Girişimcilik ve Kalkınma Dergisi | *Journal of Entrepreneourship and Development*
Yaz 2024 • Cilt: 19 • Sayı: 1 • s. 12-25 • Summer 2024 • Volume: 19 • Number: 1• p. 12-25

OVERCOMING CHALLENGES IN ENTREPRENEURIAL AND INNOVATIVE ENDEAVORS

Evrim GÜNEŞ

evrimgunes1988@gmail.com

ORCID:

Reşat ŞEKERDİL

resat121@hotmail.com

ORCID:

ABSTRACT

Within this study, the examination of barriers to innovation and entrepreneurship both inside and outside the organization aims to elucidate the entrepreneur's role in innovation management. The entrepreneur's individual perceptions and behaviors significantly impact company establishment, organization, and management. Given these influences on staff and the company's ability to overcome barriers, the research delves into understanding and revealing innovation and entrepreneurship barriers from the entrepreneur's perspective. Future studies should investigate how entrepreneurs devise solutions for these barriers and examine the strategies they employ. This study emphasizes the necessity of addressing entrepreneurial and innovation obstacles together. Isolating them would diminish both their functions and added value. Furthermore, innovation acceptance signifies the quality of entrepreneurial activities, indicating that an innovative enterprise possesses organizational skills to outpace competitors. Findings on difficulties in entrepreneurship and innovation management categorize under Institutionalization, Commercial Difficulties, and Personal Skills. Commercialization and Management Barriers (6), Marketing Challenges (5), Experience Disparities (4), and Material Insufficiencies (4) top the list. However, these challenges are common in business life, underlining the lack of effective cooperation and common policies among development agencies, KOSGEB, professional organizations, and commercial stakeholders. General operational problems persist, indicating low effectiveness and efficiency in existing mechanisms.

Keywords: Innovation, Entrepreneurship, Barriers, Organizational Skills, Commercialization

1. INTRODUCTION

The recessions in the economies and the increasing business models in a uniform format have also created unemployment problems with the inadequacy of the existing markets. On the one hand, the inadequacy of the existing pie, the slicing of the pie many times due to the increasing population and the lack of enough share for the stakeholders, on the other hand, various obstacles arise with unemployment, socio-cultural and environmental problems as a result of inadequate markets. These barriers are valid for entrepreneurs as well as for existing firms. Today, market regulations concern not only firms but also entrepreneur candidates. A possible arrangement and conditions today or in the future likewise affect today's and future companies and entrepreneurs. The factors that we can clearly see these effects are seen concretely in environmental factors. However, it is a little harder to see; the business model that manifests itself in business management and the management and organization problems experienced in business processes. For example, the inability of enterprises to train effective managers may be a problem, while the inability of entrepreneurs to establish effective teams can be given as an example. Likewise, difficulties in partnership and corporate governance, such as being a partner, can be given as examples of internal obstacles. Ultimately, obstacles lead to job loss, motivation, inefficiency, cost and customer dissatisfaction. In this context, in our study, first of all, the literature on the difficulties in front of entrepreneurship and innovation barriers was examined, and then the issue was tried to be understood in depth with qualitative research and some solution alternatives were presented.

2. CHALLENGES TO ENTREPRENEURSHIP

Among the common barriers faced by entrepreneurs are psychological factors such as risk aversion, fear of failure, avoidance of stress and hard work, etc., and institutional factors such as policies, laws, regulations, government aid, lack of resources, etc. Institutional barriers that often negatively affect entrepreneurs' growth intentions are perceived barriers such as excessive bureaucracy, frequent inspections and the need to bribe officials, and increased time, financial and human resource costs that reduce the firm's resources. Another approach is that barriers provide incentives for growth, can be motivating. In such cases, the desire for growth may be linked to the need to overcome certain obstacles and in the process increase the chances of survival of the business and reduce the chances of failure in the long run (Singh Sandhu et al., 2011: 429-430). Here, the situation of the source comes to the fore in order to show the belief and adequate behavior in the relationship between perceived barrier and growth. As a result of a positive perception, obstacles are seen as an opportunity area for the development of entrepreneurship and leadership skills, and a belief that one will be successful in the long run emerges. If the resources are perceived as insufficient and the belief that the obstacle cannot be overcome, growth is inhibited. For a good understanding of the theme here, it is important to consider the theory of planned behavior and the intention-behavior link, emphasizing how individuals make sense of and relate to obstacles, focusing on their experiences and overcoming the obstacle. If the employee perceives that he is given the opportunity to develop a new venture from the outside, that there is an intention and that external conditions allow, voluntary behaviors will emerge, his belief that obstacles can be overcome will increase, and the individual will be ready to take action (Ahmed et al., 2017: 464).

In traditional theories, coordination and control of activities are considered critical dimensions of formal organizations that are successful in the modern world; bureaucratic structures are assumed to be the most effective and rational means of coordinating, standardizing and controlling subunits in modern techniques or complex relational networks involved in business activities. But structural elements are loosely linked to each other and to activities, rules are often violated, decisions are often not enforced or have ambiguous results if they are implemented, the efficiency of technologies is problematic, and evaluation and monitoring systems provide little coordination. Indeed, a different explanation is needed from the assumption that the elevations of formal structures coordinate and control activities. By focusing on the management of complex relational networks and the application of coordination and control, dominant theories neglected an alternative source of Weberian formal structures: the legitimacy of rationalized formal structures. Public opinion, opinions of important components, legitimate information through the education system, social prestige, laws, etc. elements are strong institutional rules that function as rationalized myths. Many elements of the formal structure such as profession, program and technology are institutionalized and function as myths (Meyer and Rowan, 1977: 340-363). According to institutional theory, the corporate environment refers to formal restrictions or facilities for certain business activities in terms of laws, policies and rules with regulatory, normative and cognitive pillars on the growth intention of corporate influence. These rules give small business owners responsibilities, property rights, while empowering them by providing opportunities and support for entrepreneurial activities through targeted government policies. By creating a positive regulatory environment in this way; it inspires entrepreneurial growth intentions by simplifying procedures, providing opportunities, support, protecting property rights, accessing markets, labor, loans, subsidies and tax preferences. However, if entrepreneurs perceive that institutional support is insufficient, institutions act as a barrier. Even if there are objective perceptions, entrepreneurs are more likely to prefer their own subjective perceptions. A positive perception of a sound and stable regulatory environment with increased confidence

in legal frameworks enables entrepreneurs to find confidence to make new investments. In this way, the fear of being wronged by entrepreneurs decreases, they can invest in business development. Perceived barriers to complex bureaucracy and high credit costs can hinder or even halt entrepreneurs' growth intentions (Bruton et al., 2010; Spencer and Gomez, 2004; Busenitz et al., 2000; Troilo, 2011; Shinnar et al., 2012; Peng, 2003; Doern, 2011 cited by Wang et al., 2019: 1284-1290). In this respect, institutional arrangements are very important. As rationalized institutional rules emerge in some areas of work activity, official organizations take form and expand by incorporating these rules as structural elements. In this way, the involvement of regulatory authorities provides order and assurance services to entrepreneurs. The more the society modernizes, the wider the rationalized institutional structure in the given areas, and the more areas that contain the rationalized institutions. It is likely to have more elaborate structures. In this context, it expands the access of entrepreneurs to factors of production, management capabilities and resources. As attempts to control and coordinate activities in institutionalized organizations lead to conflicts and loss of legitimacy, structural elements are separated into different activities. This indicates that there is a power and control effect on entrepreneurship. The more the structure of an institution is derived from institutional myths, the more thoroughly it deals with the games of trust, satisfaction, and goodwill, internally and externally. The assumption that things are as they seem allows employees and managers in the organization to perform their daily routines with a differentiated structure, in which they fulfill their roles properly. It allows entrepreneurs to establish an institutional structure. It provides permissions such as deriving tasks, creating new tasks, establishing relations between tasks and employees, establishing environmental relations with tasks. Institutionalized organizations try to minimize inspection and evaluation by both internal managers and external components (Meyer and Rowan, 1977: 340-363).

All organizations, even those that provide high levels of trust and goodwill, are in settings that have institutionalized rational inspection and evaluation rituals. Inspection and evaluation can reveal events and deviations that undermine legitimacy, that is, it accompanies and produces illegitimacy. Institutionalized organizations therefore minimize and ritualize inspection and evaluation. It carries the preferences of entrepreneurs, their intention to start a business, their organization of production factors and their expectations for the purpose on a legitimate basis and allows freedom for rules. Organizational success depends on factors beyond efficiency and effective coordination and control of activities. Regardless of their efficiency, organizations that are in and are isomorphic to highly elaborate corporate environments gain the legitimacy and resources they need to survive. In this context, organizations provide support to entrepreneurs, and entrepreneurs to organizations through power, support and regrowth-enterprise. The entrepreneurial process is determined by institutional dimensions such as regulations and cultural aspects. According to Urbano and Alvarez (2014), institutions represent the set of rules that have an impact on entrepreneurship (Muhammad et al., 2016; Urbano and Alvarez, 2014; Urban and Kujinga, 2017 cited in Espinoza-Benavides, and Díaz, 2019:1- 18). Given the market conditions affecting all business opportunities, including the size of the market space, accessibility and growth potential, and considering the trade-offs between them, suitable business opportunities depend on the balance between the supply side of entrepreneurs with certain resources on the one hand, and the opportunity structure and demand side of the markets on the other (Kloosterman et al., 1999 cited by Bagwell, 2018: 104). Financial and financial regulatory frameworks also have effects on entrepreneurs (Cardon et al., 2011; Eberhart et al., 2017 cited in Espinoza-Benavides and Díaz, 2019:1-18). In the context of the institutional environment, there are also informal institutional support dynamics provided through family relations and interactions of entrepreneurs, benefiting from the social capital of the entrepreneurial family to sustain entrepreneurial activity. Family relationships derived from social capital can attract human and financial capital in the family to the business. Social capital refers to access to real and potential resources obtained from the network of relationships owned by the individual or social unit for entrepreneurs. The leverage of social capital is the structural, cognitive and relational dimensions of resources and capabilities; the structural dimension refers to the interactions, patterns, and strength of ties in the family; the cognitive dimension considers the vision, purpose, and meaning that are normally shared as a result of shared history in families, while the relational dimension refers to collective trust, norms, obligations, and identity. In this respect, the social capital built in relationships is suitable for examining the dynamics and support in entrepreneurial families (Khanna and Rivkin, 2001; Nahapiet and Ghoshal, 1998 as cited in Estrada-Robles et al., 2020, 98-121).

Entrepreneurs face critical hurdles in the early stages of creating and developing new ventures, such as finding investors and raising capital, turning an idea into a product/service, validating the business model built around the product, and scaling their business. Whether it's a technology-focused business model with a completely new customer approach or a franchise company with a solid business plan implemented in a new location, new businesses are always in risky environments (Blank, 2013; Clarysse & Bruneel, 2007; Hillemane et al., 2019; Innocenti and Zampi, 2019; Ries, 2011; Rippa et al., 2019 cited by Silva et al., 2020: 595-628). In this context, the learning process may involve bringing forward customers and their learning of complex economic relationships, dependencies and mutual obligations such as suppliers, accountants, agents, marketing channels, among others such as acquaintances, friends and family. Therefore, although entrepreneurial learning involves a complex process consisting of continuous trial and error, it can learn through peer learning, learning by doing, learning from customer feedback, learning by copying,

solving problems and taking advantage of opportunities, and learning from mistakes and failures (Spender, 1996; Cope, 2011; Cope and Watts, 2000; Gibb, 1997 cited by Ekanem, 2015: 557-577). According to Ardichvili et al. (2003), three different stages are required to discover opportunities. The first is to see the needs in the market and to discover the resources that are not used enough, the second is to understand whether they are compatible based on the relationship between the needs and the resources, and the third is to create a new combination based on the potential for commercialization. Perceiving, evaluating and using opportunities means being in the entrepreneurial process. Entrepreneurs perceive opportunities from imbalances in the market, from people's expectations, beliefs, and differences in the knowledge they acquire over the future values of resources. Each individual shapes knowledge in different ways and evaluates it according to their human capital. The ability to recognize opportunities can also be viewed as a cognitive task involving knowledge structures that people use to make assessments, judgments or decisions. When evaluated within the scope of the behavioral approach, the context that the person wants to reach also has an effect. Accordingly, the way of perceiving opportunities is expected to change (Shane & Venkataraman, 2000; Gaglio & Katz, 2001; Kirzner, 1979; Ardichvili et al., 2003; George et al., 2016; Mitchell et al., 2002; Zahra et al., 2009; Krueger, 2007; McMullen et al., 2007; Mitchell et al., 2002 cited by Urban and Galawe, 2020: 349-372).

Another obstacle to entrepreneurship is the lack of resources and social networks (Sing Sandhu et al., 2011: 430). The less resources the entrepreneurs have, the more it will affect the success of the entrepreneurs. Critical resources in entrepreneurship are financial capital and human – social resources. Pruett et al. (2009) found that entrepreneurs are negatively affected by barriers that represent a lack of resources, such as lack of knowledge, lack of capital, or operational problems in the business. They divided capital resources into three categories: financial, human and cultural capital; financial capital is the amount of money an individual controls. According to the theory of liquidity constraints (Evans and Jovanovic, 1989), start-ups are often perceived as high-risk as they require substantial financial capital. Therefore, it may be difficult for them to find loans or find investors. Borrowing costs may increase to offset risk, personal capital may be requested as collateral. In particular, the risk perceptions of young entrepreneurs depend on the family's household wealth and income. Household wealth and income are expected to be positively correlated with entrepreneurial activity. Evidence about the later stages of entrepreneurial activity is unclear. Rich and high-income families are more likely to raise individuals who has entrepreneurial intentions. Young people are aware of the importance of financial resources for entrepreneurial success. It is very important for entrepreneurs to have business experience in terms of educating themselves in business life. An individual who has work experience can identify potential opportunities and gain access to them. He can access to marketing information, improve supplier and customer relations, gain the norms and specific work behaviors required by the job. Acceptance of him becomes easy in the business world. He can access resources quickly and effectively. "Access to resources", which is seen as essential for the success of entrepreneurial activity, affects both individual value and social value. It has a positive and significant indirect effect on entrepreneurial intentions (Aragon-Sanchez et al., 2017: 752-768). In the process of transforming experience into knowledge, entrepreneurs with different levels of experience may prefer different forms of transformation. Experienced entrepreneurs tend to be solution oriented, while less experienced entrepreneurs are eager to learn. Experienced entrepreneurs can become overly dependent on heuristics and recipes, limiting their ability to identify new opportunities. Due to the advantage of advancing through the system established by experienced entrepreneurs based on their experiences, risk tendencies decrease and they avoid taking risks on new things. Entrepreneurs with sufficient initial experience are more likely to identify business opportunities and successfully convert them into investment projects. Too much entrepreneurial experience can constrain their propensity to explore the potential of new knowledge. Thus, the knowledge gained from entrepreneurial experience is not situation specific, but tends to affect entrepreneurs' vision, self-awareness and understanding at a deeper level. Entrepreneurs are often faced with a broad set of experiences, which provides them with important inputs to enhance entrepreneurial learning. As a result, knowledge emerges, but it is unclear to explore the process in which the transformation takes place, with relations within contexts (Politis, 2005; Üçbaşaran et al., 2010; Gabrielsson & Politis, 2012 cited in Nguyen, 2019: 1166-1187). Organizations cannot maintain their values and survive unless they innovate their products and processes. One of the innovation barriers is seen as cultural-based problems. When innovation in organizations is considered short-term, employees will not have the opportunity to create innovative ideas with a suitable supportive organizational structure and management team. Since SMEs cannot bear the innovation costs alone, they need to cooperate with local governments. In order for innovation to spread, it is necessary to attach importance to university-industry cooperation. In this way, both costs decrease and access to information increases. Science parks, for example, are pretty good examples. In order for innovation to be managed in the organization, a collaborative style is needed instead of an autocratic style. Because cooperation facilitates the acceptance of innovation within the organization and adopts it, and includes employees in the decision-making process (McAdam et al., 2004: 206-221).

3. INNOVATION BARRIERS

Many disciplines are needed to understand innovation. This is because innovation is a long process. At the same time, innovation reports an outcome. Therefore, in order to understand innovation management, knowledge from many fields such as strategic management, organizational behavior, marketing strategies, finance, economics, commercial law is needed. One reason why innovation is a broad concept is that it includes the concepts of innovation and value. While the concept of value is measured by commercialization in the commercial field, it is evaluated as a benefit in the social sense (Şekerdil, 2016:44-47). In the Oslo Manual (2005), innovation is defined as "the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in internal business practices, workplace organization or external relations" (OECD and Eurostat, 2005: 50). Joseph A. Schumpeter defines innovation according to the following elements (Sundbo, 1998: 20 cited by Şekerdil, 2016: 45-46):

- Applying a new product or a new feature to a product,
- Developing a new production method,
- Expanding into new markets
- Reaching new raw material sources
- Creating new organizational structures (organizational innovation)

Schumpeter states that businesses can achieve competitive advantage by reaching innovation, while companies that do not innovate will lose their assets (Hobikoğlu, 2014: 123 cited in Şekerdil, 2016: 46). In the concept of innovation, it is important to be able to commercialize ideas. Innovation will make sense if new ideas are put into practice in a way that will open the doors of new markets and ensure profitability. At this point, it can be said that innovation does not only express a result, but also has a manageable process (Sanrı, 2011: 5; Şekerdil, 2016: 47). The main purpose of innovation is to make a positive change, to transform a person or thing for the better. In this case, the innovation that leads to an increase in productivity is also the main source of the increase in the volume of wealth in an economy. Innovation in the business world is as important to the company as it is to the customers. In other words, it makes people's lives better. Therefore, it is the most important source of competitive advantage and is at the top of the business agenda as a driver of profitable development. A company gains energy and purpose by implementing innovation within its body, and creates a new source of interest and relevance for customers (Fisk, 2011 as cited in Küsbeci, 2013). In this context, different definitions of innovation are shown in Table 1.

Functions of Innovation	Author
Unlike newness, it creates value. It is the task of giving human and material resources the capacity to generate new and greater wealth. It is a novelty activity that combines new production factors with existing resources and a tool used by entrepreneurs and an activity that increases welfare.	Peter F. Drucker
A new or significantly modified product (good or service) or process; is the use of a new marketing method or business practice in workplace organization or external relations.	OECD (2006)
Adoption of innovation is a process that involves the creation, development and implementation of new ideas or behaviors. It is the adaptation, development and creation of new ideas of an enterprise.	Damanpour (1996)
It is an important process that increases the competitiveness and profitability of businesses by adopting new products and ideas.	Roffe (1999)
Changes, differences and newnesses made in products, services and business methods in order to create economic and social benefit.	Elçi (2006)
It is a common attitude, a feeling that allows businesses to see the future and create a vision of the future.	Kuczmarski (2003)
Many people think of technology when they think of innovation, but innovation can be anything. It can be marketing innovation, financial model or the way you live your life.	Furth (2004)
It is necessary to see innovation from a broad perspective, from business processes to production areas, from customer relations to human resources.	Demirkıran (2006)
It is the process of transforming an idea into a marketable product or service, a new or improved method of production or distribution, or a new social service.	Çetindamar & Baktır (20099)
It is the process of transforming the needs of society into profitable business opportunities.	Swaim (2011)

It is a process involving the use of information related to the creation and marketing of a new and useful product.	Barutçugil (1983)
It is the synthesis, combination or embodiment of knowledge to create a new and valuable product, a production process or a service.	Luecke (2008)
It is to increase competitiveness by putting new ideas into commercial practice that have never been thought of before.	Kırım (2006)
Creativity is thinking new things, innovation is doing new things.	Theodore Levitt
An idea, practice, or object that is considered new by people.	Rogers (1995)
It is an activity that starts with the invention and ends with its entry into the market.	Keith & Theodore (1984)
It is the transformation of science and technology into an economic and social benefit of innovation, which evaluates the role played by science and technology in a process as learning by doing – learning by research.	TÜSİAD, 2003: 23
It means going one step ahead of life, thus influencing and changing the environment.	Dinçer (2004)
It is a key factor in ensuring the success and continuity of companies.	Roffe (1999)
In today's competitive environment, the continuous renewal of the products, processes and organizational structures of the companies is the basic element of their existence.	Cozijnsen et al. (2000)

Table 1: Functions of Innovation

Source: Sanrı, 2011, Küsbeci, 2013, Şekerdil, 2016.

It is seen that the definitions and functions of innovation above have been discussed by many authors and different functions have come to the fore. Innovation also has a different meaning from newness as it includes commercialization as well as innovation; for something to be innovation, it must be commercialized and create an economic and social added value or benefit (Korkmaz, 2004; Uzkurt, 2010; KOSGEB, 2015; European Commission, 1995; TÜSİAD, 2003; Sundbo, 1998; Luecke, 2003; Satı, 2013). ; Elçi, 2008; Şeşen and Basım, 2012; Güney, 2015; Serikan and Arat, 2013; Ağca and Kurt, 2007, Satı and Işık, 2011; Satı, 2010 cited in Şekerdil, 2016: 46-47). For this reason, commercialization skills are also a very important issue in the innovation process.

Schumpeter (1934) emphasized the importance of innovation as the driving force of economic growth in the early 20th century. Porter (1980) stated that the competitiveness of nations depends on an industry's ability to innovate and develop,and suggested that companies gain competitive advantage through innovation. Innovation has therefore proven to be important at both the company level and the national level. Hult et al. (2004) defined innovation as a proactive attempt to change the organization. Hult stated that due to the change between the environment and the organization, the organization should adopt innovations over time, that competitive advantage can be achieved in this way, and in this context, there are activities that contribute to efficiency and success. Therefore, innovation is recognized as one of the key strategic processes that can help the organization adapt. Damanpour (1991), Henard and Szymaski (2001) and Grant (2005) came to similar conclusions. Innovation ability is accepted as an important success factor for survival and performance in the business world (Schumpeter, 1934; Burns & Stalker, 1961; Porter, 1990 cited in Sánchez et al., 2011: 15).

Traditional models for managing innovations focused on new product development activities that encompass a range of activities including product development, managing and transforming resources, gathering knowledge and expertise, and creating products that meet or create market demand. As noted by Krishnan and Ulrich (2001), various approaches to product development management typically focus on a single theme or area (primarily marketing, organization, engineering projects, and operations management). Other studies have offered a more comprehensive view of the innovation process and management; Goffin and Mitchell (2010) proposed the Pentathlon framework, which is a five-dimensional model for innovation management. Hansen and Birkinshaw (2007) have proposed the idea of organizational forms and innovation value chain that enable teams and middle managers to develop ideas and even create prototypes without prior permission by a board or committee (Salerno et al., 2015: 59).

The desired outcome from a well-managed innovation system is the development of corporate capabilities that can become a competitive advantage by spreading valuable offerings in the market, increasing market size, revenue, profit margins, brand equity and ultimately wealth. It is presented as wages and market value for company employees and shareholders, respectively. With the implementation of innovation management frameworks, innovation maturity and competitiveness models are used to measure and obtain metrics related to progress with innovation management implementation programs. This is the application of innovation management theory to strategically plan the introduction, distribution and growth of new technologies in the market (Bouwer, 2017: 5). Table 2 includes examples of innovation management theories used in businesses.

Positioning Theory (Ries ve Trout, 1981)	Ansoff Matrix (1957), BCG Matrix (1970), GE-McKinsey Matrix (1980). Five Complementary Forces and Theory of Competitive Advantage (Porter, 1979).
Evolving Theories	Push-Pull Integrated Innovation (1990); Blue Ocean Strategy (Kim and Mauborgne, 2004)
Jobs To Be Done Theory	Value Innovation (Kim & Mauborgne, 1997; Christensen et al., 2016; Wunker et al., 2016; Bettencourt & Ulwick, 2008)
Result-Based Innovation	Diffusion of Innovations (Rogers, 1962); Technology S-Curve (Foster, 1986)
Innovation Funnel Theory Disruptive Innovation Theory	Dynamic Product and Process Innovation model (Utterback and Abernathy, 1975); Managing New Product and Process Development (Clark and Wheelwright, 1993)
Open Innovation	Prof. Henry Chesbrough's open innovation (Chesbrough, 2017)
Innovation Ecosystems	Prof. Ron Adner (Adner, 2017; Adner ve Kapoor, 2016; Adner, 2014; Adner ve Kapoor, 2010; Spruijt, 2015; Xu vd., 2007)

Table 2: Examples of Innovation Management Theories Used in Businesses

Source: Bouwer, 2017: 5-9.

When the innovation theories in Table 2 are evaluated on an individual basis, it indicates the commercialization skills of individuals regarding their innovative attitudes and tendencies. Waychal et al. (2011) see the concepts of new thinking and value creation as “the output of innovation as a competence”. Behavioral characteristics, intellectual abilities, application abilities of the individual in operationalizing innovation; they are indicators of the success of innovation as a competence within the existing ecosystem. These abilities can be seen as management and leadership abilities, technical, scientific and production abilities, and interpersonal abilities. People typically acquire skills that enable them to apply existing technologies and adapt to existing ways of doing things. However, they also acquire skills that will assist them in developing new products or organizing work and production processes in new ways. Considering that there are many forms of innovation that do not always follow certain stages, the relationship between innovation and skills will be complex (Harrison, 2015: 11). In this context, these abilities indicate that there must be some necessary conditions for both innovative behavior and innovation to occur. As can be seen, innovation is quite complex for organizations and is not an easy process to manage. Innovative work behavior is a situation that is consciously created and designed as the creation, promotion and application of new ideas in organizations. Overcoming the insurmountable problems by the managers is seen as a tool against changing business conditions and increasing competition. Because innovative work behavior includes learning fast, being determined, taking risks and being creative. These skills basically overlap with entrepreneurship skills, but they do not express entrepreneurial tendency. Innovative work behavior is an organizational tool that encourages personnel, legitimizes innovative practices within the organization, and ensures rapid adaptation of other employees in order to ensure the emergence and dissemination of practices that will accelerate the organization in human resources, extend the success and life of the organization. The nature of the innovation involved, the nature of the skills available within an organization, the distribution, and the possibility of transformation and development will affect innovation skills. Developing and promoting innovation management skills is an important aspect to generating innovation ideas, learn skills associated with ensuring innovation management, effectiveness of innovation processes and diffusion of innovations. Figure 1 shows the traditional innovation model.

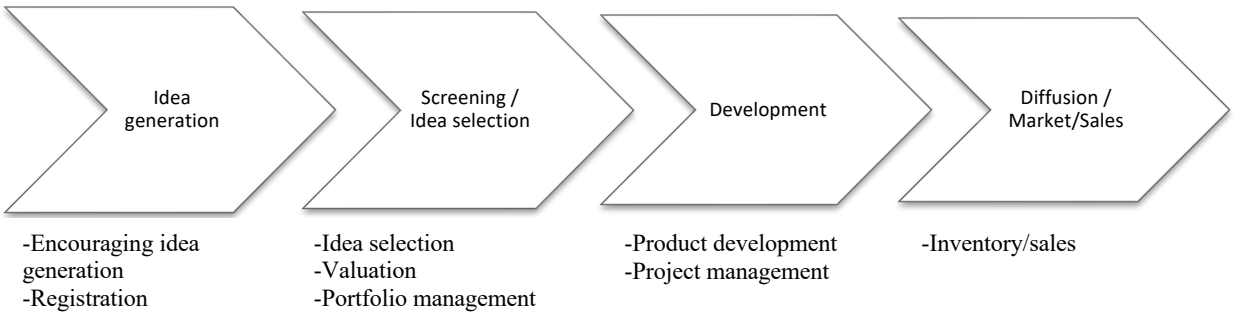

Figure 1: Traditional Innovation Model Linear Sequence

Source: Salerno vd., 2015:61.

Traditional models for managing innovation have focused on new product development activities and include a range of activities, including developing products, managing and transforming resources, gathering information and expertise on features, and creating products that meet or create market demand (Wheelwright and Clark, 1992 cited in Salerno et al., 2015: 60). The traditional process is typically used by companies with a well-structured innovation process. The flow of this innovation process can be divided into two parts. The first part is about idea generation, idea selection, development and initial release/sales and the product is developed on a pilot or experimental scale. Diffusion (sales) needs to be done for a particular market niche. Because the perceived market has not reached the desired size in production processes, product features or production facilities. The company allocates resources to grow or create the market by acquiring new customers, trying to grow infrastructure and market institutions, or building a cognitive model of needs patterns and product features. In the second part, with the perceived market expansion, sales contracts or otherwise, the company tries to achieve an industrial and commercial scale of production (Salerno et al., 2015: 59). According to the classical model in Figure 1, the first part expresses innovative behavior, while the second part expresses commercialization. It does not seem possible to explain the success of innovation in a business only with innovative behaviors. For this reason, in order for innovation to be successful in a business, the innovation strategy must be integrated with the corporate strategy. Innovation is a process that concerns all company employees. For this reason, everyone from the top management to the lower level can contribute to the production of innovation. Innovation should not be expected based solely on in-house expertise in in-house entrepreneurship or innovation. Since innovation takes place in a process that expresses the result, there are different dynamic elements; there are many factors such as customer expectations, market conditions, company opportunities, adequacy of labor force, willingness of senior management, taking into account the self-capabilities and outsourcing of the enterprise.

Innovation barriers have been classified in various ways. There are classifications as innovation barriers originating from within the organization, innovation barriers originating from outside the organization or organizational reasons, individual reasons and other reasons. Insufficient information in the company, high perception of risk factor, technological inadequacy, inability to perceive innovation in the organization, inability to attract information into the organization, senior management not supporting innovation sufficiently, excessive bureaucracy, cost factors and limited time, resistance groups within the organization, lack of leadership and managerial skills, perceived as instant enthusiasm, low tolerance for mistakes, lack of innovation strategies in organizations, employees' reluctance to take initiative regarding projects, career anxiety, perceived work as a secure job by the employee, demanding effort and effort to learn and create innovations, sufficient cost and efficiency reduction practices, lack of qualified personnel, lack of financing, investments that will cause high costs may be required, dependency concerns as a result of collaborations, legislations, taxation, standards may be encountered. There are various and quite meaningful and complex obstacles such as current difficulties, difficulties that may be experienced in the field of marketing, inadequacy in the supply of information and services from external sources, and lack of demand from customers (Sanri, 2011: 18; Kübeci, 2013: 54; Yilmaz, 2010: 27; Aktaş, 2018: 27-28). Innovation can occur from a single action or from multiple incremental actions. The types and degrees of innovation will gain meaning according to the conditions in it. Therefore, innovation practices involve broad contexts and products. However, innovation studies have some common features; it is a process and ultimately expresses a result, it is a group activity, it expresses a special change, it carries a risk of failure, it includes behavioral approaches in transferring new things to the market, it creates a qualitative and quantitative effect, the relative relative of the expectations it meets in customer satisfaction importance, having a competitive position, accepting innovation and showing its influence and power (Ertürk 2011, 273; Dinçer and Fidan 2012, 190; Karabulut 1981, 37-38 cited in Küsbeci, 2013: 28). Innovation is the best competitive tool for companies and enables them to live comfortably in dynamic environments. Adapting to the environment, improving the knowledge, intelligence and creativity potential of employees, increasing the conscious use of technology, and making

learning effectively help to gain an advantage in competitive areas. Firms should use innovation as a tool to adapt to changes and manage change well in order to exist. According to their ability to perceive changes, they are expected to produce goods and services that will meet customer expectations and put them on the market. Firms that fail to realize this expectation will also lose their competitive advantages (Ülgen and Mirze 2001; Roffe, 1998 cited in Sanrı, 2011: 10).

Within the scope of this study, to explain the reasons for innovation and entrepreneurship barriers both inside and outside the organization; the situation of the entrepreneur has been tried to be explained through innovation management. The individual perception and individual behaviors of the entrepreneur have a definite effect on the establishment, organization and management of the company. Since these perceptions and behaviors affect both the staff and the company in overcoming innovation and entrepreneurship barriers, in the research section, innovation and entrepreneurship barriers were tried to be understood and revealed from the perspective of entrepreneurs. In future studies, it is important to understand how entrepreneurs produce solutions for innovation and entrepreneurship barriers and to examine which strategies they use or create.

4. METHOD OF RESEARCH

4.1 Sample

Purposive sampling was used to create new assumptions and structured interviews were conducted with the owners (entrepreneurs) of the companies in Ege University Technopolis. The sample consists of 8 participants. Participants in the study are between the ages of 30 and 51. Education levels are undergraduate and postgraduate. All participants have more than 5 years of professional experience.

4.2 Analysis

Data were collected by interview technique, one of the qualitative research techniques. Within the scope of the field study, face-to-face, in-depth, semi-structured interview method was applied. Each interview lasted approximately 1 hour. These interviews were analyzed by deciphering the audio recordings and converting them into transcripts. The data were analyzed with descriptive and content analysis. In the descriptive analysis, direct quotations were included in order to reflect the views of the participants. After the descriptive analysis phase, content analysis was conducted. The purpose of content analysis is to reveal concepts and relationships. Content analysis consists of systematic and interpretive analysis sections. In the systematic analysis part, the codes and themes that could not be obtained in the descriptive analysis were created. For this purpose, the interviews of the participants were read several times, the expressions were coded, and the codes that were similar to each other in terms of meaning and relationship were brought together to form themes. In the interpretative analysis part, the findings were interpreted by the researchers and compared with the findings of some similar studies in the literature. The research question created in this context is as follows: What are the difficulties and obstacles encountered in entrepreneurship and innovation management?

5. RESEARCH FINDINGS

Within the scope of the research, the participants evaluated the difficulties they observed and experienced. The fact that innovation expresses a result also expresses a process behind it. In this context, being able to see the obstacles and difficulties in the background in order to understand innovation will benefit us in the development of our strategies and behaviors. In particular, the inferences here are very important for policy makers so that guiding institutions and organizations can be more effective. It is also very important for entrepreneur candidates who want to start this business, in order to see the problems that existing in-house entrepreneurs and business owners may encounter. It will also be beneficial for academic administrators and academics who want to bring the entrepreneurship and innovation culture to their universities and courses.

	(f)
Business Processes - Technical Procedure Barriers	1
Business Difficulties - Financial Insufficiencies	4
Personality- Networking Competence	1

Personality-Generation Differences and Communication Barriers	1
Personality-Experience Differences and Inexperience	4
Personality - Ability to Transform into Innovation	1
Personality- Team Building Inability	2
Personality - Dissolution of Company Partners	2
Business Challenges - Barriers to Commercialization and Difficult to Manage	6
Personality - Caring for the House and Responsibility to the Family	1
Commercial Difficulties - Anxiety Caused by the Problems in the Country's Economy	2
Personality - Not Being Multifunctional	3
Business Challenges - Marketing Challenges	5
Business Processes - Lack of Entrepreneurship and Innovation Culture	2
Personality- Inability to Identify Problems	1
Personality - Perception of Intrapreneurship as a Threat	1

Table 3: Findings Regarding the Challenges and Barriers Encountered in Entrepreneurship and Innovation Management

In the table above, there are descriptive expressions of the problems encountered in entrepreneurship and innovative activities in technology companies. The findings regarding the difficulties and obstacles encountered in the entrepreneurship and innovation method in Table 3 have been compiled under 3 categories; Institutionalization - Commercial Difficulties - Personal Skills, the most mentioned are as follows; Barriers to Commercialization and Difficult Management (6), Difficulties in Marketing (5), Differences in Experience and Inexperience (4), Financial Insufficiencies (4), Not Being Multifunctional (3), Lack of Entrepreneurship and Innovation Culture (2), Team Building Inability (2), Disintegration of Company Partners (2), Anxiety Caused by Problems in the Country's Economy (2), Generational Differences and Communication Barriers (1), Procedural Barriers (1), Failure to Identify Problems (1), Perception of Intrapreneurship as a Threat (1), Home Responsibility to Support and Family (1), Ability to Innovate (1), Networking Competence (1). The difficulties and obstacles experienced by the participants during their innovation and entrepreneurship activities are given under the headings below. In accordance with research ethics and confidentiality principle, the names of the participants were hidden and code names were given as P1, P2… to represent the word "Participant".

5.1. Institutionalization

Entrepreneurship and innovation barriers related to institutionalization were detected as; technical procedural barriers, lack of entrepreneurship and innovation culture, team building ability, disintegration of company partners, perception of intrapreneurship as a threat, inability to identify problems and ability to transform into innovation. Relevant statements are given below.

5.1.1. Technical Procedural Barriers

"If entrepreneurship really comes with funding, it requires paperwork especially in a public institution. Paperwork is required even if it comes unfunded. One of the biggest obstacles is that although it is said to be improved and reduced, technical procedure." P1

"We input the project data to the R&D portal. Each project need to be detailed." P2

"In order to receive financial reports and benefit from many tax and SSI (Social Security Institution) incentives such as exemption reports, the projects we carry out need to be detailed and their procedures completed." P3

5.1.2. Lack of Entrepreneurship and Innovation Culture

"They are unaware of working with the entrepreneur, of course, there can be many reasons for this." P3

"We still have a trust problem, whereas there is a TUBITAK (Scientific and Technological Research Council of Turkey) or KOSGEB project, but we still cannot find the support we want." P8

5.1.3. Team Building Ability

"Must have the ability to build a team" P1

"We are a teammate, okay I can be the owner of the company, you can be the employee, but this company is valuable because of you and I am aware of this, I act accordingly, there is no hierarchy, they act with the spirit of team friendship, motivation, at least they have this skill, it is an initiative or it is important for the business idea to be successful." P4

5.1.4 Dissolution of Company Partners

"The disintegration of the company in the entrepreneurial process; it is a serious risk that company partners are variable. People who are partners of the company can go and get a job in a place that pays 10 thousand liras." P1

"If you have money and make a living, it's not a problem. When the money runs out or the money increases incredibly, there are fights, investors pay attention to these and such." P3

5.1.5. Perception of Intrapreneurship as a Threat

"I find a problem and the solution to the problem may actually be something the boss does not want; whether you support me or not, I will do this, if you support it, it will be profitable because you need it too, because you need it, and it should not take the information from there, for example, establish a different company because then you transfer the information of that company." P6

5.1.6. Failure to Identify Problems

"Let's see if there is a problem, let me make it concrete, for example children with autism have problems like: let's develop something mechanical so that children with autism can feel better, communicate and so on, we say ask if that family really needs it, let's see if they really buy it." P6

5.1.7. The Ability to Innovate

"Having the ability to transform the experience gained after working into something really new in a meaningful way, having the ability to bring what we call the market together with the people who will use it, reaching the people who will use the innovative idea, and in specific groups, they have difficulty in implementing an innovative idea due to both permissions and traditionalist perspective." P1

5.2. Personal Skill

Entrepreneurship and innovation barriers related to personal skill were detected as; networking competence, generational differences and communication barriers, experience differences and ınexperience, responsibility to housekeeping and family, not being a multifunctional human. Relevant statements are given below.

5.2.1. Networking Competence

"Entrepreneurs who can solve the financial side of the environment quickly and manpower can do this more easily with motivation, but in the other part, they give up on the way in the process." P1

5.2.2. Generational Differences and Communication Barriers

"Generational differences have communication differences and perception differences, they actually have a problem of minimizing this as much as they can. I can say that it is concerned with creating a more collaborative, more communicative ground in connection with each other." P1

5.2.3. Experience Differences and Inexperience

"A person may have a family experience, a global experience because the experience in Turkey and the global experience are not the same, there is a difference between working in an international company for 2 years or 5 years and being an entrepreneur. They are looking for an experienced person to accompany them in studies that require more intensive laboratory work, such as health or deep-checking." P1

"Looking at the subject in terms of entrepreneurship types, the experience needed for technological entrepreneurship cannot be the same as the experience needed for social entrepreneurship." P2

"Trust is somewhat based on past work experience." P3

"The most challenging barrier for the very young is business management experience." P5

"If they start to establish a company directly without any experience, they will go bankrupt, the project will end, they will not be able to sell their products until the support ends, and they will not be able to commercialize their products, nor will they be able to search for an extra market." P8

5.2.4. Responsibility to Housekeeping and Family

"The necessity to earn money and family pressure, the role of the person in society, the inability to produce the desired product can demotivate them when it comes into play." P2

5.2.5. Not Being a Multifunctional Human

"who states that he can do any job, is aware of the fact that he can work independently of working hours and regardless of time, can go to the customer, answer the phone, and deal with the accountant." P4

"We learned a lot during this process, I knew nothing in sales and marketing, I never did anything like this in my life, then we received training. We send e-mails to the customers about what we are doing, we are looking for the customers, do you have any shortcomings, do you have a problem, do you encounter something that you do not understand, that is, we are in constant contact like this." P5

"You need to be competent, you need to make your team competent, you need to show that there is a real opportunity related to the field you work in." P7

5.3. Commercial/Financial Challenges

Entrepreneurship and innovation barriers related to commercial/financial challenges were detected as; barriers to commercialization and difficult to manage, financial insufficiencies, anxiety caused by problems in the country's economy and marketing challenges. Relevant statements are given below.

5.3.1. Barriers to Commercialization and Difficult to Manage

"Something that can already be commercialized very quickly in the commercialization process can lose its market advantage, for example, because the process takes too long." P1

"The risk that every idea will not achieve sufficient commercial success. It may be a very good idea, but if you can't sell enough, both your idea and motivation will be lost." P2

"As the work gets longer, that is, the longer the product emergence time, my motivation decreases then. You have two kinds of expectations, one employee expects a product, two expectation of making money if these products are working. As long as these two processes are prolonged, your motivation is lost. A business that we see as a very good opportunity and realize it, you know how to work very well in terms of commercialization and sometimes you can enter the market early." P3

"Minimum "values" of the product in the minimum "value" to be deducted, where not everything can be sold, are well-determined." P4

"We made our first sale to a power plant in Siirt, based on our advertisement on an online site, we sold 1 megawatt in February, then we couldn't sell it until July, the psychological pressure of this was a year and a half you couldn't sell, because who are you?" P5

"I can say that intrapreneurship is the teams that are more equipped to solve the problem with a clear solution focus. There are plenty of examples we have worked with in this process, but let's say you are an outsider, you do not see a problem, you do not have a problem, then sales problems arise in the market." P6

5.3.2. Financial Insufficiencies

"There is something we call breath-holding time, that is, the fact that an entrepreneur is actually supporting himself with the material thing he has, which ensures his high motivation while running this endeavor, unfortunately, when the material side is exhausted, they can give up slowly when the breath-holding process is difficult." P1

"Access to financial capital is everything." P2

"The first thing is access to financial capital. This is reality." P5

5.3.3 Anxiety Caused by Problems in the Country's Economy

"Since the country's economy is constantly turbulent, it is not clear what will happen, there is the issue of not being able to get paid, so when we founded the company, the dollar was around 2 liras, now it is 16-17, we never anticipated this, all the services we buy are paid in dollars." P5

5.3.4. Marketing Challenges

"Decision makers and bosses always look at material things too much, sales, marketing, procurement processes take a long time, if you are looking at the direct reference of large companies, who are you working with, so someone has to trust you so that other can too, but we made it very cheap so that we can be recognized." P5

6. RESULTS AND DISCUSSION

While innovation is accepted as a tool for entrepreneurs, entrepreneurship is seen as a tool for society and countries. The motivation for this instrumentality of entrepreneurship is basically sustainability and the solution of social problems. This resource is innovation. In summary; Entrepreneurs use opportunities by creating innovation. In order to perceive and transform opportunities, it is very important that the ecosystem is suitable as well as the need for the skills of the entrepreneurs. For this reason, in this study, it has emerged that the obstacles to entrepreneurship and innovation should be handled in a single pot. Because if they are separated from each other, both their functions and their added value will decrease. Another reason for continuing the analysis in this way is; The acceptance of innovation as an indicator of the quality of entrepreneurial activities is the fact that an innovating enterprise also has organizational skills that enable it to be far ahead of its current competitors; more clearly, organizations and teams that can innovate are more valuable in terms of both process and output. In the light of these evaluations, understanding and solving innovation barriers increases the possibility of solving existing organizational problems. Because innovation takes place in organizations where there is consensus and negotiations. Findings regarding the difficulties and obstacles encountered in the entrepreneurship and innovation method have been compiled under 3 categories; Institutionalization - Commercial Challenges - Personal Skills, in the most mentioned order; Barriers to Commercialization and Difficult Management (6), Difficulties in Marketing (5), Differences in Experience and Inexperience (4), Material Insufficiencies (4) were determined to be at the forefront. However, it is an important issue that should be noted that these problems are the difficulties encountered in business life in general. The reason for the business problems is the lack of effective cooperation and common policies between development agencies, KOSGEB, professional organizations and other stakeholders of commercial life, and therefore the problems are in the middle in a spiral and rooted way. Because the general operating problems are still there, it shows the fact that the effectiveness and efficiency of these mechanisms is low. For example, if an entrepreneur cannot enter the market because he does not have enough work experience, the relevant authorities are expected to create mechanisms and networks that will provide the opportunity to continue with an experienced entrepreneur or a mentor who can get sufficient provision from the sector so that the valued business model is not hindered. Although detailed analyzes of these problems are recommended, in general, responsible authorities should be able to classify these problems and develop effective solution systems. Activities that will take place within the scope of both the entrepreneur's capacity and management skills and knowledge can be gained through training and mentoring. In this context, these mechanisms can be provided by academics with sufficient provision and by effective consultancy firms that have proven their legitimacy, such as management and financial consultancy.

REFERENCES

AHMED, T., Chandran, V. G. R., & KLOBAS, J. E. (2017). Demographic differences in learner response to entrepreneurial education programmes in Pakistan. Educational Studies, 43(4), 464–483. doi:10.1080/03055698.2017.1293506

AKTAŞ, E. (2018). İnovasyon Yönetimi ve İşletmelerde İnovasyon Yönetimine Yönelik Bir Araştırma (Yayınlanmamış Yüksek Lisans Tezi). Okan Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.

ARAGON-SANCHEZ, A., BAIXAULI-SOLER, S. and CARRASCO-HERNANDEZ, A.J. (2017). A missing link: the behavioral mediators between resources and entrepreneurial intentions. International Journal of Entrepreneurial Behavior & Research, 23(5), 752-768. https://doi.org/10.1108/IJEBR-06-2016-0172

BAGWELL, S. (2018). From mixed embeddedness to transnational mixed embeddedness: An exploration of Vietnamese businesses in London. International Journal of Entrepreneurial Behavior & Research, 24 (1), 104-120. https://doi.org/10.1108/IJEBR-01-2017-0035

BOUWER, L. Innovation Management Theory Evolution Map (April 7, 2017). Available at SSRN: https://ssrn.com/abstract=3222848 or http://dx.doi.org/10.2139/ssrn.3222848

EKANEM, I. (2015). Entrepreneurial learning: gender differences. International Journal of Entrepreneurial Behavior & Research, 21(4), 557-577. https://doi.org/10.1108/IJEBR-08-2014-0146

ESPINOZA-BENAVIDES, J., & DÍAZ, D. (2019). The entrepreneurial profile after failure. International Journal of Entrepreneurial Behavior & Research. 25(1): 1-18. doi:10.1108/ijebr-04-2018-0242

ESTRADA-ROBLES, M., WILLIAMS, N. and VORLEY, T. (2020). Navigating institutional challenges in Mexico: The role of social capital in entrepreneurial families. International Journal of Entrepreneurial Behavior & Research, 26(1), 98-121. https://doi.org/10.1108/IJEBR-05-2017-0180

HARRISON, A. (2015). Exploring Skills and Competencies for Innovators (September 10-13, 2015). 5th International Conference on Engaged Management Scholarship: Baltimore, Maryland. http://dx.doi.org/10.2139/ssrn.2676333

KÜSBECI, P. (2013). İşletmelerde İnovasyon Yönetimi ve İstanbul İlinde Sektörler Arası Ampirik Bir Çalışma (Yayınlanmamış Yüksek Lisans Tezi). Beykent Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.

MCADAM, R., MCCONVERY, T. and ARMSTRONG, G. (2004). Barriers to innovation within small firms in a peripheral location. International Journal of Entrepreneurial Behavior & Research, 10(3), 206-221. https://doi.org/10.1108/13552550410536780

MEYER, J. W. and ROWAN, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. American Journal of Sociology, 83(2), 340–363. http://www.jstor.org/stable/2778293

NGUYEN, B. (2019). Is a bit more experience bad? The role of entrepreneurial experience on investment rate. International Journal of Entrepreneurial Behavior & Research, 25(6), 1166-1187. https://doi.org/10.1108/IJEBR-06-2018-0375

OECD and Eurostat (2005). Oslo Kılavuzu: Yenilik Verilerinin Toplanması ve Yorumlanması İçin İlkeler, 3. Baskı, Ankara: Tübitak Yayınları.

SALERNO, M. S., GOMES, L., SILVA, D., BAGNO, R. and LARA, S. (2015). Innovation processes: Which process for which project? Technovation, 35, 59-70. 10.1016/j.technovation.2014.07.012.

SANCHEZ, A., LAGO, A., FERRAS, X. and RIBERA, J. (2011). Innovation Management Practices, Strategic Adaptation, and Business Results: Evidence from the Electronics Industry. Journal of Technology Management & Innovation, 6(2), 14-39.

SANRI, H. (2011). Yönetim Fonksiyonları Bağlamında İnovasyon Yönetimi: Türkiye Mobilya Endüstrisinde İnovasyon Yönetimi Sürecinin İncelenmesi ve Bir Model Önerisi Yayınlanmamış Yüksek Lisans Tezi). Atatürk Üniversitesi Sosyal Bilimler Enstitüsü, Erzurum.

SILVA, D.S., GHEZZI, A., AGUIAR, R.B.d., CORTIMIGLIA, M.N. and ten CATEN, C.S. (2020). Lean Startup, Agile Methodologies and Customer Development for business model innovation: A systematic review and research agenda. International Journal of Entrepreneurial Behavior & Research, 26(4), 595-628. https://doi.org/10.1108/IJEBR-07-2019-0425

SINGH SANDHU, M., FAHMI SIDIQUE, S. and RIAZ, S. (2011). Entrepreneurship barriers and entrepreneurial inclination among Malaysian postgraduate students. International Journal of Entrepreneurial Behavior & Research, 17(4), 428-449. https://doi.org/10.1108/13552551111139656

ŞEKERDIL, R. (2016). İç Girişimcilik Eğilimlerinin Sosyal İnovasyon Üzerine Etkisi: İzmir İlinde Özel Banka Çalışanlarına Yönelik Bir Araştırma (Yayınlanmamış Yüksek Lisans Tezi). İzmir Katip Çelebi Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.

URBAN, B. and GALAWE, J. (2020). The mediating effect of self-efficacy on the relationship between moral judgement, empathy and social opportunity recognition in South Africa. International Journal of Entrepreneurial Behavior & Research, 26(2), 349-372. https://doi.org/10.1108/IJEBR-05-2019-0271

WANG, J., LI, Y. and LONG, D. (2019). Gender gap in entrepreneurial growth ambition: The role of culturally contingent perceptions of the institutional environment in China. International Journal of Entrepreneurial Behavior & Research, 25(6), 1283-1307. https://doi.org/10.1108/IJEBR-04-2018-0248

YILMAZ, T. (2010). Küçük ve Orta Ölçekli İmalat İşletmelerinde Yenilik (İnovasyon) Yönetimi: İzmir İli Örneği (Yayınlanmamış Yüksek Lisans Tezi). Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.