representing in a more accurate way the complexity of the MA concept, as described by Blum (1994).

The valuations that were given to the problems identified by each of the TFM, required further classification by two experts in business ethics, who were not part of the team that conducted this research and therefore, were not familiar with the hypothesis that was being pursued. The purpose was to avoid possible bias that could result if the authors were those making the classification, which consisted of placing a zero (indicating that the problem identified did not have a moral component) or one (indicating that the problem identified did have a moral component). An average assessment of moral issues was obtained for each TFM who were identified with one. The internal reliability was relatively high, with a value of 0.92 using the Cronbach coefficient.

Dependent variable

The validity of evaluating the performance of the firm through perceptual measurements by the lack of having hard data has been well received according to several authors (Brush and Vanderwerf, 1992; Cooper, 1993, Chandler and Hanks 1993, Wiklund and Shepherd, 2003). When evaluating the performance of a firm compared to its principal competitors, it offers a higher level of reliability and validity. Performance measurement was the average of six indicators related to the internal efficiency and sales performance, which have been used in previous studies examining the relationship between the firm's strategic posture and its performance (Li and Atuahene-Gima, 2001, Walter, Auer and Ritter, 2006; Lichtenthaler, 2009, Parida et al. 2010). The TFM were asked to indicate on a seven-point Likert scale, the performance of their firm compared to their principal competitors over the past two years. The alpha coefficient for the scale of performance of the firm was 0.79. The model proved a good fit: $\chi^2/df = 2.52$, GFI = .911, CFI = 0.924 and the load of each indicator were significant at $p = 0.001$ with a range between 0.61 and 0.92.

Control variables

The literature demonstrates that different environmental conditions, such as hostility, dynamism and technological sophistication influence the EO-firm performance relationship (Covin and Covin, 1990, Lumpkin and Dess, 2001; Wiklund and Shepherd, 2003, Parida et al. 2010), therefore, these factors were controlled during analysis. Hostile environments are characterized according to Khandwalla (1977, p. 335) as "risky, stressful and dominant." These environments are typical in precarious industries, intense competition and the limited availability of opportunities (Covin and Slevin, 1989). The hostility was measured by using the average of the three items in a seven-point semantic differential scale developed by Covin and Covin (1990). The higher the average of the three items, the more hostile the environment in which the firm operates. The alpha coefficient was 0.79.

Dynamic environments are affected by unpredictable changes in the environment of the firm and uncertainty, which reduces the ability of managers to predict future events that may impact the organization (Khandwalla, 1977). Environmental dynamism was measured by averaging the three items that make up the seven-point

semantic differential scale of Miller and Friesen (1982). The higher the average of the three items, the greater the dynamism of the environment in which the firm operates. The alpha coefficient was 0.82.

According to Khandwalla (1977) the environment is classified as technologically sophisticated when the products and processes used in industry involve the use of sophisticated and complex technology operations as well as extensive work on research and development. The technological sophistication of the environment was evaluated by averaging two items in the seven-point semantic differential scale developed by Covin and Covin (1990). The higher the average of the two items, the more technologically sophisticated the environment in which the firm operates. The alpha coefficient was 0.84

Results

Averages, standard deviations and Pearson correlations between firm performance, EO, MA and the control variables are presented in Table I. The correlation between EO and MA was positive and statistically significant. In

addition, a hostile, dynamic and technologically sophisticated environment is associated with a higher EO, which is confirmed by previous studies (Covin and Slevin, 1989; Lumpkin and Dess, 1996; Wiklund and Shepherd, 2003). In regard to the performance of the firm, both the EO and the MA showed a positive and significant relationship.

To test the hypothesis a moderated hierarchical regression analysis was used (Cohen and Cohen, 1983), with a process centered on the mean of the independent and control variables in order to minimize multicollinearity (Aiken and West, 1991). The result of Variance Inflation Factors was below 3, suggesting that multicollinearity is not a problem in the analysis. Table 2 provides the regression results for different models. Model 1 shows only the control variables, Model 2 adds the EO effect, and model 3 adds the MA direct effect. The results of the model 2 are consistent with previous studies, showing a positive effect of EO in the performance of the firm ($\beta = 0.377$, $p < 0.01$), and EO variable explains the additional variance ($\Delta R^2 = 0.091$, $p < 0.01$). In Model 3, adding the MA variable increases the variance explained ($\Delta R^2 = 0.183$, $p < 0.01$), suggesting that this factor also affects the performance of the firm.

Variable	Mean	SD	1	2	3	4	5	6
1 Firm performance	4.31	0.78	1.00					
2 Entrepreneurial orientation	3.96	0.74	0.38***	1.00				
3 Moral awareness	3.66	0.77	0.46**	0.49**	1.00			
4 Environmental hostility	3.41	1.13	0.18**	0.32***	0.12**	1.00		
5 Environmental dynamism	4.01	0.92	0.09**	0.19***	0.15**	0.09***	1.00	
6 Environmental technological sophistication	3.12	0.88	0.10*	0.17***	0.05**	0.06*	0.07***	1.00

Table I. Descriptive statistics and correlations./ N=126 * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

Independent variable	Model 1	Model 2	Model 3	Model 4
Constant	3.314***	3.201***	3.217***	3.411***
Control variables:				
Environmental hostility	0.095**	0.086*	0.101*	0.088*
Environmental dynamism	0.310*	0.701**	0.198**	0.963*
Environmental technological sophistication	0.184**	0.177**	0.901*	0.088**
Main effects:				
Entrepreneurial orientation		0.377***	0.183***	0.211***
Moral awareness			0.358***	0.291***
Interaction effect:				
H: Entrepreneurial orientation x moral awareness				0.313***
F	2.660***	5.644***	6.881***	6.355***
R-square	0.088	0.169	0.322	0.371
ΔR -square		0.091***	0.183***	0.113***

Table 2. Regression results./ * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

The hypothesis in this study predicts a moderating effect of MA on the relationship between EO and firm performance. To test this hypothesis, the interaction effect between EO and MA was added. Model 4 reveals a positive and significant interaction effect between EO and MA on the performance of the firm ($\beta = 0.355$, $p < 0.01$), which corroborates the hypothesis of the investigation. To

understand the nature of the interaction, the EO effects on firm performance were plotted, for both, high and low levels of MA (Aiken and West, 1991), as shown in Figure 1. The graph suggests that when MA is low, the relationship between EO and performance is positive; when the MA is high, the EO has practically no connection with the performance of the firm.

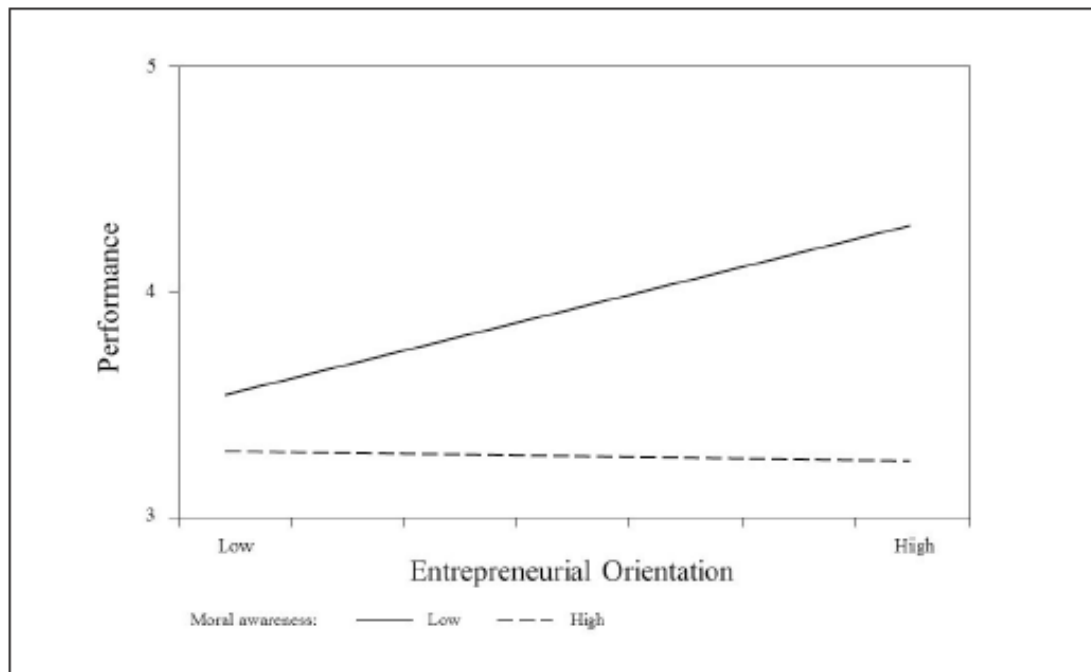


Figure 1. Moderating effect of moral awareness on the entrepreneurial orientation-performance relationship

Discussion and conclusions

The result of this work leads us to consider that the ability that a NTBF has to transform their EO in a good performance depends on the MA of the entrepreneur. In this sense, empirical evidence shows that the MA increases or decreases the relationship between EO and firm performance. This result also contributes to academic debate on internal contingent factors that promote EO (Covin, Green and Slevin, 2006; Wiklund and Shepherd, 2003). The effective implementation of EO depends not only on the strategic decisions made by the TFM, but also on the nature and consequences of those decisions, a situation that has been mentioned in previous studies (Lyon, Lumpkin and Dess, 2000). The results of this study also support the general idea that the EO-performance relationship depends on the context in which this relationship occurs (Walter, Auer and Ritter, 2006). This is evidenced by the influence that the dynamism control and technological sophistication variables have on the environment in the EO-performance relationship, which has also been demonstrated in previous research (Parida et al. 2010, Wiklund and Shepherd, 2003).

The results show that there is always a positive relationship between EO and the performance of the firm, although this relationship shows nuances when the nature of the MA is considered. The relationship is strong and positive only with low levels of MA. This can lead to various interpretations, amongst which could be, a consideration that the TFM sacrifices friendly competition in exchange for achieving a better competitive position in the market, or, the competitive environment generated by the technology makes the TFM not able to fully identify the moral content of the situations under which decisions must be made (Jones, 1991). In this sense, the NTBFs can use the EO as an effective means to achieve competitive advantages. The moderating effect of MA on the EO-performance relationship can help the firm stay in business, attract new customers and enhance its reputation as a competent provider of technology products and services. Similarly, the EO could contribute to the relational capital of the firm, which can be viewed as an investment in a market position (Kale, Singh and Perlmutter, 2000). Due to the small size of the firm, weak market recognition, the lack of a reputation and the innovation of its products, the NTBFs also depend on the development of good labor relations while aggressively entering new markets and try to identify the needs of their clients who can provide their technologies.

The results also support the general idea that the entrepreneurial posture of the NTBFs should be based on capabilities that promote the search for opportunities and accelerate the introduction of new products and services (Eisenhardt and Martin, 2000). This is why the NTBFs should recognize that the EO alone is not enough to compete in today's markets, and serves as a starting point that may help to better leverage their capabilities and impact on the performance of the firm. In addition, the entrepreneurial posture by itself does not create value and should not be seen as the only force for prosperity and sustainable growth of the NTBFs.

Limitations, future research and practical implications

Although the results of this study are illustrative in different ways, the theoretical implications for future studies should be interpreted in the light of the constraints. First, there is no reason to believe that the hypothesis of this work can be applied under other circumstances, such as companies that are not new or technology-based, so future research could examine the external validity of results in other contexts. Second, future work could make use of another procedure to help recognize and appreciate the importance of moral issues. In this sense, the MABI (Moral Awareness in Business Instrument) may be useful (Sparks and Hunt, 1998). Third, the study used an approach of unique and key informants; such is the case of the TFM, who are assumed to be well informed about their own organization. However, debate continues about the use of multiple responses from an organization to ensure the validity of the results. Fourth, the cross-sectional nature of the data requires caution when reaching causal inferences, because the relationships being analyzed may be susceptible to reverse causality. To avoid this possibility, future work should identify internal and external aspects that detonate the MA when studying the EO and performance over time. Fifth, future research could explore whether the interaction effects studied in this work behave differently in different areas of the firm, such as financial, operational or marketing. Sixth, the results are supported by the NTBFs in Mexico. It is important to consider that cultural factors may interfere with the results, especially when within the dominant

culture or customs there are businesses practices that are positive or negative (Hofstede, 2001). Finally, the performance of the firm is measured on the basis of subjective data. This data have shown similar results to the objective data (Walter, Auer and Ritter, 2006). The addition of objective data in future studies could increase the validity of the results.

The results of this work, in addition to highlighting the importance of MA to achieve entrepreneurial aspirations, also show directive implications. When the firm is preparing to pursue an opportunity, the TFM should not only focus on the nature of the opportunity and external environment conditions, but must also consider the implications inside and outside the firm in its decision-making, in order to avoid negative consequences. The lack of a MA can increase the variety of strategic decisions for the firm; however, this depends on the cognitive orientation of TFM or its dominant logic (Bettis and Prahalad, 1995).

In conclusion, it is expected that this work draws more attention to the factors that lead a NTBF to have a good performance through an EO. This paper provides a first attempt to better understand the influence of the MA in this process, in a way that entrepreneurial posture becomes a stronger competitive position.

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3.2. The Relationship between entrepreneurial orientation, time orientation and small business performance

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THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION, TIME ORIENTATION AND SMALL BUSINESS PERFORMANCE: AN EVIDENCE FROM MEXICO

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Abstract

Some studies have found that firms with higher Entrepreneurial Orientation (EO) perform better, however, an important message from past research efforts is that this relationship is more complex. The notion that the relationship between an EO and performance is different for many types of businesses, especially small business, is not new. There are two explanations for these inconclusive results: the performance implication of EO is context-specific and the relationship between EO and performance is moderated by internal factors. The purpose of this exploratory study was to examine through a contingency model the influence of time orientation on the EO-performance relationship in small business. Results based on a sample of 164 small manufacturing businesses in Mexico suggest that performance is positively influenced by its EO, but the findings also indicate that time orientation moderates the relationship. The EO-performance link is stronger for long-term orientation than for short-term orientation.

Keywords: Entrepreneurial orientation; Time orientation; Performance; Small business.

1. INTRODUCTION

Several authors, who have evaluated research being done in the entrepreneurship field, have concluded that there is no generally accepted theory due to the lack of consensus on major issues (GRÉGOIRE *et al.*, 2006). Although the entrepreneurship field is dealing with central conceptual issues, its development has been more promising in certain areas. Such is the case of those who have studied the concept of Entrepreneurial Orientation (EO). For the past three decades after its conceptualization, EO has become a central concept in research on entrepreneurship and strategy that has received considerable attention, both theoretically and empirically (COVIN, GREEN and SLEVIN, 2006). The original contributions of Miller (1983), Miller and Friesen (1982), Covin and Slevin (1991) and Lumpkin and Dess (1996) have motivated the research on EO, however, many questions still remain in studies revolving around this concept.

EO refers to the strategy-making process that provides organizations with a basis for decisions making and business actions (WIKLUND and SHEPHERD, 2003). Based on previous work on the strategy-making process and entrepreneurship, scales have been developed for measuring the EO. Recently, Rauch *et al.* (2009) and George and Marino (2011) analyzed studies on the relationship between EO and firm performance. They



concluded that this relationship is largely moderate and that firms benefit from the EO. An analysis of the direct relationship between EO and firm performance is limited, making it necessary to consider contingent factors, whether internal or external to the EO-performance relationship (COVIN and LUMPKIN, 2011). This is the basic premise of contingency theory, which states that the relationship between two variables depends on the intervention of a third variable. Introducing variables that moderate bivariate relationships helps to reduce the inference problem and allows better understanding of the contingent relations (ROSENBERG, 1968).

A variable that has rarely been considered in the context of small businesses is Time Orientation (TO). The current competitive environment is complex, and complexity is derived from different dimensions, which makes short-term or long-term decisions crucial to maintaining the competitiveness of small businesses. For example, the introduction of new technologies or changes in consumer demand may require that the firm become more entrepreneurial to stay competitive (LUMPKIN, BRIGHAM and MOSS, 2010). Since these changes can be costly and risky, it can weaken the financial security or threaten the reputation of the firm. Moreover, some decisions must be short-term to be precedent in the long-term. For example, an investment opportunity may require a quick decision, without too much analysis of its long term consequences.

To explore the question of how TO can influence the behavior of a small business, this research used the concept of EO for two reasons. First, previous research suggests that EO is a construct that captures evidence of making business decisions and actions in a variety of organizational and geographical contexts (KREISER, MARINO and WEAVER, 2002). Second, EO has its roots in the literature on strategy and not being a homogeneous construct, it is possible to identify the organizational processes that are affected by a TO (WIKLUND and SHEPHERD, 2003). This exploratory work is intended to make two important contributions. The first, attempts to identify how a short-term orientation compared to a long-term orientation may facilitate or inhibit the efforts of a small business for being entrepreneurial. Second, TO is a construct that has been predominantly used in the field of family businesses, more particularly with a long-term orientation (LUMPKIN, BRIGHAM and MOSS, 2010). However, this construct is not limited to the context of the family business, so this work can inform small businesses to integrate a TO in their decision-making processes.

This article will be structured as follows. First, a review of the existing literature is made and the main definitions of this research are presented. Then the methodological proposal in the study and the techniques used to analyze the data are presented. In the next section, the principal results of the investigation are shown with limitations and future research lines. In the final section, the main conclusions of this research are presented.

2. LITERATURE REVIEW

2.1 Time Orientation and Dominant Logic

The decision making and firm actions can be sensitive to time horizons, so that the company TO plays an important role in how this should be addressed. The literature shows that time consideration has been studied in several works, including the lack of long-term prospects as a result of information asymmetry (MYERS and MAJLUF, 1984), the role of time in taking business risks (DAS and TENG, 1997) as well as the cultural value



(HOFSTEDE, 2005). In the field of business, the work of Mosakowski and Early (2000) and Spears, Lin and Mowen (2001) mentioned that the experience of managers, which can be transcendent, timely or continuous, influence the evaluation made of the time, and consequently influence decisions. One of the most common conceptual frameworks about TO is Lavery's TO (1996), which involves long-term orientation (LTO) versus short-term orientation (STO). The author mentions that a potential TO moderates long-term perceptions and reactions against short-term needs.

Mosakowski and Early (2000) mention that decisions are sensitive to time, depending on the frame of reference upon which their judgment is based. A LTO considers long time horizons and assigns greater importance to the future. Managers who make decisions with an LTO are aware that the results of many of their choices will come after a long period of time. Le Breton-Miller and Miller (2006) describe the priorities, goals, and especially specific investments that are successful over a long period of time, usually five years or more.

The LTO concept is common in literature pertaining to family businesses. Although not all family businesses have a LTO, there is widespread belief that these companies will be more long-term oriented than companies that are not familiar (ZELLWEGER, 2007). Moreover, LTO in an environment characterized by changing conditions caused by the change in technology could be a deterrent, as managers are able to change their long-term priorities (LUMPKIN, BRIGHAM and MOSS, 2010). A STO, however, reflects an interest in the decisions and actions that have immediate consequences. An STO may be favorable in volatile or uncertain situations because it allows strategic nimbleness and quick response to changing conditions (LUMPKIN and BRIGHAM, 2011). But short-termism referenced by Lavery (1996), is criticized if decision making is concentrated too much on current conditions and opportunities for short-term financial gains. Some managers only support projects with an immediate return on investment and high potential, because they may be unwilling to risk their property and/or put at risk the businesses future (ZAHRA, HAYTON and SALVATO, 2004).

In relation to decision making, Prahalad and Bettis (1986) introduced the concept of dominant logic, and describe it as the way in which the top management of a company conceptualized the business and administrative tools to achieve the company's objectives and make decisions. The authors state that the dominant logic depends largely on the experience of top management. This experience is stored via shared cognitive maps, which in turn, help interpret, evaluate and act on information they are receiving. The dominant logic has a strong heuristic component which means that it operates as a filter and simultaneously as a mental map that helps top management to make decisions without the need for a thorough and detailed analysis of each situation (BETTIS and PRAHALAD, 1995). In the particular case of a small business, the dominant logic lies with the firm founder-manager, since it has a dominant effect on the company and is capable of promoting a strong corporate culture that becomes a collective firm behavior (HOFSTEDE, 2001). In the same vein, the founder-manager will consider what is best for the business and will emphasize an orientation toward time in their decision making, which can be an LTO or a STO.

2.2 Entrepreneurial Orientation and Small Business

EO has positioned itself as an organizational phenomenon that captures patterns and business processes at the enterprise level (RAUCH *et al.*, 2009). Generally, the EO refers to trends, processes and behaviors that lead a company to enter new or established markets with new or existing products (LUMPKIN and DESS, 1996). According to Miller (1983, p. 771),



“an entrepreneurial firm is one that engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with proactive innovations, beating competitors to the punch”. The previous ideas do not exclude the realities facing small businesses, which are challenged to recognize opportunities and therefore mobilize the necessary resources to exploit them. Moreover, small businesses can be innovative and favorable for stimulating economic development as their size and simple, flexible structure allows them to respond quickly to change in a competitive environment. To cope with fierce competition, small businesses must review their practices and constantly seek new ways to exercise flexibility, and improve their ability to become innovative and more competitive, that is, they acquire greater EO.

Based on the conceptualization of Miller (1983), there are three dimensions of EO that have been used consistently in the literature: innovativeness, risk taking and proactiveness. Innovativeness indicates the firm trend to support new ideas and foster creative processes that aim to develop new products and services. Risk taking is the firm tendency to support projects in which profits are uncertain. Proactiveness means taking initiative and pursuing new business opportunities in emerging markets. Lumpkin and Dess (1996) distinguish two new variables, competitive aggressiveness and autonomy. Competitive aggressiveness refers to taking more initiative towards customers, so that competition leads to the challenges encountered in seeking a new market or to improve their competitive position. Autonomy is the degree to which organizational actors (people and equipment) remain free to act independently, make decisions and pursue opportunities.

The behavior of a business can be classified along a continuum from highly conservative to highly entrepreneurial and the firm position in this continuum describes its EO (LUMPKIN and DESS, 1996). The relationship between EO and performance has shown that companies that adopt an EO perform better than firms that adopt a conservative orientation (RAUCH *et al.*, 2009). EO studies differ using the combined five variables mentioned previously, but the majority still focused on the three original variables. Today, there are many studies that develop the aspects that determine the EO and its implications for the firm performance. In particular, in the field of small businesses, there are studies that examine the precursors of the EO, for example, some of them explore the psychology of the founder-manager (BECHERER and MAURER, 1999; POON, AINUDDIN and JUNIT, 2006), others analyze the influence of environment (BECHERER and MAURER, 1997; MILES, COVIN and HEELEY, 2000; MARINO *et al.*, 2002), and other studies analyze the strategic process effects on the EO (COVIN, SLEVIN and SCHULTZ, 1994; COVIN, GREEN and SLEVIN, 2006).

The vast majority of researchers study the EO on firm performance effects. In the case of small companies, this relationship has been studied directly (WIKLUND and SHEPHERD, 2005; TAN *et al.*, 2008; RUNYAN, DROGE and SWINNEY, 2008; SU, XIE and LI, 2011), in combination with other variables (KEH, NGUYEN and NG, 2007; WALTER, AUER and RITTER, 2006; PARIDA *et al.*, 2010), under different environments and strategies (KEMELGOR, 2002; WIKLUND and SHEPHERD, 2003; SWIERCZEK and HA, 2003; DIMITRATOS, LIOUKAS and CARTER, 2004), or that the relationship is moderated by other variables or conditions (LUMPKIN and DESS, 2001; LI *et al.*, 2008).

The interest in studying the effect of EO in the field of small business has become more popular over the last years. However, the results appear not to be conclusive, and although differences in results can be attributed to different research designs and methodologies, the differences reflect the fact that the EO sometimes, not always, helps



improve the firm performance. Lumpkin and Dess (1996) mentioned that the complexity of the EO-performance relationship is context specific. That is, the strength of this relationship depends on the characteristics of the external environment and internal organizational characteristics. Therefore, the ratio of EO and performance can apparently be more complex than a simple direct relation. That is why, the EO can create conditions conducive to a company in a better scenario compared with the small business case where the decision making made by the founder-manager is crucial because of the dominant effect it has on performance.

The previous ideas leads to consider the recommendations made by Rauch *et al.* (2009) and Covin and Lumpkin (2011) in considering variables that moderate the relationship between EO and performance, and the context in which enterprises operate. In this sense, the need for research to identify the moderating effect of the TO in the EO-performance relationship of a small business in a middle income country, such as Mexico, is useful because it helps to prevent transfers of theoretical models designed from the large enterprise (ALLOULOU and FAYOLLE, 2005). Based on these arguments, this study makes the following hypothesis:

The relationship between entrepreneurial orientation of a small business and its performance is moderated by the time orientation.

3. METHOD

3.1 Sample and Data Collection

Information was collected through a questionnaire that was specifically designed for this study. Four exploratory interviews with founder-managers of small business were conducted prior to the completion of the design of the questionnaire. The purpose of these interviews was to incorporate feedback and suggestions regarding the general understanding of the questions. The initial sample for this study consisted of 826 companies that were identified in Mexico through the Mexican Business Information System. Companies had to meet the following criteria: (a) Have between 11 and 50 employees with annual sales ranging from U.S. \$303,001 to \$7.5 million to be considered as a small business, according to the Ministry of Economy in Mexico. (b) Be a firm in the manufacturing sector. (c) Must have over five years in the business.

The 826 questionnaires were sent electronically to the founder-manager during the months of July to November 2011 with a letter explaining the purpose of the study. Two weeks after the first shipment, a thank letter was sent to those who had already solved the questionnaire and a reminder to those who had not yet answered. Four weeks after the first shipment, a reminder was sent including a web address to provide the option of answering the questionnaire online. Finally a total of 172 questionnaires (20.8 percent response rate) were received. After incomplete questionnaires were eliminated, 164 were used for further analysis. With respect to the variables used in the study, no significant differences among respondents at the beginning or end, or between those who responded electronically or online were observed (ARMSTRONG and OVERTON, 1977).

3.2 Measures

Independent Variables. This study utilized the measurement of the EO that is identified as the scale of Miller/Covin and Slevin (BROWN, DAVIDSSON and WIKLUND, 2001). This scale contains constructs that measure the firm tendency towards innovativeness,



risk taking, proactiveness, competitive aggressiveness and autonomy. Rauch *et al.* (2009) suggest that this scale represent a useful and valid method for measuring business decisions and actions at the organizational level. In total 14 items were generated to measure the scale of the EO. Likert's scale of seven points was used to assess the constructs that measure the tendency of companies towards the EO. The average of the 14 items assessed the intensity of the EO, so that the higher the average was, the more entrepreneurial strategic posture the company had. The coefficient alpha of the scale was 0.87.

A confirmatory factor analysis was conducted to estimate the model dimension. Initial results suggested that it was not necessary to remove any item from the scale to improve the model fit. The model fit was assessed using χ^2/df , Goodness-of-Fit Index (GFI) (JÖRESKOG and SÖRBOM, 1996), and the Comparative Fit Index (CFI) (BENTLER, 1992). The threshold for χ^2/df should be less than three or less than two in a more restrictive sense (PREMKUMAR and KING, 1994). The values of GFI and CFI should be above 0.90 (JÖRESKOG and SÖRBOM, 1996). The measurement of the model resulted in a good fit: $\chi^2/df = 2.75$, GFI = .910, CFI = 0.922. All the factor loadings are in acceptable ranges and significant at $p = 0.001$, ranging from 0.51 to 0.81 indicating convergent validity (ANDERSON and GERBIN, 1988). The average variance obtained for the measurement of EO was 0.59, which is slightly higher than the threshold suggested by Bagozzi and Yi (1988).

With respect to measurement of the firm TO, this work followed Laverty (1996) and Hitt *et al.* (1996) proposals to identify measurement through the election of their control systems. When organizations have a STO, it is more likely to favor financial controls, rather than strategic controls. Financial controls are based on stated objectives, targets and performance indicators. Therefore, the success or failure of the business depends on compliance with preset parameters. Financial controls strengthen an STO, which reduces the willingness of the organization to assume the risks associated with entrepreneurial behavior (ZAHRA, 1996). In contrast, strategic controls reflect a LTO and require an understanding of the task at hand, the risks involved and any compensation that may be generated (HITT *et al.*, 1996).

To measurement was the average of four items for financial controls and three items for strategic controls. These measurements have been used in previous studies (HITT *et al.*, 1996; ZAHRA, NEUBAUM and HUSE, 2000; ZAHRA, HAYTON and SALVATO, 2004). Founder-managers were asked to indicate in a Likert's scale of seven points, the controls they used most frequently to evaluate the firm performance. With respect to financial controls, the coefficient alpha was 0.78. The model proved a good fit: $\chi^2/df = 2.75$, GFI = 0.91, CFI = 0.96 and the loading of each indicator were significant at $p = 0.001$ with a range between 0.56 and 0.84. The analysis of strategic controls yielded a coefficient alpha of 0.85 and the model generated a good fit: $\chi^2/df = 2.13$, GFI = 0.96, CFI = 0.93 and the loading of each indicator were significant at $p = 0.001$ with a range between 0.61 and 0.87.

Dependent Variable. The validity of assessing the firm performance through perceptual measurements due to the lack of having hard data, has been well received and according to several authors, when evaluating the firm performance compared to its main competitors leads to a higher level of reliability and validity (CHANDLER and HANKS, 1993; WIKLUND and SHEPHERD, 2005). The performance measurement was the average of three indicators that have been used in previous studies (WALTER, AUER and RITTER, 2006; PARIDA *et al.*, 2010) that relate to cash flow from operations, return on capital employed, and sales growth. Founder-managers were asked to indicate in a Likert's scale of seven points, the firm performance compared to their main competitors over the past three



years. The alpha coefficient for the scale of the firm performance was 0.82. The model proved a good fit: $\chi^2/df = 2.87$, GFI = 0.92, CFI = 0.941 and the load of each indicator were significant at $p = 0.001$ with a range between 0.59 and 0.80.

Control Variables. The literature shows that different environmental conditions, such as hostility and dynamism influence the EO-firm performance relationship (WIKLUND and SHEPHERD, 2003; PARIDA *et al.*, 2010), which is why these factors were controlled during analysis. The average of three items in a seven point semantic differential scale developed by Covin and Covin (1990) was used to measure the hostility. The larger the index, the more hostile the firm's environment appeared. The coefficient alpha was 0.77. Environmental dynamism was measured by the average of the three items that make up the seven point semantic differential scale of Miller and Friesen (1982). The higher the average of the three items, the greater of the dynamic business environment. The coefficient alpha was 0.84.

Firms of different industries, size and age may have different organizational arrangements, which in turn may influence their performance (WIKLUND and SHEPHERD, 2005). The industry and size variables have been considered in the design of the sample, when small manufacturing companies are studied. With respect to age, the year the company was founded was used to calculate the number of years in business.

4. RESULTS

The means, standard deviations and correlations of the variables are shown in Table 1. In general, correlations between the independent variables are relatively low. However, to ensure that multicollinearity was not a problem a diagnosis of multicollinearity focusing on first-order variables was applied (AIKEN and WEST, 1991). The calculation of Variance Inflation Factors of the first order variables is below four, which is a critical value, suggesting that multicollinearity is not a problem in the analysis (HAIR *et al.*, 1998). In regard to firm performance, both the EO as well as the financial and strategic controls showed a positive and significant relationship.

A moderate hierarchical regression analysis (COHEN and COHEN, 1983) was used to test the hypothesis, with a mean-centering procedure of the independent and control variables to minimize multicollinearity (AIKEN and WEST, 1991). Table 2 provides the regression results for different models. Model one includes control variables. Model two is added with the EO effect and Model three adds the TO effect, together with the financial and strategic controls. Finally, Model four adds the interaction effects between EO and TO on the firm performance.

The control variables of environmental hostility, environmental dynamism and the firm age explained the nine percent of the variation of the firm performance ($p < 0.01$). The result obtained in model two is consistent with results of previous research, finding a positive effect of EO on the small business performance ($\beta = 0.27$, $p < 0.01$). The same model shows that adding the EO to the three control variables explains the additional variance in the firm performance ($\Delta R^2 = 0.12$, $p < 0.01$). In Model three, when adding the financial and strategic control variables the increased variance is explained ($\Delta R^2 = 0.07$, $p < 0.01$). This means that these factors also affect the performance of small firms. The EO and the strategic controls have a statistically significant positive relationship with the performance of small businesses. That is, the better performance of a small company is associated with higher strategic controls ($p < 0.05$) and greater EO ($p < 0.01$). There is a statistically marginal contribution of financial controls ($p < 0.05$).



Table 1. Means, Standard Deviations, and Correlations for Quantitative Variables

Variable	Mean	SD	1	2	3	4	5	6	7
1 Firm performance	4.74	1.18	1						
2 Entrepreneurial orientation	4.16	1.44	0.37***	1					
3 Financial controls	4.23	1.23	0.27**	0.19**	1				
4 Strategic controls	3.89	0.58	0.31**	0.29*	0.06***	1			
5 Environmental hostility	3.71	1.54	0.14**	0.12***	0.12**	0.13***	1		
6 Environmental dynamism	3.09	0.98	0.20**	0.19***	0.15**	0.15***	0.05**	1	
7 Firm age	21.5	9.7	-0.16**	-0.21***	0.03**	-0.02*	-0.03***	0.10**	1

N = 164. *S.D.*, Standard Deviation

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

Table 2. Regression results

Independent variable	Model 1	Model 2	Model 3	Model 4
Control variables:				
Environmental hostility	0.19***	0.14**	0.18**	0.21**
Environmental dynamism	0.23**	0.19**	0.24**	0.23**
Firm age	-0.11**	-0.10**	-0.15**	-0.18**
Main effects:				
Entrepreneurial orientation		0.27***	0.32***	0.39***
Financial controls			0.17**	0.25**
Strategic controls			0.23**	0.28**
Interaction effect:				
Entrepreneurial orientation x financial controls				-0.30**
Entrepreneurial orientation x strategic controls				-0.34**
Financial controls x strategic controls				-0.22**
<i>R</i> -square	0.09***	0.21***	0.28***	0.34***
Adjusted <i>R</i> -square	0.07***	0.18***	0.25***	0.33***
ΔR -square	0.09***	0.12***	0.07***	0.06***

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

The hypothesis of this paper predicts a moderating effect of TO on the relationship between EO and performance of small business. To test this hypothesis, we added the interaction effect between EO and financial and strategic controls as well as the interaction effect between the two controls. Model four reveals a positive interaction effect and significance between EO and TO explaining 34 percent of the variation in the firm

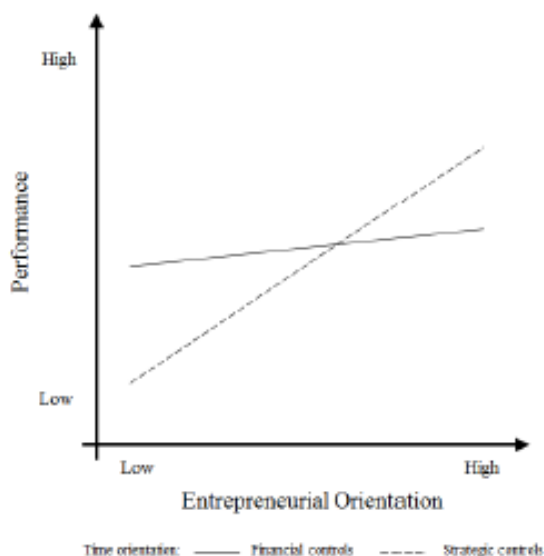
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performance ($p < 0.01$). Likewise, adding the interaction effect causes a significant increase in the explained variance ($\Delta R^2 = 0.06, p < 0.01$), supporting the research hypothesis.

Based on the regression coefficients obtained by the analysis, the effect of EO on the firm performance for specific financial and strategic control values was plotted. The values of financial and strategic controls settled on one standard deviation above and below the mean, and there was given a range of values for EO, as suggested by Cohen and Cohen (1983). This gives a total of two graphs, as shown in Figure 1. The nature of the interaction indicates that in low EO levels, companies with greater financial controls have a relatively high performance. Firms with greater strategic controls are the worst performers. The two lines are upward sloping, indicating that regardless of the strategic and financial controls, performance does improve with the EO increase. This validates previous results regarding the positive influence of the EO. It is important to identify that while the firm's performance improves with the increase of the EO for both configurations, it does so at a faster rate for companies with strategic controls compared to firms with financial controls.

Figure 1. Moderating effect of time orientation on the entrepreneurial orientation-performance relationship



4.1. DISCUSSION

The results of this study suggest that EO has a positive impact on small business performance, as shown in previous works (RAUCH *et al.*, 2009). The results also support the general idea that the EO-performance relationship depends on the context in which enterprises operate (WALTER, AUER and RITTER, 2006). This is illustrated by the influence of the control variables hostility and dynamism. An interesting result of this research is the effect of a dynamic character in the competitive context, which is consistent with previous results indicating that this aspect improves firm performance (CHANDLER and HANKS, 1994; ZAHRA, 1993). With respect to a hostile environment, this is not so significant, however, when combined with a dynamic environment, it exerts an influence on firm performance, as



estimated in model two of Table 2. The company age effect must not be rejected, since the results indicate that the older the company is, the less the entrepreneurial behavior is shown. According to some researchers, this may be associated with greater caution and more conservative decision-making which can mitigate entrepreneurial behavior (SCHULZE, LUBATKIN and DINO, 2002).

The result of this study leads to the conclusion that the time horizon influences decisions and actions of a small business. In this sense, the evidence shows that the variable TO causes the relationship between EO and firm performance to increase or decrease. The results also suggest that a small business, despite having a low entrepreneurial behavior, can have a good performance if good financial controls are maintained. In other words, a STO which favors financial controls allows small businesses to perform well. The business behavior in a small company is associated with an increased emphasis on strategic controls, that is, LTO produces greater entrepreneurial behavior and improved performance. It is important to mention the context effect in this relationship. The EO can be used to overcome the disadvantages that a dynamic and hostile environment represents for small businesses. To do better in the short-term, emphasize financial controls, while in the long-term emphasize the strategic controls.

The results also contribute to the academic debate on the internal contingent factors that promote EO (COVIN, GREEN and SLEVIN, 2006). This work was supported by the dominant logic concept (PRAHALAD and BETTIS, 1986) and this concept helps to identify similar hostile and dynamic environments even if small firms show different entrepreneurial behaviors. This brings to mind the assumption of the resource-based theory, which emphasizes differentiation and suggests that the allocation of resources in a company explains the differences in performance through a competitive advantage (BARNEY, 1991). Therefore, the result of this work shows that the EO in combination with TO who signals the company's dominant logic leads to better performance. That is, EO can be under the restriction of the dominant logic, yet provide a differentiation mechanism that emphasizes financial or strategic controls.

4.2. LIMITATIONS AND FUTURE RESEARCH

Although the results of this paper are illustrative in many ways, they must be interpreted in the light of their limitations. First, the sample consisted of small manufacturing firms that operate in the context and reality of a middle income country like Mexico. There is no reason to believe that the results can be generalized to all sectors of the economy. Second, the study consulted the founder-managers, as the main assessment of firm reality, since it was assumed that this person is well informed regarding their organization. However, debate continues concerning the use of multiple responses from an organization to ensure receiving valid data. Third, information on the EO and firm performance was obtained at the same time.

EO is one of the few constructs in the entrepreneurship field that has been applied in different countries. However, more research is needed in other business cultures to achieve a generalization. Also, because the study sample included only small businesses, this study did not monitor a particular segment of industry. Future research should consider a more homogeneous sample, perhaps an industrial segment would be of particular interest. In this vein, more comparative studies are needed to strengthen the results so far obtained from new ventures and small established firms when adopting an EO (SU, XIE and LI, 2011). Moreover, it is possible that the risks involved in adopting an EO lead to greater chances of failure. Due to the high failure rates among new and small businesses, future research should



identify the variables that allow the company to perform well, but at the same time, are associated with high probabilities of failure.

In the same vein, the transverse nature of the data requires caution when coming to causal inferences, because the relationships that are being analyzed may be susceptible to reverse causality. To avoid this possibility, future research should identify the internal and external aspects that detonate the TO when studying the EO and performance over time. In addition, the company's performance is measured based on subjective data, which have shown to generate similar results to those of the objective data (WALTER, AUER and RITTER, 2006). The addition of objective data in future studies could increase the validity of the results. Finally, this paper does not consider the different stages in the life cycles of business, so it might be valuable in the future to know whether or not there is more influence in the firm performance in certain stages of the EO.

5. CONCLUSIONS

Small businesses are a major player in the economy of a country. Therefore, the research carried out on these companies, is always of great interest for theory, practice and policy. Consistent with previous work, the results of this investigation show that the EO has a positive effect on small business performance. It also provides a better understanding when studying the EO-firm performance relationship and the potential effect of TO is considered. TO has a positive influence in this relationship, although it is expressed differently in the short and long term. It is necessary to continue the study of EO and its peculiarities in the small businesses context because these businesses acquire certain peculiarities that distinguish them from the large company. The internal contingent factors may be helpful to better understand the relationship between EO and firm performance. This work was supported by the concept of dominant logic, which in the context of a small business is essential. In the same vein, through the concept of dominant logic, future research can contribute to a greater understanding in regard to decision making within a company. This in turn could generate benefits for both theory and practice.

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3.3. Entrepreneurial Orientation in Mexican Microenterprises

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Entrepreneurial Orientation in Mexican Microenterprises

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Abstract

Over the past 30 years research on Entrepreneurship Orientation (EO) has provided valuable information regarding strategy, entrepreneurship and aspects of performance at the firm-level. In the entrepreneurial universe, microenterprises play a very special role in the business context of the economy. However, they have not been relatively present in the EO research. This paper studies the EO-performance relationship in a group of microenterprises in Mexico and includes the Dominant Logic (DL) as a variable that moderates this relationship. The results indicate that risk taking, proactiveness and competitive aggressiveness variables from the EO influence the microenterprise performance. In addition, the external DL conceptualization moderates the EO-performance relationship. This paper shows the conclusions of the investigation as well as the limitations and identifies future research methods.

Keywords: entrepreneurial orientation, dominant logic, firm performance, microenterprises.

Introduction

In recent years enormous progress has been made in the field of Entrepreneurship, which has helped strengthen some of its paradigms. The cross-disciplinary nature of this research field causes an exchange of knowledge and that which occurs within the field of strategy is of particular interest for this research. This exchange recognizes that entrepreneurship can be studied not only individually but also organizationally (Dess, Lumpkin and McGee, 1999).

The concept that causes the rapprochement between the strategy and entrepreneurship disciplines is called Entrepreneurial Orientation (EO). This construct is based on different variables to identify the organization's

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entrepreneurial behavior. EO has its origins in the literature on strategy and its importance lies in previous research which has shown that the greater the EO, the better the firm's performance (Rauch, Wiklund, Lumpkin and Freese, 2009). EO in a business is geared towards the recognition, evaluation and exploitation of business opportunities. However, research has shown that the EO-firm performance requires consideration of other variables. It is important to include contingent internal or external factors, to help a better understanding of the EO-firm performance relationship (Covin, Green and Slevin, 2006). In this regard, we have attempted to analyze the EO-performance relationship in microenterprises including Dominant Logic (DL) as an internal contingent variable to moderate the relationship.

This research is part of a project that studies the EO-performance relationship in Mexican companies. Regarding the DL, the relationship EO-DL-performance in new companies was initially investigated (Montiel, Nuño and Solé, 2012), i.e., EO had a positive impact on DL which, in turn, had a positive impact on firm performance. Now, on this occasion, the EO's and DL's combined effect on microenterprise performance, was investigated. To be more precise, this work's aim was to determine if in the Mexican microenterprises' context the EO-performance relationship is moderated by the DL. To achieve this goal, 302 microenterprises in central Mexico were investigated and, therefore, it is believed that this work makes three important contributions. First, it identifies whether the microenterprise's DL moderates the relationship that may exist between EO and its performance. Second, it contributes to the future development of a DL assessment scale, to better understand the strategic decision making style. Finally, the microenterprise, due to its size, is the type of organization that is not always of great interest as an object of study. Therefore, it is believed that this work helps to understand the competitive arena of these businesses.

The next section of this paper offers review of the literature and hypotheses that guide this work. The methodology section describes the various activities that took place during the research. The main results are also discussed as well as the limitations of this research. Future research is suggested and, finally, the conclusions of this work are developed.

Literature review

Entrepreneurial orientation and performance

Although the literature in the field of entrepreneurship demonstrates the existence of multiple paradigms, none of them is dominant (Montiel, Solé and Palma, 2012). In past decades, the EO study has become a central theme in the literature on entrepreneurship and strategy, as several

authors consider entrepreneurship a phenomenon at the organizational level (Covin and Wales, 2012). The EO helps to characterize the company's behavior along a continuum that ranges from highly conservative to highly entrepreneurial and the company's position in this continuum describes its EO (Basso, Fayolle and Bouchard, 2009). This original construct can be found in Miller's work (1983), although he admits that he never used the EO term in his initial ideas (Miller, 2011). Originally, Miller (1983, p. 771) mentioned that, "An entrepreneurial firm is the one that engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with proactive innovations, beating competitors to the punch". For Stevenson and Jarillo (1990), a company has entrepreneurial behavior if their actions and processes are oriented to the recognition and exploitation of entrepreneurial opportunities. From a more general approach, EO refers to the trends, processes and behaviors that lead a company to enter new markets, whether with new or with existing products (Lumpkin and Dess, 1996). On the other hand, there is interest in the EO because it is considered a predictive variable of company performance, i.e. if a company adopts EO and becomes more Entrepreneurially Oriented it will have a better performance (Rauch et al., 2009).

Miller's (1983) initial approaches were adopted in the academic literature, so that Covin and Slevin (1989) conceptualized the company's entrepreneurial behavior based on three variables: innovativeness, risk taking and proactiveness. These authors stated that these variables covariated and that the covariance source was a construct which they called entrepreneurial posture. At this point the Miller/Covin and Slevin's (1989) scale emerged. Subsequently, Lumpkin and Dess (1996) postulated that these variables are insufficient to explain entrepreneurship at the organizational level, as the business posture would require other dimensions. Lumpkin and Dess (1996) assured that the original variables could independently covariate among them, contradicting what had been established by Covin and Slevin (1989) and should be modeled in a combination of new variables called EO. In addition to the initial variables, the competitive aggressiveness and autonomy variables were included. To Lumpkin and Dess (1996), the innovativeness indicates the company's trend of supporting new ideas and fostering creative processes. Risk taking is the company's tendency to work on projects whose benefits are uncertain. Proactiveness is about taking initiatives and pursuing new business opportunities in emerging markets. Competitive aggressiveness is facing competition in order to enter new markets or to improve the competitive position. Finally, autonomy is the degree to which organizational factors (people and team) act independently, making decisions and pursuing opportunities.

The relationship between EO and firm performance has been studied for several years and has shown that companies that adopt an EO have better performance than those with a more conservative orientation (Rauch et al. 2009). Companies, as they are smaller in size, are more vulnerable because of their limited access to capital, debt capacity, market share, technology acquisition, among others (Autio, 1997). This may cause the company to adopt a more conservative posture. In addition to this, the aggressive competitiveness they might experience requires them to seek new business opportunities and make the necessary changes in order to stay in business. This leads us to consider that a microenterprise, i.e., the smaller business organization, can be an interesting scenario in which to analyze the EO effect on performance. Therefore, the following hypothesis is proposed:

H1: The more EO the microenterprises have, the better their performance.

Dominant logic

In 1986, Prahalad and Bettis introduced the Dominant Logic (DL) concept and they refer to it as a way in which managers conceptualize the business and make important decisions based on the allocation of resources. Prahalad and Bettis mention that the way in which business managers make strategic decisions, depends heavily on cognitive orientation, i.e. previous experiences influence how managers solve dilemmas they face in the business. That is why many strategic initiatives fail because management has a rather rigid cognitive orientation and it cannot enrich its DL in order to impact new business opportunities or structural changes in the business (Prahalad and Bettis, 1986).

In a reflection on their original ideas, Bettis and Prahalad (1995) conceive the DL as a filter through which managers choose the information that is important for making decisions. This filtering mechanism influences the strategic development in the company's direction. Authors recommend that managers should enrich that filter or adjust it to a new pattern, given the changing environment in which the company competes. The DL concept provides an explanation of this phenomenon, and the reason why some firms are able to anticipate fundamental changes in their main line of business or why they are skillful in reacting to those changes earlier than other companies in the same industry, thus becoming more successful (Von Krogh, Erat and Macus, 2000). In this sense, the DL can also limit the company's ability to adapt to environmental changes (Coté, Langley and Pasquero, 1999). When managers decide what strategies to follow in the future, DL acts as a lens that allows them to visualize the future and thus allows them to restrict the range of strategic options (Grant, 1988). If the results are positive, the DL's validity

is confirmed, otherwise, the DL is questioned and should be changed (Bettis and Prahalad, 1995).

The academic debate on DL concentrates on its difficulty to operationalize this construct. The different formulations that have been raised are linked to the way in which managers conceptualize the business and Von Krogh et al.'s (2000) proposal makes a good assessment of this. Von Krogh et al. (2000) writes about DL's internal and external conceptualization. The internal conceptualization examines the extent to which the manager's beliefs, values and assumptions have been impregnated throughout the organization. Included in the internal conceptualization are people, culture, as well as product and brand. The external conceptualization focuses on the manager's position to deal with the market's complexity in which the organization operates to stay competitive. The external conceptualization includes competitors, customers, consumers and technology. The Von Krogh et al. (2000) proposal is in the spirit of defining Prahalad and Bettis (1986) DL and is consistent with the Grant (1998) and Ginsberg (1990) proposed formulations.

Since the DL represents the manager's preferences, opinions and assumptions under which the manager runs the business, it is important to raise the possibility that the DL also influences firm performance. Under this approach, previous works show that firm's performance can be enhanced when key variables are properly aligned (Naman and Slevin, 1993). In the same perspective, the contingency theory states that the relationship between two variables can be improved with the intervention of a third variable (Rosenberg, 1968). The literature discusses different variables that influence the EO-performance relationship, such as the founder-director's psychology (Poon, Ainuddin and Junit, 2006), knowledge (Wiklund and Shepherd, 2003), learning (Wang, 2008), social networks (Walter, Auer and Ritter, 2005), strategic processes (Covin, Green and Slevin, 2006), access to financial resources (Wiklund and Shepherd, 2005) and the environment's influence (Zahra and Garvis, 2000; Marino, Stradholm, Steensma, and Weaver, 2002). However, in this series of studies the DL was not included as a contingent variable of EO-performance relationship, since decisions made by the founder-manager are essential due to the dominant effect it has on the company's performance. From the above, the following hypothesis is proposed:

H2: The relationship between the microenterprise's EO and their performance is moderated by the founder-manager DL.

Methodology

Sample and data collection

This research focused on the entrepreneurship study in the business sector with low growth potential, particularly those firms developed as income substitute firms (Kunkel, 2001). The main purpose of this kind of business is not to achieve rapid growth to reach the large corporations' level, but to generate an income comparable to what entrepreneurs involved in business could expect to earn if they worked as employees in an established company. The reason for this approach is that microenterprises in Mexico represent an important source of employment and wealth creation (Naranjo and Campos, 2011).

The sample from its design was considered as not probabilistic due to the purpose of the investigation to identify microenterprises located in the central region of Mexico. With the National Chamber of Commerce's support firms in the states of Mexico, Puebla, Tlaxcala and Hidalgo that met the following criteria were identified: 1. Having no more than 10 employees and a maximum of \$300,000 in annual sales, according to the classification of the Ministry of Economy in Mexico. 2. a firm more than five years old, for it is not considered as start-up. 3. a company that belongs to the commercial sector with at least one branch. 4. Not franchising.

Since the purpose of this study was to explore the relationship between variables, a survey was used for data collection. a pilot test was conducted to eliminate any doubts or confusion of the instrument, so that the final design incorporated the comments received. This resolved the validity of the external instrument. Initially 1,346 surveys were sent electronically and subsequently the process of obtaining information was reinforced through interviews. The final surveys were received between October 2011 and July 2012. Of a total of 317 surveys, 15 were rejected for not meeting any of the criteria, leaving a total of 302 surveys. The 302 microenterprises can be divided into the following business activities: grocery (21%), restaurant (15%), footwear (14%), furniture (13%), drugstore (11%), bakery (9%), clothing (7%), bookstore (5%), jewelry (3%), and other (2%).

Measurements

The first independent variable was the EO. This work used the Lumpkin and Dess (1996) proposal to measure the EO. This scale measures the company's tendency towards innovation, risk taking, proactiveness, competitive aggressiveness and autonomy. Rauch et al. (2009) suggests that this scale represents a valid means to measure the decisions and actions at the organizational level. The scale contains 14 items, which are evaluated using

a 7 points Likert's scale and their average indicates the company trend towards the EO, therefore, the higher the average the greater the company's EO. In this scale the alpha coefficient was 0.82.

The DL was the second independent variable. For this job, the Krogh et al. (2000) proposal was used to develop a unique measuring scale. The measurement scale had an internal and external conceptualization, so it was decided to respect this difference and not to obtain an overall average. From this, a 3 items measurement scale was developed, which was assessed using a 7 points Likert's scale and their average assessed the internal conceptualization. Also a 4 items measurement scale was developed, which was also evaluated using a 7 points Likert's scale and their average assessed the external conceptualization. The greater the average, the greater DL use, either in internal or external conceptualization. The alpha coefficient was 0.72, which is enough to categorize this as a job of an exploratory nature (Wiklund and Shepherd, 2005).

With respect to the dependent variable, firm performance was assessed using subjective measures which serve as good substitutes in the absence of hard data (Brush and Vanderwerf, 1992, Cooper, 1993). The surveys were applied to asking the founder-manager to assess their firm's performance compared to its main competitors over the previous three years (Wiklund and Shepherd, 2003). Performance criteria were: cash flow, return on capital employed and sales growth. Performance was calculated using the average of the three items measurement scale and if the average was greater, the firm's performance was better. The alpha coefficient was 0.84.

The firm's age and the environment hostility were included as control variables, since previous studies have shown to have an influence on firm's performance (Lumpkin and Dess, 2001; Miles, Covin and Heeley, 2000). The company's age was measured using the number of years since the company began commercial operations. Hostility was assessed using the Covin and Slevin (1990) 7-point semantic differential scale. The scale contains 3 items and as the average was greater, the company's competitive environment was more hostile. The 0.75 alpha coefficient was acceptable (Wiklund and Shepherd, 2005).

Data analysis

The information analysis was carried out gradually in order to improve the investigation results. First, the appropriateness of the scales was analyzed for the type of firm being investigated. a principal components analysis was conducted using 24 items to assess the 8 variable identification by respondents (innovativeness, risk taking, proactiveness, competitive aggressiveness, autonomy, internal conceptualization, external conceptualization and

performance). Following this, a confirmatory factor analysis was conducted in order to determine whether the variables that comprised the EO and DL constructs represented different variables, otherwise to confirm the need to eliminate some variables to best fit the results. The model was evaluated using χ^2/df , Goodness-of-Fit Index (GFI) (Jöreskog and Sörbom, 1996), and the Comparative Fit Index (CFI) (Bentler, 1992). The threshold for χ^2/df should be less than three or less than two in a more restrictive sense (Premkumar and King, 1994). The GFI and CFI values should be above 0.90 (Jöreskog and Sörbom, 1996). The hypotheses were tested using the correlation analysis and multiple regression analysis.

Results and discussion

The principal component analysis showed that innovativeness, risk taking, proactiveness, competitive aggressiveness, autonomy, internal conceptualization, external conceptualization and performance were identified by respondents. Moreover, the initial results of the confirmatory factorial analysis suggested that it was necessary to eliminate three variables, as they did not improve the final results and made the analysis more complex. This demonstrates that the measurement of these variables was already covered by other variables already in the model. The EO's variables innovativeness and autonomy were eliminated, as well as the DL's variable internal conceptualization. Once these variables were eliminated, the analysis to estimate the model size was done again. The results suggested that it was not necessary to remove more items to improve the fit of the model.

It is necessary to make some comments regarding the variables that were removed from the analysis. First, the autonomy and internal conceptualization variables were eliminated as it was clear that these two variables are irrelevant since the sample design is based on the founder-manager leading role in decision-making. That is, there is no room to share decision-making due to the small size of the organization being investigated. In relation to innovativeness, this is a variable that simply does not add anything to the strategic commitment of the microenterprise being investigated. This may indicate that the firm's competitiveness may be more obvious in its market share defense, hence, the firm must anticipate or react quickly to the activities and responses of competitors.

Regarding the EO, the model resulted in a good fit: $\chi^2/df = 2.48$, GFI = .901, CFI = 0.932. All the factor loadings are in acceptable ranges and significant at $p = 0.001$, ranging from 0.71 to 0.83 indicating convergent validity (Anderson and Gerbin, 1988). The average variance obtained for the measurement of EO was 0.72, which is slightly higher than the threshold suggested by Bagozzi

and Yi (1988). In relation to the DL, the model also showed a good fit: $\chi^2/df = 2.95$, GFI = .893, CFI = .0911. All the factor loadings are in acceptable ranges and significant at $p = 0.001$, ranging from 0.63 to 0.79 indicating convergent validity and the average variance obtained for the measurement of DL was 0.67. Finally, the performance model also showed good fit: $\chi^2/df = 2.66$, GFI = .941, CFI = 0.922. All the factor loadings are ranging from 0.73 to 0.84 and the average variance obtained for the measurement of performance was 0.82.

Table 1. Descriptive statistics and correlations

Variable	Mean	SD	1	2	3	4	5
1 Age	11.4	2.74	1.00				
2 Environmental hostility	5.11	1.95	-0.09**	1.00			
3 Dominant logic	3.43	1.08	0.24**	0.32**	1.00		
4 Entrepreneurial orientation	4.14	0.89	0.10***	0.07***	0.22**	1.00	
5 Firm performance	4.75	1.54	0.18**	-0.14**	0.19**	0.26*	1.00

N = 302

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

The averages, standard deviations and Pearson's correlations between the firm's performance, EO, DL and the control variables can be seen in Table 1. The correlation analysis can be used as a preliminary evaluation for the subsequent hypothesis confirmation, which requires a different type of analysis. Initially, it can be said that there is a positive relationship between EO and firm's performance ($p = 0.26$), and a slightly lower relationship between DL and firm's performance ($p = 0.19$). With respect to the age variable, there is a positive relationship ($p = 0.18$), which may indicate that the older the company is, the better its performance; that is, it may be taking more risks and be more proactive than their competitors. Also, another interesting aspect to analyze is the relationship between EO and DL, which is significant ($p = 0.22$). This may indicate that these two variables' combined effect may represent a better firm performance, but this is yet to be confirmed. Finally, the positive relationship between environmental hostility and the DL ($p = 0.32$), may reflect the sensitivity of the founder-manager to the actions of their main competitors.

A hierarchical moderated regression analysis was conducted to test the hypotheses (Cohen & Cohen, 1983), with a process centered on the independent and control variables' mean in order to minimize multicollinearity (Aiken and West, 1991). The results indicate that multicollinearity was not a problem in the analysis. Table 2 shows the results for different regression

models. Model 1 shows only the control variables. Model 2 adds the effect of the EO and Model 3 adds the DL' direct effect. The Model 2 results are consistent with previous studies as they show a positive effect of EO on firm's performance ($\beta = 0.26$, $p < 0.01$). This proves hypothesis 1 proposed in this research. In Model 3, adding the DL's direct effect on the firm's performance results in a small change ($\beta = 0.28$, $p < 0.01$), which indicates that the DL has a direct influence on firm's performance, although this is not the intent of the investigation.

The second hypothesis of this study considered a DL's moderating effect on the relationship between EO and firm's performance. To test the hypothesis, the interaction's effect between EO and DL was added to the analysis. Model 4 shows a positive and significant interaction's effect of DL and EO on firm's performance ($\beta = 0.31$, $p < 0.01$), confirming the second research's hypothesis.

Table 2. Regression results

Independent variable	Model 1	Model 2	Model 3	Model 4
Control variables:				
Age	0.217**	0.194*	0.121*	0.138*
Environmental hostility	-0.131**	-0.154**	-0.101**	0.140*
Main effects:				
H1: Entrepreneurial orientation		0.263***	0.213**	0.205***
Dominant logic			0.281***	0.247***
Interaction effect:				
H2: Entrepreneurial orientation x dominant logic				0.314***
F	3.018***	3.844***	4.622***	5.128***
R-square	0.101	0.172	0.184	0.225
R-square adjusted	0.098**	0.159**	0.173	0.203
Estimate Standard Error	1.334	1.011	0.988	0.921

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

The regression equations are strong and explain between 16% and 20% of the variation in the dependent variables, which is acceptable. Moreover, to better understand the interaction nature, the EO's effect on firm's performance was plotted for both low and high DL (Aiken and West, 1991), as shown in Figure 1. The graph suggests that when the DL is low, a good firm performance is not obtained, but when the DL is high, there is a better firm performance.

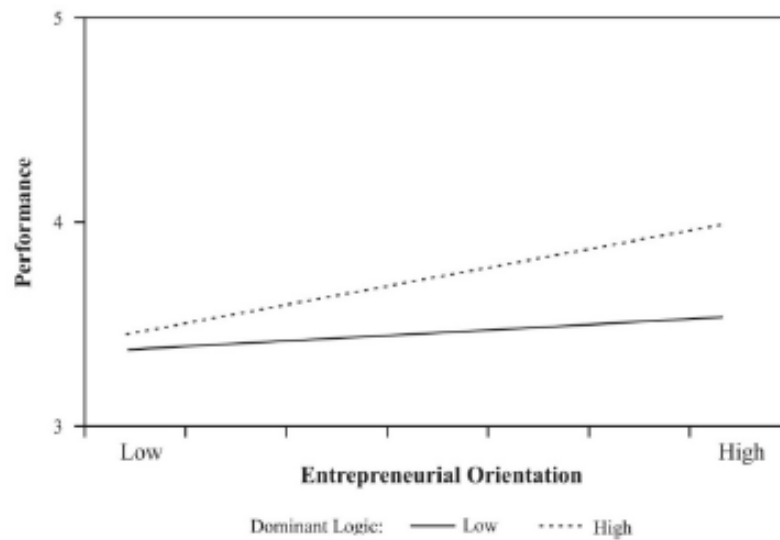


Figure 1. Moderating effect of dominant logic on the entrepreneurial orientation-performance relationship

Limitations and future research

The results of this research should be seen in the light of their limitations. First, there is no reason to believe that the results can be extended to firms with other features, including other contexts. For the enterprise's type (micro) and context (Mexico), the environmental hostility was significant, which may not necessarily occur in other research designs. Another limitation is the evaluation of the scales, as those were only made by the founder-manager. This may make sense for small size firms, in which, despite being in operation for several years, the founder-manager's dominant logic prevails (Hofstede, 2001). However, the debate continues over the use of multiple answers to ensure the validity of the results. The validation could come from those who are closely monitoring the operation and firm's performance internally, and those outside the company who are familiar with the firm's performance.

One more limitation of this work is the lack of previous studies that have used a scale to assess the DL. This paper proposes a scale based on the Von Krogh et al. (2000), proposal; however, the confirmatory factor analysis gave the pattern to eliminate internal conceptualization. In the scope of this work it is difficult to confirm if the DL can be understood just with the external conceptualization.

The limitations discussed here can be overcome in future research. Development of a DL rating scale is necessary. The results achieved in this work can be useful in this regard, considering the aspects of internal character

and major importance. a research paper focused exclusively on the DL scale development is in its own an important contribution to knowledge creation. This is evidenced by research papers that have developed scales to assess other constructs, such as entrepreneurial passion (Cardon, Gregoire, Stevens and Patel, 2013), business' alert (Tan, Kacmar and Busenitz, 2012), and even the reflection that exists on EO's assessment scales (Covin and Wales, 2012).

The DL is a construct with a highly cognitive content; however, future research could consider studying it in combination with other constructs, such as personality or intelligence. This combination could help to better understand the style, conduct and behavior of strategic decision makers in an organization.

Comparative work can also contribute to a better understanding of the EO in an organization. It would be interesting to know how the organizational culture type influences the decision making style (Hofstede, 2001). Finally, whenever possible, it is necessary to include quantitative variables to measure the firm's performance. In a microenterprise, the founder-manager has to perform several tasks at the same time that cannot be delegated. Given this, financial firm's control is virtually impossible, since it is well known that strategic planning of this nature in firms is also nonexistent.

Conclusion

This work result leads us to believe that the microenterprise's performance is slightly better when it involves an analysis of the external environment surrounding the firm. In other words, the external conceptualization of the DL helps improve the relationship between EO and firm performance. This result confirms that the relationship between EO and performance improves when considering other variables involved in this relationship (Covin, Green and Slevin, 2006, Wiklund and Shepherd, 2003). In the same perspective, the results support the idea that the context in which the company operates also influences the relationship between EO and performance (Walter, Auer and Ritter, 2006). This conclusion can be seen in the influence that environmental hostility has as a control variable on EO and performance relationship, shown in previous works (Parida, Westerberg, Ylinenpää and Roininen, 2010, Wiklund and Shepherd, 2003).

Due to the firms' size discussed in this paper, it is interesting to comment on the dimensions that were eliminated from both the EO and the DL, which were identified after performing confirmatory factor analysis. With respect to EO, innovativeness is not a necessary condition for maintaining competitiveness. In this case, autonomy, as EO's dimension, is irrelevant due

to the decision-making centralization. We believe that the same occurs with the DL's internal conceptualization.

From the above, we believe that the position of the microenterprises is based on good external analysis and risky and timely decision making. The company must take risks constantly and that makes it a proactive firm. The environmental hostility, as a control variable, was shown to have a negative relationship with performance, which is also related to competitive aggressiveness.

These results lead us to conclude that the firm's own characteristics, such as size, limited resources and market share, make its environment more competitive, even hostile, so that firms can decide to use aggressive practices. It is important to add that, through the founder-manager relationship, DL is emphasized among the competition, customers and consumers.

Finally, the results of this work contribute to the proposition that the relationship between two variables can be improved when incorporating a third contingent variable. In this case, the DL falls directly on the founder-manager relationship, so that their skills directly influence the firm's performance.

As the firm's structure becomes larger, the founder-manager's DL influence decreases, due to the incorporation of new positions, new visions and then the new DL is more inclusive and participatory. However, previous studies have also highlighted the fact that the EO is not the only variable that can explain the firm's performance. In this work, the EO only explains about 16% of the firm's performance and its combination with DL about 20%.

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Abstrakt (in Polish)

Przez ostatnie 30 lat badania nad Orientacją Przedsiębiorczą (OP) dostarczyły wielu cennych informacji dotyczących strategii, przedsiębiorczości oraz wydajności na poziomie firmy. W świecie przedsiębiorczości, mikroprzedsiębiorstwa odgrywają szczególną rolę w biznesowym kontekście gospodarki. Nie były one jednak dotychczas wystarczająco obecne w badaniach nad OP. Artykuł bada relację między OP a wydajnością w grupie mikro-przedsiębiorstw meksykańskich i obejmuje Dominującą Logikę (DL) jako zmienną moderującą tę relację. Wyniki wykazują, iż zmienne dotyczące podejmowania ryzyka, proaktywności, oraz agresywnej konkurencji z OP wpływają na wydajność mikro-przedsiębiorstw. Ponadto, zewnętrzna conceptualizacja DL moderuje relację między OP i wydajnością. Artykuł pokazuje wnioski płynące z badania, jak również ograniczenia i przyszłe metody prowadzenia badań nad tym tematem. Słowa kluczowe: orientacja przedsiębiorcza, dominująca logika, wydajność firmy, mikro-przedsiębiorstwa.

3.4. Strategic Decision Making and Firms in Growth Stage

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Abstract- This paper shows partial results from a project research about Strategic Decision Making (SDM) of firms in different stages of the organizational life cycle. SDM has been studied in the context of the firms. However, there is not enough knowledge about how the entrepreneurs make strategic decisions when the firm is in a growth stage. The objective of this research was to examine the effects of specific factors associated with the decision maker influencing Entrepreneurial Orientation (EO) and how the EO influences the firm's performance. The results were achieved by using empirical data from 173 firms in the growth stage. The results show that SDM has an effect on EO, and that there is a significant relation between EO and firm performance. The paper concludes with a discussion about the results and suggestions for future research of this topic.

Keywords: *strategic decision making, entrepreneurial orientation, firm performance, growth stage.*

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Strategic Decision Making and Firms in Growth Stage

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Abstract- This paper shows partial results from a project research about Strategic Decision Making (SDM) of firms in different stages of the organizational life cycle. SDM has been studied in the context of the firms. However, there is not enough knowledge about how the entrepreneurs make strategic decisions when the firm is in a growth stage. The objective of this research was to examine the effects of specific factors associated with the decision maker influencing Entrepreneurial Orientation (EO) and how the EO influences the firm's performance. The results were achieved by using empirical data from 173 firms in the growth stage. The results show that SDM has an effect on EO, and that there is a significant relation between EO and firm performance. The paper concludes with a discussion about the results and suggestions for future research of this topic.

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I. INTRODUCTION

Research about Entrepreneurial Orientation (EO) began around three decades ago with the seminal ideas of Miller (1983), although he didn't use the concept of EO in his initial study (Miller, 2011). EO has become a main topic in the field of entrepreneurship during the latest decades (Covin & Wales, 2012). The interest in EO can be found in the results of various studies that propose EO as a predictive variable of firm performance (Rauch et al., 2009).

Certainly, a wide research on EO has been produced in which analysis of EO's determinant factors abounds, as well as their consequences on performance. For example, some studies examine the founder-manager's psychology as EO's precursors (Simsek, Heavey & Veiga, 2010), and others study the context (Green, Covin & Slevin, 2008) and the relationship between the EO and the firm's resources (Dess, Lumpkin & Covin, 1997). The great majority of studies research the effects of EO on a firm's performance, whether directly within different

environments and strategies, or moderated by other conditions (Wiklund & Shepherd, 2005).

In the interest of making progress in the study of EO, this research includes a new variable, this being the Strategic Decision Making (SDM) style adopted by the entrepreneur, since, by identifying the way in which the entrepreneur conceptualizes his firm and makes decisions, more knowledge on the EO's nature could be gained and, accordingly, of the firm's performance.

Based on the former facts, the objective of this paper is to know to what extent specific factors of the SDM influence in the EO and how the EO influences the firm's performance when it is found in a growth stage. Therefore, this study makes two important contributions. First, it proposes the SDM style as a precursory variable of the EO and the firm's performance as consequence of the EO (Covin & Lumpkin, 2011). Second, it considers the organizational life cycle, specifically the growth state, as a factor that influences decision making, as well as in the EO and in the firm's performance (Bonn & Pettigrew, 2009).

In the next section of this paper a study of the literature related to this topic is presented, as well as the methodology used for this research. Later, the results of the study are presented, and finally, an argumentation and conclusions section is presented, in which suggestions for future research are included.

II. LITERATURE REVIEW AND HYPOTHESIS

a) Strategic Decision Making

SDM has been a subject of study from different academic disciplines. Schwenk (1995) mentions that some research projects have focused on its contents and have identified a decision making process. Other works have focused on organizational factors that influence in the SDM process (Rajagopalan, Rasheed & Datta, 1993).

In general, strategic decisions undertake the firm's resources to reach posed objectives. According to Noorderhaven (1995), strategic decisions share four essential characteristics which are interlinked and they are key in this research. The first of them is complexity. When a situation is simple, that is, when it consists of a limited number of variables, the strategic decision making process becomes trivial. Campbell (1988) mentions that a decision's complexity is found in the multiple trajectories that can be followed to reach a

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result; or various results can be reached, considering that interdependence exists among the factors that lead to those results. The second characteristic mentioned by Noorderhaven (1995) is uncertainty. The decision-maker does not know the possible results due to the multiple existing alternatives. This means that the information asymmetry influences on decision making given the uncertainty generated by not having the necessary information at the right moment.

The third characteristic is rationality. The decision maker analyzes the advantages of all the possible trajectories that allow him to reach the specific objectives previously established. It is expected that this person has an extensive knowledge about the relevant elements involved in the situation as well as the resources which allow him to identify the option with the greatest value in his preference scale. The fourth and last characteristic mentioned by Noorderhaven (1995) is control. "Without control any pattern observable in a stream of decisions or actions at the level of an organization is the involuntary outcome of an interplay of causal forces rather than the intentional result of deliberate actions of individuals" (Noorderhaven, 1995, p. 22).

These four characteristics describe a general framework in which the SDM takes place and identifies cognitive factors that sustain the decision making style. The cognitive representations developed by the entrepreneur act as a trigger for the decision of acting entrepreneurially or conservatively and the outcomes of these decisions.

b) *Entrepreneurial Orientation*

The concept of EO has been found in literature about strategy and entrepreneurship as a construct which helps characterize the entrepreneurial behavior in an organization (Basso, Fayolle & Bouchard, 2009). Miller (1983, p. 771) mentioned that "An entrepreneurial firm is one that engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with proactive innovations, beating competitors to the punch". For Stevenson and Jarrillo (1990), a firm has an entrepreneurial behavior if its actions and processes are oriented towards the recognition and exploitation of business opportunities. From a more general focus, EO refers to the tendencies, processes, and behaviors that lead a firm to enter new or already established markets, with new or already existent products (Lumpkin & Dess, 1996).

Research on EO has found evidence that leads to presume that the firms that adopt a greater EO have a better performance (Rauch et al., 2009; George & Marino, 2011). However, Covin and Lumpkin (2011) mention that the results are not conclusive yet and, although the differences in results may be attributed to different research designs, the differences reflect the fact that sometimes EO does not contribute to improve

the firm's performance. Now, the strength of this relation depends on the internal and external characteristics to the organization, wherefore the EO-firm performance relation is more complex than a simple direct relation (Miller, 2011).

Most of the studies have adopted Miller's (1983) three sub-dimensions to become acquainted with a firm's entrepreneurial behavior –innovativeness, risk taking, and proactiveness. Innovativeness is the firm's proneness to support and encourage ideas and creative processes that lead to the development of new products and services. Risk taking reflects the firm's tendency to undertake projects in which profits are uncertain and proactiveness refers to taking the initiative of pursuing new business opportunities in emerging markets.

In contrast to firms adopting an EO, there are firms that adopt a more conservative orientation, which do not tolerate risk, are less innovative and passive in developing new markets and business opportunities (Miller & Friesen, 1982). A firm's behavior can be classified along a continuum ranging from highly conservative to highly entrepreneurial and firm's position in this continuum describes its EO (Lumpkin & Dess, 1996).

Although EO favors a better performance for the firm, it is necessary for it to be directed appropriately within the organization, which implies seizing opportunities through the firm's resources and capabilities (Covin, Green & Slevin, 2006). Hence, the managers must adopt a management style which privileges flexibility, speed, innovation, integration, as well as the constant challenges that emanate from changing conditions (Kuratko et al., 2005).

c) *Firms In Growth Stage*

The firm in the growth stage is prone to actively seek new investment opportunities and to enlarge the number of employees and clients (Jawahar & McLaughlin, 2001). The firm's growth makes the management more complex, harder and more crucial. Managers need to focus more on the long-term effect their decisions have on organizational process, structures and systems (Smith, Mitchell & Summer, 1985).

Firms that are in the growth stage face the challenge of seizing opportunities. Nonetheless, in most occasions, these firms lack the necessary resources and capabilities as well as market power to allow them to respond faster to the circumstances within their competitive environment (Aloulou & Fayolle, 2005). Also, firms often aggressively challenge their competitors in the hopes of improving their competitive position and, ultimately their performance (Ferrier, 2001). In this sense, the entrepreneur exerts a dominant effect on this stage of the firm and he is capable of promoting a strong entrepreneurial culture, which may be transformed into a firm's collective behavior (Meyer &

Heppard, 2000). Therefore, this study proposes that the SDM done by the founder-manager in a firm in the growth stage influences its EO and to figure out how the EO influences its performance. More formally, and given the previous review of literature on SDM and EO, this study establishes the following hypothesis:

H1: The SDM style adopted by the manager when the firm is in the growth stage influences its EO.

H2: The EO adopted by a firm when it is in the growth stage impacts its performance.

III. METHODOLOGY

a) Sample and Data Collection

One of the challenges faced in this research was having a sample of firms in the growth stage in a particular industry. The data collection took place during 2011 and 2012 generating a sample size that would allow a robust statistical analysis. The selection criteria were the following: (1) to have achieved between 5 to 20 years operating in the market. This time frame is considered due to fact that, generally, the firm has stability and it's searching for growth opportunities (Miller & Le Breton-Miller, 2005). (2) To have between 31 and 100 employees –a standard for the medium-size firm defined by Mexico's Secretaría de Economía. (3) To be a firm in the manufacturing industry. Based on these criteria, an initial sample of 1285 firms was achieved by using the Sistema de Información Empresarial Mexicano.

As the purpose of this research was to explore relationships between variables, the survey method was used to collect information. A questionnaire was developed whose external validity was resolved with pilot tests performed with managers from firms in the growth stage. Doubts, confusion and writing issues in the questionnaire allowed it to be corrected. The definite questionnaires were sent electronically.

Questionnaires were addressed to firms' managers with a letter explaining the purpose of the study. A total of 173 questionnaires were obtained (13.4%). Response rate is low; nevertheless, this is common in this kind of studies. Given the sample's size, concern arises about the results' statistical generalization. Hence, the ANOVA test was performed to examine possible non-response bias, as suggested by Armstrong and Overton (1977). The results revealed that there was no evidence of systematic non-response bias.

b) Measurements

Strategic decision making. The first variable in this study was the SDM style adopted by the manager. This study followed the Noorderhaven (1995) proposal with the four cognitive factors which define the decision making style: complexity, uncertainty, rationality, and control. Eight items were generated to measure the

degree of influence the cognitive factors hold in the decision making style, so the 7-point Likert scale was used to evaluate the 4 constructs. The Cronbach's α for the SDM scale was found to be above the 0.80 threshold ($\alpha = 0.84$).

Entrepreneurial orientation. The second variable in this study was the EO. The Miller/Covin and Slevin (1989) scale was used, which constrains the constructs that measure the 7-point Likert scale, a firm's tendency towards innovativeness, risk taking and proactiveness. The average of the nine items evaluated the intensity of the EO, so that the bigger the average was, the more entrepreneurial strategic stance the firm had. Cronbach's α for the EO scale was found to be above 0.80 ($\alpha = 0.85$).

Firm performance. A frequent problem the research faces when evaluating firms' performance is the lack of financial information. In the face of the absence of this information, some researchers (Chandler & Hanks, 1993; Wiklund & Shepherd, 2005) suggest evaluating the firm's performance in comparison with its main competitors' performance. Based on this proposal, the 5-item development evaluation scale was used, in which an internal efficiency and a sales' performance is considered (Lichtenthaler, 2009; Parida et al., 2010). The 5 items were measured in a 7-point Likert scale where 4 points indicated a performance similar to its competitors. The Cronbach's α for the firm's performance scale was also found to be above 0.80 ($\alpha = 0.83$) here.

Control variables. Literature shows that the environmental conditions such as hostility and dynamism influence in the firm's performance (Lumpkin & Dess, 2001), therefore, these factors were controlled during the analysis. In order to measure the hostility, an average of the three items was used in a 7-point semantic differential scale developed by Covin and Slevin (1990). The bigger the index, the more hostile the firm's environment was. The coefficient alpha was acceptable ($\alpha = 0.86$). The environmental dynamism was measured by the three items that integrate the 7-point semantic differential scale by Miller and Friesen (1982). The bigger the average of the three, the greater the firm's environmental dynamism. The coefficient alpha was acceptable ($\alpha = 0.82$).

c) Data analysis

The information analysis followed two stages. During the first stage a confirmatory factorial analysis was performed to determine if the EO's dimensions, the SDM's dimensions, and the firm performance represented different constructs. Initial results suggested that it was not necessary to remove any item from the scale to improve the model fit in the sample. The model fit was assessed using χ^2/df , Goodness-of-Fit Index (GFI) (Jöreskog & Sörbom, 1996), and the

Comparative Fit Index (CFI) (Bentler, 1992). The threshold for χ^2/df should be less than three or less than two in a more restrictive sense (Premkumar & King, 1994). The values of GFI and CFI should be above 0.90 (Jöreskog & Sörbom, 1996).

The measurement of the model resulted in a good fit for growth firms' sample ($\chi^2/df = 2.88$, GFI = 0.890, CFI = 0.911). All the factor loadings are in acceptable ranges and significant at $p=0.001$, ranging from 0.62 to 0.82 indicating convergent validity (Anderson & Gerbin, 1988). The average variance obtained for the measurement of EO was 0.70 in growth firm's sample, which is slightly higher than the threshold suggested by Bagozzi and Yi (1988).

Regarding strategic making decision, the model resulted in a good fit also ($\chi^2/df = 2.78$, GFI = 0.90, CFI = 0.92). All the factor loadings were significant at $p = 0.001$ with the range between 0.62 and 0.81. Regarding the measurement of firm's performance, the model resulted in a good fit ($\chi^2/df = 2.77$, GFI = 0.940, CFI = 0.921). All the factor loadings are in acceptable ranges and significant at $p = 0.001$, ranging from 0.69 to 0.84 indicating convergent validity (Anderson & Gerbin, 1988).

The second stage in the analysis of information was to test the hypotheses using the correlation analysis and multiple regression analysis to determine how specific factors in SDM influence the EO and how the EO influences the firm's performance. The multiple regression analysis had two models. The first one was processed with the EO as a dependent variable and the second one was processed with firm's performance as a dependent variable.

IV. RESULTS

In the place, Pearson's correlations among complexity, uncertainty, rationality, control, EO, firm performance and the control variables were calculated (see Table 1). The correlation matrix reveals significant correlation results. For the EO there are positive and significant correlations to complexity, uncertainty and rationality. The control dynamism is also positive and significant. For firm performance, uncertainty and rationality had a positive and significant relation to firm performance. Additionally, there is a strong link with EO and dynamism.

Table 1 : Descriptive statistics and correlation matrix

Variables	Mean	SD	1	2	3	4	5	6	7	8
1 Hostility	3,88	2,01	1							
2 Dynamism	4,45	0,98	-0,04	1						
3 Complexity	4,57	1,01	-0,05	0,01	1					
4 Uncertainty	4,02	0,77	0,07***	-0,10**	0,11**	1				
5 Rationality	3,55	1,16	0,01	-0,12**	0,05	0,02	1			
6 Control	3,11	1,76	0,03**	0,03	0,07	0,04	0,01	1		
7 Entrepreneurial orientation	4,36	0,88	0,03	0,21**	0,23***	0,27**	0,21***	0,07**	1	
8 Firm performance	4,73	0,95	0,01	0,22**	0,10**	0,23**	0,28***	0,03**	0,24**	1

* $p < 0,10$; ** $p < 0,05$; *** $p < 0,01$

The next analysis was the multiple regression analysis to prove the hypothesis. The main purpose was to investigate the effects of SDM on growth firm's EO, and the effects of the EO on growth firm's performance. The results can be noted in Table 2. Within the factors intervening in decision making, rationality was the one exerting the greatest influence on the on the firm's EO ($\beta = 0.24$, $p < 0.10$ and, in second place, complexity

was found ($\beta = 0.19$, $p < 0.05$). On the other hand, the two control variables exert a positive influence on the EO (Hostility, $\beta = 0.17$, $p < 0.10$; Dynamics, $\beta = 0.15$, $p < 0.10$). The explained variance for the first regression (EO as dependent variable) is appropriate (about 17%). With this, the hypothesis 1 (H1) posed in this research is proved.

Table 2 : Regression analysis

	Dependent variables	
	Entrepreneurial orientation	Firm performance
Control and independent variables		
Hostility	0,169*	-0,224*
Dynamism	0,147*	-0,203*
Complexity	0,193**	
Uncertainty	-0,09*	
Rationality	0,244*	
Control	-0,02*	
Entrepreneurial orientation		0,258***
Model summary		
F-ratio	6,023	7,441
R ²	0,198	0,235
R ² adjusted	0,173	0,221
Standart error of the estimate	1,011	0,455
Significance	< 0,001	< 0,001

*p < 0,10; **p < 0,05; ***p < 0,01

Regarding the firm's performance, EO was the variable with the greatest influence on performance ($\beta = 0.26$, $p < 0.10$). Regarding the control variables (hostility and dynamism), they exerted a negative influence on the firm's performance (Hostility, $\beta = 0.22$, $p < 0.10$; Dynamism, $\beta = 0.20$, $p < 0.10$). The explained variance for the second regression (firm performance as dependent variable) explained about 22% of the variation in performance. Regarding hypothesis 2, EO has a better impact on firm's performance. With this, hypothesis 2 (H2) is proved.

V. DISCUSSION AND CONCLUSIONS

The general objective of this research was to examine the influence that the SDM style may have on the firms' EO and how the EO influences the firm's performance in the growth stage. We want to discuss two subjects that emerge from the results: (1) the influence of rationality, complexity and hostility on a firm's EO, and (2) the link between EO and firm's performance.

Regarding the elements that distinguish the decision making, both, rationality and complexity affect the firm's EO positively. It is important to highlight that rationality is the element with the biggest influence on

the EO and performance. It indicates that firms become more analytical in their decision making. Managers need to think about the long-term effects of their decisions on organizational processes, structures and systems because the organization is moving towards a greater level of scrutiny. On the other hand, when the entrepreneur faces a complex decision making, that is, when the possible outcome or consequence is not as evident, then he may be more rational. The results show that this combination does not inhibit the firm's EO or its performance, but, on the contrary, it promotes them. This means that we are facing a type of firm that is actively seeking new investment opportunities and to increase its staff, clients and geographical contacts (Jawahar & McLaughlin, 2001).

Finally, the relationship between EO and firm performance highlights once more that a firm that adopts an entrepreneurial posture achieves a better performance (Rauch et al., 2009). This may indicate that firms that adopt an entrepreneurial strategy are able to differentiate themselves from other firms through risk-taking and proactive actions, and by developing innovative products leading to a competitive advantage. Thus, having an entrepreneurial posture represents a path for firm's competitiveness.

The results shown in this study generate possibilities for future research. One of them may generate a more homogeneous sample. For this study only manufacturing firms were considered, but it would be interesting to find out how these variables behave in a particular industry, among them, the high-tech industry. These characteristics may show a different behavior of the variables in decision making. Moreover, a future research could consider a control variable on the number of staff members, in such way that whether this element influences in the EO or not, may be known. The firm's agility can be distressed by the number of staff members, thus subtracting the ability to adapt to a more changing environment; in the other words, it can be a negative influence in its dynamic capabilities (Eisenhardt & Martin, 2000). It could be assumed that this behavior would remain the more advanced the firm is in its development stages, but for this, it would be worth to compare at least two stages of firm's development.

While the results of this paper help to better understand the SDM and its impact in the firm's EO and subsequent performance, it is important to consider the results under certain limitations. The first one is that it would be interesting to know the evolution in strategic thinking of the same firm, although this would demand a long-term research. On the other hand, the acquired information on the firm's development was obtained through qualitative and comparative assessments on the entrepreneur's side. Although this way of obtaining information on the firm's performance has proven to be reliable, it is important to rely on other types of information.

The results shown in this study demonstrate the importance of the entrepreneur's decision making and how it influences in the firm's fate from the development stage the firm is in. The combination of several elements leads the entrepreneur to make decisions under conditions of uncertainty and incomplete information. This makes the heuristic a useful tool for decision making, since it can be conceived as a simplification strategy or rule that helps to deal with complex decisions (Bazerman & Moore, 2009). Ultimately, decision making is different in each firm and it influences on its EO and performance, so it demands the use of resources and different capacities to deal with the challenges it faces.

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CAPITULO 4. Artículos en revisión

4.1. Strategic decision-making speed in new technology based firms

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La literatura indica que existen factores del tipo personales, organizacionales y ambientales tienen cierto grado de influencia en la velocidad con la que se toman decisiones estratégicas en las organizaciones, el artículo "Strategic decision-making speed in new technology based firms" aborda este tema basado en las teorías de toma de decisiones y la teoría de las organizaciones, con el fin de proponer que la velocidad de la toma de decisiones estratégica tiene un efecto mediador sobre ellas. Esta investigación se llevó a cabo en organizaciones basadas en nuevas tecnologías (NTBF), debido a que éste tipo de organizaciones operan generalmente en ambientes altamente cambiantes lo que a su vez demanda una mayor rapidez en sus procesos de toma de decisiones. Finalmente se se concluye que la velocidad en la toma de decisiones estratégica tiene influencia sobre el desempeño de las NTBF y es mediadora entre la relación de incertidumbre, el modelo de dirección, el dinamismo y la hostilidad sobre el desempeño de la organización.

Este artículo fue enviado a la revista Revista de Administración e Innovación (RAI) en Agosto de 2013. La revista RAI fue diseñado por el Centro de Política y Gestión de la Tecnología de la Universidad de São Paulo, Brasil y es una revista internacional indexada en RedALyC y EBSCO. El estatus actual del artículo es que se encuentra en proceso de revisión.

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Title and Abstract

Title	Strategic decision-making speed in new technology based firms
Abstract	New Technology Based Firms (NTBF) operate in high-velocity environments that make considerable demands about the speed of strategic choices. This study draws upon strategic decision-making and organization theories to propose that strategic decision making speed mediates the relation between personal, organizational and environmental factors and performance. Hypotheses were theoretically developed and tested with data from an empirical investigation of Mexican NTBF. Measures of personal characteristics, organization structure, business environment, strategic decision speed and performance were collected from 103 Technology Founder Managers at the end of 2012. The results confirmed that strategic decision making speed influences the performance of NTBF and mediates the relation of uncertainty, CEO model, dynamism and hostility with firm performance.

4.2. Creative thinking style and the discovery of entrepreneurial opportunities in startups

Autores:

Héctor Montiel Campos, Francesc Solé Parrellada, Madet Ruiseñor Quintero,
Francisco A. Aguilar Valenzuela

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Diversos estudios en el área de negocios y estrategia buscan entender cómo las oportunidades de negocio pueden ser identificadas y explotadas, sin embargo, la investigación académica ha sido hasta ahora principalmente conceptual y se ha sugerido ahondar más en el origen y naturaleza de las oportunidades más que en sus características. En el artículo “Creative thinking style and the discovery of entrepreneurial opportunities in startups” se busca explorar la relación entre el estilo de pensamiento creativo, utilizado por el fundador-director y el tipo de oportunidad empresarial que selecciona. Este trabajo de investigación empíricamente probó dos tipos de pensamiento creativo, el tipo adaptable y el innovador, así como dos tipos de oportunidades empresariales, la Kirzneriana y la Shumpeteriana, perspectivas con puntos de vista opuestos. Para explorar esta relación, se compiló un análisis estadístico gradual, primero mediante un análisis factorial confirmatorio se probaron los componentes de la escala, después, se utilizaron los análisis de correlación y regresión para analizar la relación entre el pensamiento creativo y la oportunidad empresarial. Los resultados muestran que el estilo de pensamiento que prefiere generar ideas originales cuando se enfrenta a un problema, está fuertemente relacionado con el tipo de oportunidades empresariales innovadoras, que demanda una creatividad intelectual por parte del administrador que lo lleva a una gran cantidad de información nueva. Del mismo modo, un estilo de pensamiento que prefiere lo exhaustivo, preciso y metódico se relaciona con oportunidades empresariales incrementales, basándose en los patrones existentes para mejorar la oportunidad de negocio (o para hacer las cosas mejor).

Este artículo fue enviado el 29/Oct/2014 a la Revista de Negocios del programa de Posgrados en Administración de la Universidad Regional de Blumenau, Brasil, la cual es una revista internacional y esta indizada en LatIndex, Ulrich, Ebsco y actualmente se encuentra en proceso de revisión.



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PORTAL
SUBMISSÕES

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#4452 Sinopse

RESUMO
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Título e Resumo

Título	Creative thinking style and the discovery of entrepreneurial opportunities in startups
Resumo	It is generally accepted that the concept of entrepreneurship seeks to understand how opportunities are identified and exploited. However, academic research so far has been mainly conceptual. Consequently, it has been suggested that scholars in this field of research should be more concerned about the origin and nature of opportunities rather than their characteristics. The objective of this research was to explore the relationship between the creative thinking style used by the founder-manager and the type of entrepreneurial opportunity that he decided to exploit. This research empirically tested two types of creative thinking (adaptive and innovative) and two types of entrepreneurial opportunity (Kirznerian and Schumpeterian). Both perspectives have opposing views. To explore this relationship, a gradual statistical analysis of the answers provided by 116 founder-managers of startups was compiled. First, a confirmatory factor analysis was performed in order to test scale's components. Second, correlation and regression analysis were used to analyze the relation between creative thinking and entrepreneurial opportunity. Results indicate that the thinking style that prefers to generate original ideas when confronted with a problem is strongly related to the innovative entrepreneurial opportunities, requiring intellectual creativity from the manager leading to a wealth of new information. Similarly, a thinking style that prefers exhaustive, accurate and methodical styles is related to the incremental entrepreneurial opportunities, relying on existing patterns to make things better. Other relationships between the creative thinking style and the entrepreneurial opportunity are identified in the document, as well as theoretical and practical implications of each of them.

CAPÍTULO 5. Futuras líneas de investigación

Futuras líneas de investigación

Actualmente se encuentra en desarrollo un proyecto con el tema de la Orientación Empresarial en Organizaciones sin Fines de Lucro (OSFL), éste trabajo de investigación se deriva de las recomendaciones de autores como Drucker (1985) y de investigaciones recientes como Pearce li y col. (2010), Morris y col. (2011) y Hong y Cho (2012), entre otras, quienes han sugerido la idea de extender los alcances de la OE fuera de su contexto original, con el fin de incluir también a las OSFL. Sin embargo, la motivación del propósito social de las OSFL crea diferencias significativas con las organizaciones comerciales, en términos de sus procesos y resultados y aunque las dimensiones de innovación, toma de riesgos y proactividad permanecen relevantes en las OSFL, lo que cambia es la forma en la cual cada una de estas dimensiones se manifiesta (Morris y col., 2011).

Los directivos de las OSFL se enfrentan cada vez con mayor frecuencia a la problemática de conseguir más recursos con el fin de mantener el propósito social de sus organizaciones y varias investigaciones han encontrado que al igual que las organizaciones comerciales, las OSFL se pueden beneficiar de adoptar una postura más empresarial, con el fin de mejorar su desempeño. Por lo general las OSFL obtienen sus recursos a través de donativos, apoyos de ciertas instituciones del gobierno o grupo de personas afines con la causa que dicha organización persigue, pero también al igual que las organizaciones comerciales las OSFL empiezan a tener mayor competencia de otras OSFL lo que les obliga a buscar estrategias con el fin de mantener los recursos necesarios para su subsistencia o también buscar la forma de incrementar los servicios que prestan a la comunidad.

Dentro de las OSFL existen una gran cantidad de organizaciones con diferentes propósitos, dentro de las OSFL se puede identificar a los centros de investigación, que son organizaciones principalmente apoyadas por el gobierno, cuyos objetivos principales están enfocados a crear conocimiento, desarrollar recursos humanos de calidad y son organizaciones que no buscan obtener una ganancia directa derivada de sus actividades principales. Estas organizaciones, al depender de recursos provenientes del gobierno, automáticamente están regidas por la normatividad gubernamental y los recursos que éste le asigne para su funcionamiento, aunado a lo anterior, Etzkowitz (1999) en (Schuelke-Leech, 2013) señala que en años recientes las universidades han sido forzadas de manera incremental a continuar su desarrollo con recursos cada vez más limitados lo que ha provocado que los investigadores se enfrenten cada vez más a una mayor competencia por

los fondos destinados a Investigación y Desarrollo (Dill, 1996; Newman et al., 2004; Yusuf, en Schuelke-Leech (2013)). Esta situación empuja tanto a los directivos como a los investigadores de este tipo de instituciones a buscar alternativas con el fin de asegurar su supervivencia, buscar un mayor grado de autonomía que les permita llevar a cabo sus investigaciones y a la vez cumplir con su labor social.

Los directivos de los centros de investigación utilizan diferentes formas para medir el desempeño de sus organizaciones, sin embargo, aunque existen iniciativas para estandarizar los procesos para la medición del desempeño, resulta difícil lograrlo debido principalmente a la naturaleza tan diversa de cada una de estas organizaciones. Por otro lado, la medición del desempeño es solo una parte de la ecuación, debido a que también es muy importante conocer los factores que están asociados o afectan el desempeño institucional.

En este trabajo se propone investigar si es posible obtener las bondades que un mayor grado de OE ha ofrecido a las OC, en relación con su desempeño, pero en el entorno de una OSFL, para lo cual será necesario llevar a la OE fuera de su contexto original, es decir, el ramo comercial y aplicarla en una OSFL (ver figura 3), específicamente en un centro de investigación. Para lograr lo anterior será necesario plantear el objetivo general de buscar la forma de evaluar la relación del grado de OE con el Desempeño y su apoyo al proceso de toma de decisiones?

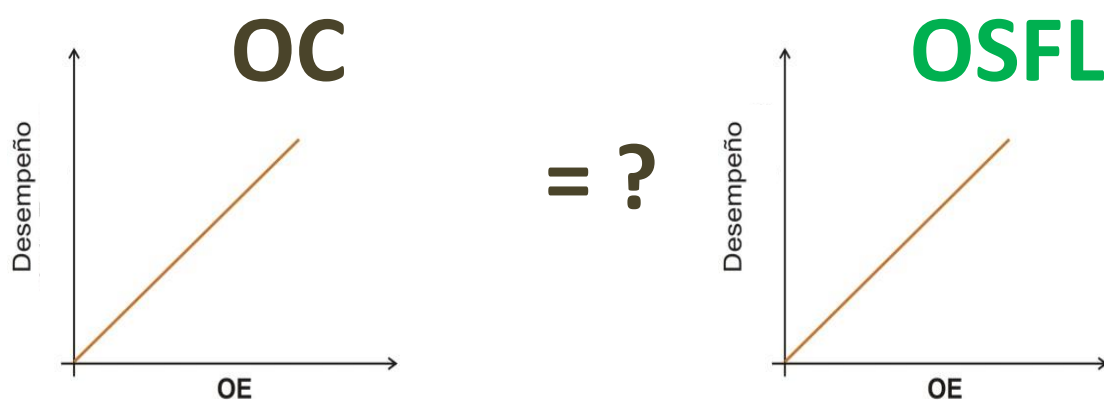


Figura 3. Relación OE – Desempeño ¿Se aplica en el contexto de las OSFL?

Este objetivo conlleva la búsqueda de formas para medir las cinco dimensiones de la OE, así mismo identificar que es el desempeño en éste tipo de organizaciones y

finalmente corroborar que exista una relación entre el grado de OE y el desempeño. Como se menciona en el capítulo 2, la OE está formada por 5 dimensiones: la innovación, la toma de riesgos, la proactividad, la autonomía y la agresividad competitiva. Entonces para este trabajo de investigación será necesario como primer punto poder identificar cada una de estas dimensiones en el contexto de las actividades realizadas por los investigadores de un Centro de Investigación.

Este trabajo se desarrollará como un estudio de caso, en el Centro de Investigación en Alimentación y Desarrollo, A.C. (CIAD), donde laboran 130 investigadores titulares, 117 de los cuales pertenecen al SNI: 10 Candidatos, 80 Nivel I, 22 Nivel II y 5 Nivel III, esta organización presenta la peculiaridad de contar con áreas de investigación en el área científica, tecnológica y social, lo que la hace una organización muy interesante para el desarrollo de la investigación ya que abarca las principales características de los centros de investigación. Es importante mencionar que existen muchos centros de investigación cuyo trabajo de investigación está completamente enfocado a una sola rama como serían los científicos, los tecnológicos o los sociales. Por otro lado, en esta institución se ofrecen 4 programas de posgrados: Maestría y Doctorado en Ciencias con la especialización en las áreas de nutrición humana, nutrición animal, tecnología de alimentos de origen vegetal, tecnología de alimentos de origen animal, así como la Maestría y el Doctorado en Desarrollo Regional, mismos que están dentro del Programa Nacional de Posgrados del CONACYT, y también se tiene un alto grado de vinculación a través de proyectos de investigación con la industria local y proyectos de vinculación social.

Entender las diferencias en la manifestación de la OE-Desempeño entre el contexto comercial y las OSFL y los factores que resaltan estas diferencias, es de particular interés en este trabajo de investigación.

El proyecto se ha iniciado con la primera etapa desde principios de 2014 consistente en el desarrollo del instrumento para la recolección de datos, generando el cuestionario inicial al cual se le aplicará el proceso de validación externa a través de pruebas piloto para eliminar confusiones en las preguntas, claridad en las mismas, con el fin de generar el cuestionario final, el cual se enviará de manera electrónica a todos los investigadores titulares para su posterior análisis. En este proyecto participan. Dr. Héctor Montiel Campos, Dra. María del Rocío Guadalupe Morales Salgado y el Dr. Jesús Martín Robles Parra.

CAPITULO 6. Conclusiones

Conclusiones

El objetivo de este capítulo es resumir los hallazgos obtenidos en las diferentes investigaciones presentadas en este proyecto de tesis, si bien cada artículo tiene su propia conclusión, en esta sección se pretende desarrollar este apartado de una manera más incluyente con el fin de captar el enfoque general de los diferentes trabajos incluyendo ciertos fragmentos de los diferentes artículos científicos mostrados en el capítulo 4, así como las propuestas que se encuentran en su etapa de revisión (capítulo 5), y la contribución de las mismas al campo de la OE-Desempeño y su relación con la Toma de Decisiones.

El objetivo general consistió en estudiar la relación existente entre la Orientación Empresarial y el Desempeño organizacional, así como su influencia en la Toma de Decisiones, como se puede apreciar a través de los temas desarrollados en los artículos publicados, así como también en aquellos en su etapa de revisión, sus objetivos particulares y aportaciones van encaminadas a contribuir al desarrollo del conocimiento en esta área de investigación.

Las aportaciones de los artículos y propuestas presentadas han contribuido al tema de maneras diferentes, como son: el estudio del impacto que la conciencia moral del director-fundador de la empresa, tiene sobre la relación OE-Desempeño, otra aportación es el estudio a través de un modelo de contingencia de la influencia que la orientación en el tiempo tiene sobre la relación EO-Desempeño en las pequeñas empresas, también se puede mencionar la contribución del estudio de la lógica dominante (DL) como una variable que modera la relación EO-Desempeño en un grupo de microempresas en México, así mismo, la investigación de los efectos de los factores específicos asociados con la toma de decisiones que influyen en la EO y su influencia en el desempeño de la Empresa, también la investigación de la relación entre el estilo de pensamiento creativo utilizado por el fundador-administrador y el tipo de oportunidad empresarial que decide explotar, en la que se evaluaron dos tipos de pensamiento: el adaptativo y el innovador, así como dos tipos de oportunidades empresariales: la Kirzneriana y la Schumpeteriana, perspectivas con puntos de vista opuestos, finalmente se puede mencionar el trabajo de investigación que se basa en las teoría de la toma de decisiones estratégica y la teoría organizacional, con el fin de analizar el efecto, que la velocidad de la toma de decisiones tiene, sobre los factores organizacionales, ambientales y el Desempeño.

Entre las conclusiones derivadas de los trabajos de investigación se puede afirmar que basado en la evidencia empírica es posible manifestar que la conciencia moral del director-fundador tiene el efecto de incrementar o decrementar la relación entre la OE y el desempeño.

Se encontró también que existe una relación positiva entre EO y el desempeño de la empresa, aunque esta relación muestra diferentes matices cuando se considera la naturaleza de la conciencia moral del director-fundador. La relación es fuerte y positiva sólo con bajos niveles de conciencia moral.

El efecto moderador de la conciencia moral en la relación EO-desempeño puede ayudar a la empresa mantenerse en el negocio, atraer nuevos clientes y mejorar su reputación como proveedor competente de productos y servicios tecnológicos. Del mismo modo, la EO podría contribuir al capital relacional de la empresa, que puede ser visto como una inversión en una posición de mercado.

También se puede mencionar los hallazgos respecto a la influencia positiva que tiene la orientación en el tiempo sobre la toma de decisiones y su impacto sobre la relación OE- Desempeño. Así mismo se puede agregar la influencia del ambiente externo que rodea a las micro-empresas sobre su desempeño y la consideración del efecto que otras variables también pueden tener.

Se deduce que la posición de las microempresas se basa en un buen análisis externo y la toma de decisiones arriesgada y oportuna, entonces la empresa debe tomar riesgos constantemente, lo que la hará una empresa proactiva. La hostilidad del medio ambiente, como variable de control, ha demostrado tener una relación negativa con respecto al desempeño, al igual que con la agresividad competitiva y a medida que la estructura de la empresa se hace más grande, la influencia de la lógica dominante del fundador-director disminuye, debido a la incorporación de nuevos puestos, nuevas visiones y entonces la nueva lógica dominante es más inclusiva y participativa.

Se puede mencionar como conclusiones de las investigaciones que es posible determinar la influencia de la hostilidad, la complejidad y la racionalidad sobre la relación EO-Desempeño, siendo esta última la que tiene una mayor influencia sobre dicha relación.

La relación entre EO y su desempeño una vez más demuestra que una empresa que adopta una postura empresarial logra un mejor desempeño(Rauch y col., 2009). Esto puede indicar que las empresas que adoptan una estrategia empresarial son capaces de diferenciarse de otras empresas a través de la toma de riesgos y acciones proactivas, y mediante el desarrollo de productos innovadores que conducen a una ventaja competitiva. Así, tener una postura empresarial representa un camino para la competitividad de la organización.

Como se puede ver, las aportaciones de estos trabajos de investigación al conocimiento en las áreas de la estrategia y el emprendimiento son variados e importantes. Las diferentes variables abordadas en las investigaciones nos permiten entre otros aspectos, conocer más sobre el impacto de la conciencia moral, la lógica dominante, el estilo de pensamiento creativo del director-fundador, su velocidad en la toma de decisiones, así como su preferencia al seleccionar algún tipo de oportunidades empresariales, por otro lado, también conocer más sobre la influencia que ambiente externo tiene sobre el desempeño organizacional.

Finalmente, aunque no menos importante que las aportaciones anteriormente mencionadas, está el hecho de los beneficios de seguir aportando al conocimiento en éstas áreas, las cuales sirven no solo a la comunidad académica, sino también al gremio empresarial quienes pueden acceder, a los resultados de este tipo de trabajos y conocer las grandes ventajas de ser un verdadero emprendedor, sin tener que experimentar en cabeza propia, sino más bien, basados en información sólida y confiable, sustentada en investigaciones que han analizado situaciones y empresas similares a las de ellos. Esta transferencia del conocimiento del sector académico al sector empresarial permite a los empresarios conocer las mejores prácticas que han brindado a algunas empresas una ventaja competitiva. El empresario puede de manera más rápida y efectiva conocer el tipo de cualidades que necesita desarrollar en su persona, los cambios a implementar en su empresa, como hacer un análisis del ambiente externo, etc., con el fin de lograr un mayor desempeño.

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