



MANAGERS' OPINIONS ON EFFECTS OF CORPORATE ENTREPRENEURSHIP FACTORS ON THE PERFORMANCES OF HEALTH INSTITUTIONS: TOKAT SAMPLE

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Abstract

This study includes scientific data regarding the performance impacts of the entrepreneurship ability of managers serving in health sector. 65 health managers involved in the study and the data obtained from these managers were subjected to t-tests and multiple regression analysis. According to the findings risk-taking tendency and competitive aggressiveness have a positive effect on financial performance of the hospitals they manage. In addition, all factors are found to have a positive effect on business performance (non-financial)

Keywords; corporate entrepreneurship, innovation, performance

1. Introduction

In this century, it is obvious that the institutions and organizations that serve for the human health increased in number. This fact led to a struggle to survive in the sector. They should make a continuous progress in the community they operate in by working harder. This progress will be more meaningful with a corporate entrepreneurship and an innovative approach.

Decisions taken by managers and innovative attempts will provide the organization with its progress. Organizations feel the need to adapt their organizational structures to the environmental conditions to survive and be successful in a more dynamic and complex environment (Miller, 1983). Corporate entrepreneurship tendency is considered to be shaped based on organizational structure (Covin and Slevin, 1991; Covin and Slevin, 1990). Existence of a supportive organizational structure is crucial (Erkocaoğlan ve Özgen, 2009:204) for these corporate entrepreneurship practices to be successful (Khandwalla, 1977; Salite, 1985; Skyes & Block, 1989; Barrett and Wernstein; 1998). Risk-taking may result in more realistic practices in terms of corporate entrepreneurship owing to the initiative given by superiors or founders. Risk and innovation entrepreneurship of managers, who have an elbow room based on the decisions taken by governmental agencies affiliated to the ministries, is an issue of concern. Innovations carried out by health organizations serving for human health should be evaluated in detail. While

individual entrepreneurship is assessed in terms of risk-taking, innovation and proactivity tendency, organizational entrepreneurship is evaluated as a process.

According to this perspective which approaches this issue in terms of private sector institutions' desire to drive profit and competitiveness factors, corporate entrepreneurship is a strategic tendency including decision-making ways and methods of an organization and innovativeness, risk-taking and proactivity dimensions in production activities (Rutherford and Holt, 2007: 430; Espinosa and Suanes, 2011:414). Together with the 'New Public Management' stream asserting that private sector methods and tools can be used in public sector to increase effectiveness and productivity, studies are carried out concluding that clumsy and unproductive areas of public organizations may be rendered more productive by means of the methods, techniques and approaches established in private sector (Öztürk, 2012: 154).

2. Corporate Entrepreneurship

Corporate entrepreneurship was first expressed by Pinchot (1985) in the sense of entrepreneurial activities. In Pinchot's work, the basic activities and suggestions of the people to create and develop new ideas in the enterprises in the organization are explained. But Zahra et al. (1999) state that the first studies on this topic belong to Peterson and Berger (1971), and that show that entrepreneurial activities help institutions to develop new institutions that generate revenue flows (Erkocaoğlu 2005). In a very general sense, corporate entrepreneurship can be defined as "being successful by establishing a different organization within an enterprise and focusing its employees on change and innovation" (Karacaoğlu and Sözbilen, 2013:44). Investigating the bases under which enterprise entrepreneurs gain an entrepreneurial identity to evaluate opportunities in the competitive environment has become a subject of research and work that has gained value in the recent management science field. This organizational behavior, which can translate existing opportunities into value, is recognized as a general concept in the international community, and when examined from the standpoint of definitions for corporate entrepreneurship and scientific literatures, it is understood that it is of interest and worth investigating.

By maintaining this important warning, it should be stated that Lawrence et al.'s (2011: 1) asserts that corporate business design is built upon the activities leading to the creation, sustainment and dissolution of institutions by linking together and expanding the practices towards institutional entrepreneur, institutional change and innovation. It seems plausible, therefore, to suggest that the individuals have reached a level of occupying a central place in realizing institutional affairs through the corporate entrepreneurs and actors

conceptualized by DiMaggio (1988) as equipped with necessary resources in order to create institutions concerned (Koç and Vurgun, 2012:409).

In terms of corporate entrepreneurship, theoretical models have been developed as a result of research. According to the developed models;

- Gutk and Ginsberg's Entrepreneurial Entrepreneurship Alau Model
- Coviu and Slevin's Entrepreneurship Model as Business Behavior
- Zahra's Enterprise Entrepreneurship Model
- Interactive Domestic Entrepreneurship Model
- Lumpkin and Dess's Corporate Entrepreneurship Model

From studies conducted in the field of corporate entrepreneurship; While Covin, Slevin and Lumpkin, Dess pioneered an entrepreneurially focused approach, Zahra, Guth and Ginsberg seem to be more influential in the formation of corporate entrepreneurship movement (Özer, 2011: 25).

3. Innovativeness

Innovation is perhaps the most important part of the process of creating new combinations (Burgelman 1985; Covin and Miles. 1999; Stopford and Baden-Fuller. 1994: Vesper. 1984). Innovation indicates a dedication of a company to product/service innovation and it can be the competence of a company as well as an individual (Drucker, 2002; Hitt et al., 2001). Innovation is the way to bring creative, extraordinary and original solutions to problems and needs (Davis et al., 1991). The way to create these new combinations is not only for products (Zahra, 1991), but also for processes and service ideas (Fiş and Wasti, 2009: 132). Particularly the studies carried out over the last two decades touch on the importance of change and innovation for organization and managers (Caldwell and O'Reilly, 2003). Innovation approach has begun to evolve with open-mindedness and flexibility (Woodman et al., 1993). Innovation is defined by different perspectives.

In the innovation-based competition strategy, technological innovation is often emphasized as product innovation. However, when innovation is defined as a more dimensional concept, this means additional innovations in product, process, organization, management or marketing systems (Aslan and Özata, 2007: 17). There are various researches in the sense of innovation and these researchers have set new kinds of innovation types (Tushman and Nadler 1986 Zaltnian et al., 1973, Damanpour 1991, Gülle and Bulbul 2004, Savaşçı and Kazançoğlu 2004; Christensen 1995, Zmud 1982; Zerenler et al., 2007).

4. Method

The study includes an innovative approach to managers or institutional entities within institutional entrepreneurship and a field study on the effect of performance on risk factors that they receive. The results of the research were obtained through questionnaires to public - private hospitals in Tokat province and its districts and to managers who work in all institutions providing health services. The questionnaires were conducted by reaching the managers individually and they were asked to respond to the questionnaires. The study was limited because some managers were not in place or were not able to respond and the questionnaire was not filled out by every manager. Especially in the health sector, it is really a problem to get the necessary information from this structure which has high density in terms of human health. The scale was developed based on the existing scales (Covin and Slevin 1991; Fiş and Çetindamar, 2007; Guth and Ginsberg, 1990; Lumpkin and Dess, 1996; Zahra, 1991) and the scale developed by Luvkin and Dess (1996). The scales in the study consist of five structures: risk taking, innovation, proactiveness, organizational renewal and competitive aggressiveness. The effects of these constructs on performance will be examined. It was tried to reach the whole sample but 65 questionnaires could be applied.

Research Hypotheses

H1a: Innovation tendency is positively and significantly influential on financial performance.

H1b: Innovation tendency is positively and significantly influential on business performance.

H2a: The proactivity tendency positively and significantly influential on financial performance.

H2b: The proactivity tendency is positively and significantly influential on business performance.

H3a: The organizational renewal tendency is positively and significantly influential on financial performance.

H3b: The organizational renewal tendency is positively and significantly influential on business performance.

H4a: The risk-taking tendency is positively and significantly influential on financial performance.

H4b: The risk-taking tendency is positively and significantly influential on business performance.

H5a: Competitive aggressiveness tendency is positively and significantly influential on financial performance.

H5b: Competitive aggressiveness tendency is positively and significantly influential on business performance.

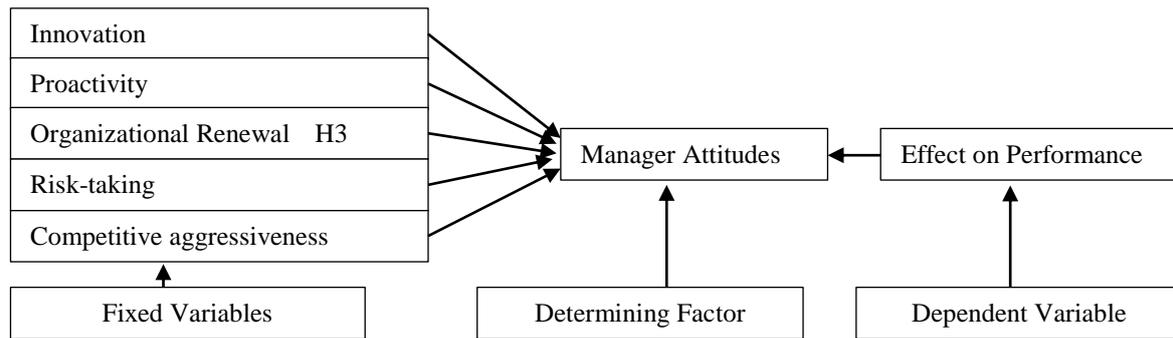


Figure 1. The relationship framework of the research

4.1. Field Study

This study examines the performance effects of institutional entrepreneurship on hospital managers. This article is detailed with the questionnaire survey of public and private hospital managers working in Tokat province and its districts including risk taking, innovation, proactivity, organizational renewal, competitive aggressiveness, business performance and financial performance variables. The hypotheses tested through the findings obtained by the survey.

Table 1. Demographic characteristics

1-Gender	n	%	2-Age	n	%
Male	46	70,8	30 and below	12	18,5
Female	19	29,2	31-40	30	46,2
Total	65	100,0	41-50	20	30,8
3-Educational Status	n	%	51 and over	n	%
Associate Degree	3	4,6	Total	65	100,0
License	27	41,5	4-Position in Institution or Business	n	%
Postgraduate	35	53,8	Chief Physician or Assistant	13	20,0
Total	65	100,0	Principal or assistant	31	47,7
5- Status of Work	n	%	Head nurse - (Director of Health Care)	4	6,2
Public Hospital	35	53,8	Coordinator	2	3,1
University Hospital	8	12,3	Family doctor	9	13,8
Private Hospital	4	6,2	Other	6	9,2
Family Medicine	7	10,8	Total	65	100,0
public health	4	6,2	6-Age of Institution or Business	n	%
Other	7	10,8	3-10	26	40,0
Total	65	100,0	11-15	9	13,8
7- Number of Patient Bedrooms	n	%	16-20	1	1,5
1-49	27	41,5	21 and over	29	44,6
50-100	9	13,8	Total	65	100,0
101-150	2	3,1	8-Total Number of Patient Beds	n	%
151-199	9	13,8	Observation or Examination Bed	17	26,2
More than 200	18	27,7	50-100	15	23,1
Total	65	100,0	101-150	13	20,0
9- Number of Employees	n	%	151-199	2	3,1
1-20	6	9,2	More than 20	18	27,7
21-50	12	18,5	Total	65	100,0
51-100	13	20,0			
101-150	6	9,2			
More than 151	28	43,1			
Total	65	100,0			

Demographically, the participants were 46 males and 19 females. Participants appear to be mostly in the range of 31-40 years. It is understood that the level of education of hospital administrators is high. The highest number is seen with 35 participants at the graduate level. Participants are mostly the managers and assistant managers. Most of the participants are from state-owned hospitals with 35 participants.

Table 2. Anova Test Analysis Results Regarding Manager's Status and Corporate Entrepreneurship Variables

		Sum of squares	df	Average Square	F	Sig.
RISK-TAKING TENDENCY	Between groups	6,558	5	1,312	2,466	,043
	In-group	31,380	59	,532		
	Total	37,938	64			
INNOVATION	Between groups	14,020	5	2,804	3,617	,006
	In-group	45,734	59	,775		
	Total	59,754	64			
PROACTIVENESS	Between groups	14,873	5	2,975	3,584	,007
	In-group	48,973	59	,830		
	Total	63,846	64			
ORGANIZATIONAL RENEWAL	Between groups	12,380	5	2,476	2,415	,046
	In-group	60,481	59	1,025		
	Total	72,862	64			
COMPETITIVE AGGRESSIVENESS	Between groups	4,530	5	,906	,528	,754
	In-group	101,224	59	1,716		
	Total	105,754	64			
BUSINESS PERFORMANCE	Between groups	18,357	5	3,671	4,509	,002
	In-group	48,043	59	,814		
	Total	66,400	64			
FINANCIAL PERFORMANCE	Between groups	13,650	5	2,730	1,911	,106
	In-group	84,288	59	1,429		
	Total	97,938	64			

In the above T-test analysis, the Anova test was conducted to determine whether the variables varied according to the status of the business or enterprise managers. According to the Anova test, it was determined that there were differences between the groups in terms of Risk Taking Tendency (0,043), Innovation (0,006), Proactivity (0,007), Organizational Renewal (0,046) and Business Performance (0,002). At the same time, it was found that there were no differences between the groups in terms of Competitive Aggressiveness (0.754) and Financial Performance (0.106).

Table 3. Distributions of Administrators by Institutions

	State Hospital	University Hospital	Private Hospital	Family Medicine	Public Health	Communit y Health	Total
Chief Physician or Assistant	10	0	2	1	0	0	13
Principal or assistant	18	6	2	0	3	2	31
Head nurse	2	2	0	0	0	0	4
Coordinator	2	0	0	0	0	0	2
Family doctor	3	0	0	5	0	1	9
Other Managers	0	0	0	1	1	4	6
Total	35	8	4	7	4	7	65

According to the Table 1, when the distributions of the managers by institutions are examined, it is seen that the administrators in the sample mainly work in the state hospital.

Table 4. Results of Multiple Regression Analysis of the Effect of Institutional Entrepreneurship Factors on the Financial Performance of Health Institutions

	B	t	Sig.
Constant	2,369	4,146	,000
Risk Taking Tendency	-,386	-2,557	,013
Innovation	,018	,098	,922
Proactiveness	-,083	-,449	,655
Organizational Renewal	-,023	-,129	,898
Competitive aggressiveness	,321	2,202	,032

Dependent Variable: Financial Performance

Regression analysis was conducted to reveal the relationship between corporate entrepreneurship factors and financial performance. According to the analysis, the risk taking tendency, the competitive aggressiveness and the competitive structure factors have been found to have a positive effect on financial performance as a dimension. On the other hand, it is seen that the factors of innovation, proactivity and organizational renewal do not have an effect on financial performance and have no meaningful effect. In the light of these findings, H4a, H5a hypotheses are accepted; H1a, H2a and H3a hypotheses are not accepted.

Table 5. Results of Multiple Regression Analysis of Institutional Entrepreneurship Factors on the Business Performance Impact of Health Institutions

	B	t	Sig.
Constant	,667	,778	,440
Risk Taking Tendency	,330	3,613	,001
Innovation	-,517	-2,594	,012
Proactiveness	,372	2,827	,006
Organizational Renewal	,354	3,288	,002
Competitive aggressiveness	,335	3,015	,004

Dependent Variable: Financial Performance

The regression analysis examined the level of significance of what corporate governance variables are related to the performance of corporate entrepreneurship. It is understood that all factors are positively related to business performance according to the inter-factorial relationship. Accordingly, hypotheses H1b, H2b, H3b, H4b and H5b are accepted.

Table 6. Cronbach's Alpha

Cronbach's Alpha	N
,772	34

The scale used is highly reliable.

5. Conclusion

In the research conducted, the effects of corporate entrepreneurship factors related to the decisions made by managers in health institutions on the relationship between business performances and financial performances were investigated. In terms of corporate entrepreneurship factors, risk taking tendencies have been found to be influential on financial performance. On the other hand, it is understood that the competitive aggressiveness factor has a positive financial impact. No significant differences in innovation, proactiveness and organizational renewal dimensions have been observed.

When evaluated in terms of business performance, it is seen that all the factors give a meaningful explanation. In the self-evaluation of hospital managers in terms of their operational performance, they gave positive answers to issues such as hospital quality management and corporate image.

It would be appropriate to say that there are very big handicaps in terms of collecting information and data in the health sector. The research field of social sciences is human element. This research was carried out in the health sector in Tokat province and all districts. Hospital managers and other supervisors in private sector have a better approach to this issue and they attach a greater importance to science. The approach of private sector to the scientific activities is a more satisfying and at necessary level.

When we examine the financial performance effects in terms of innovation and organizational renewal, it can be said that it is very mediocre. It is possible to say that this is normal given that the hospital structures in question are public hospitals and these hospitals are financially supported by the ministry. When the same situation is examined in terms of business performance, it is seen that the scale is at a meaningful level. In this case, the initiatives given to the managers show positive results. As such, there is a meaningful

relationship between them in terms of competitive aggressiveness. The public hospital is competing with another hospital in terms of operational performance.

Although the questionnaire contains a large number of questions, it appears that the level of reliability is at the required level.

The study reveals that hospitals should contribute to corporate entrepreneurship more to make it more sustainable and hospital managers should take necessary steps, because business performance outweighs in the study

In the future, it is recommended to select as a regional scale where private hospitals are concentrated and to compare the results with public hospitals.

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