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# Relationship Between National Culture And Corporate Entrepreneurship. An Empirical Evidence From Pakistan

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**ABSTRACT:** National culture has an impact on management attitudes, values, practises, and organizational efficacy. To effectively implement corporate entrepreneurship, companies must have the right culture in place to develop and support innovation. Corporate entrepreneurship gives businesses a major competitive advantage and allows them to seize new opportunities. The major goal of this study is to look at the link between corporate entrepreneurship and national culture in Pakistani manufacturing firms. Data was collected using a quantitative research approach based on a questionnaire survey. A total of 307 usable response received from managers of Lahore Chamber of Commerce. The findings reveal that individualism/collectivism, masculinity/femininity or short vs. long-term orientation is statistically significant with corporate entrepreneurship while power distance and uncertainty avoidance is not statistically significant with corporate entrepreneurship. The findings will aid intra-preneurs in developing cultural dimensions in order to accelerate innovation, agility, and corporate renewal in their businesses.

**Keywords:** Corporate entrepreneurship, national culture, manufacturing companies.

## 1. Introduction

Interpersonal connections at work are significantly impacted by cultural norms. Despite the fact that cultural differences can have a significant impact on international business activities, as many authors and business practises have demonstrated, many business people continue to underestimate or even ignore their potential impact, resulting in actions that reduce their efforts' effectiveness (Cook, 2012). Sociocultural standards frequently impact people's sentiments about their jobs and their workplace expectations. As a result,

international business success necessitates a comprehensive understanding of local business practises. 2018 (Hallikainen and Laukkanen).

Entrepreneurship may be defined as a way of life rooted in the culture of a company. People develop incremental wealth through a process rather than an event. Individuals who shoulder the primary risk of cash, time, and dedication to a career risk in terms of adding value to the product or service produce wealth (Sulistyo and Siyamtinah, 2016). Corporate entrepreneurship is an emerging idea that refers to the development of new goods and services within a company, allowing workers to engage in creativity and innovation, resulting in enhanced business performance (Ahmed et al., 2020). However, corporate entrepreneurship may require the expansion and reorganization of an organization's staff, the adoption of new management methods, and significant startup and overhead costs in order to achieve long-term performance benefits (Vanacker et al., 2020). In addition, corporate entrepreneurship is rapidly being acknowledged as a vital strategy of assuring business survival and profitability in today's dynamically competitive market. Corporate entrepreneurship has the ability to boost profits through stimulating product innovation, risk-taking, and proactive behaviour in businesses (Zahra, 1996; Kellerman, 2006; Kaya, 2015).

On the other hand, culture has a significant impact on how entrepreneurs expand their businesses and provide social advantages (Batjargal et al., 2019). Whether it's through new goods and services, manufacturing, organizational processes, or business models, companies must continually innovate and differentiate themselves (Mokaya, 2012). Furthermore, national cultures have an influence on commercial innovation and entrepreneurship all over the world (Chen et al., 2017; Quintana et al., 2016). However, the concept of entrepreneurship differs from one country to the next, and an entrepreneur reflects the prevalent values of his or her national culture. Individualistic culture stresses the virtues of personal initiative and accomplishment, whereas collectivistic culture favors communal decisions, according to Hofstede's cultural dimensions. Furthermore, countries with a large uncertainty avoidance distance were found to have a detrimental impact on entrepreneurship (Eroglu and Picak, 2011). According to previous study, there is a strong link between national culture and business entrepreneurship in a country (Verheul, Van Stel, and Thurik 2006; Stenholm, Zoltan, and Wuebker 2013; Thai and Turkina 2014; Audretsch and Caiazza 2016; Schiavone et al. 2020).

Unfortunately, there is presently no strong empirical foundation for correlating corporate entrepreneurship with national culture, with the majority of the debate being fueled by conceptual arguments or anecdotal evidence from cross-country case studies. This research fills that gap by offering a theoretical explanation for how various aspects of national culture should interact with corporate entrepreneurship in the manufacturing

sector, as well as an empirical evaluation of the given theoretical assumptions on a large dataset.

## **II.Literature review**

### **2.2 National culture:**

Culture has an impact on individual decisions as well as corporate practices in a certain community. National cultures are stated to include comparable ideas, values, and practices appropriate to a certain social structure, whether in business or in society. Several studies (Hofstede, 2001; Hall, 1990) use the words culture and nationality interchangeably, implying that nation states are made up of people who have a same history and experience, resulting in cultural homogeneity. National culture is often characterized as a society-wide set of norms, beliefs, shared values, and expected behaviors that serve as guiding principles in people's daily lives (House et al., 2002; Hofstede, 1984).

Increasingly, society norms will be considered as a responsibility by societal standards, with Conservatism and Hierarchy principles being particularly dominant. This normative attitude, as expressed in the exemplary item, requires employees to accept the job responsibilities assigned to them and to fit into the institutional arrangements provided, regardless of personal preferences. Furthermore, managers in the former society are more likely than in the latter to be successful in motivating workers through appeals to intrinsic work aims (Schwartz, 1999). People's cultural beliefs vary as their political, social, and economic circumstances change. As a result, many cultural concepts must be regularly updated and re-evaluated (Wu, 2006).

In a prior study, Eringa (2017) examined the cultural traits of well-known Dutch researcher Geert Hofstede among a group of international business students. His initial study, which took place in the late 1960s, included a massive sample of 116 000 IBM engineers, the most of whom were male. He discovered four, then five, and eventually six cultural orientation features that differed between national cultures based on his analysis of the dataset (Hofstede, 2001; Hofstede et al., 2010b). Hofstede uses the analogy of software for the mind to emphasise the importance of culture. Culture refers to both visible and invisible actions that have an impact on human behaviour (Rinuastuti et al., 2014; Sondergaard, 1994; Kirkman et al., 2006).

We analyse national culture using Hofstede's cultural characteristics (Hofstede, 1980; Hofstede & Hofstede, 2005; Hofstede, 2001). The four basic components are individualism vs. collectivism, power distance, masculinity vs. femininity, and uncertainty avoidance (Hofstede, 1980). It displays the conceptual and research effort that preceded and led up to it, as well as the research activities that followed and expanded upon it after a paradigm for

comparing civilizations had been formed. These dimensions, according to Hofstede, are both unique and stable. Later, a fifth element was included to look at a culture's temporal orientation (long-term vs. short-term orientation) (Hofstede & Bond, 1988). We believe that examining all five components of the phenomenon in one model provides a more thorough picture of the phenomenon, thus we've included Hofstede's five cultural dimensions in our study. Next, we looked at the sixth dimension, Indulgence vs. Restraint (Hofstede, Hofstede, & Minkov, 2011).

- a. **Power distance:**Power distance reflects a country's attitude toward socioeconomic inequity and provides information on dependent links. It is described as the range of expectations and acceptance of less powerful members (subordinates) of an institution or organisation displaying an unequal distribution of power. People in communities where there is a significant power disparity are more inclined to agree that the imbalance is beneficial and acceptable. This widens the power distance between leaders and subordinates even further (Terziu, 2016).
- b. **Individualism/ Collectivism:**Another cultural dimension in which interpersonal ties are exploited to establish a split is individualism/collectivism. Individualistic civilizations have poor interpersonal bonds, and individuals focus primarily on themselves and their families, whereas collective cultures emphasise the good of the group over the well of the individual.
- c. **Masculinity/feminity:**The social roles that men and women perform are tied to the dimension that Masculinity/Femininity generates. Gender-related social tasks are stated in masculine cultures, whereas femininity is a trait of civilizations in which both genders share social responsibilities and the pursuit of a career is not gender-based. In strong male groupings, caring for others, inclusion, collaboration, and solidarity are low values (Ringov et al., 2007).
- d. **Uncertainty avoidance:**Uncertainty avoidance refers to a fear of new, unknown, or unclear situations that people in a certain society have. It's about the unpredictability of the future and the anxiety that comes with it. People in nations with a low score on the uncertainty avoidance index are more relaxed, open, and accepting (Broekhuizen et al., 2017). On the other side, those with a low uncertainty avoidance score are more adaptable (Anne Lee et al., 2007).
- e. **Short vs. long term orientation:**The fifth component, long-term vs. short-term orientation, illustrates society's attitude toward long-term vs. short-term objectives. Short-term orientation is associated with caring for past and present virtues such as respect for tradition, "face preservation" (dignity, respect, prestige), or fulfillment of social obligations, whereas long-term orientation is associated with the

development of virtues that will benefit the future, particularly perseverance and economy.

- f. **Indulgence vs. restraint:** Indulgence vs. Restraint is a scale that measures how much control one has over one's desires. Indulgent cultures satisfy basic and natural human wants, resulting in life satisfaction and enjoyment. In constrained societies, societal standards stifle and regulate the fulfilment of needs.

### **2.1 Corporate entrepreneurship:**

Entrepreneurship is the process of identifying or creating possibilities and then pursuing them. It is a universal phenomenon as a process (Morris et al., 2009). Corporate entrepreneurial initiatives assist the acquisition in adding value to the entire company (Thomson and McNamara, 2001). Corporate entrepreneurship refers to the actions that a company engages in to foster innovation and calculated risk-taking across its whole business (Zahra et al., 2009). Corporate entrepreneurship generates new information, which improves the company's capabilities and leads to the creation of new ones (Ramachandran et al., 2006). A corporate entrepreneurship dimension consists of i) new business ventures, (ii) innovation, (iii) self-renewal, and (iv) pro-activity, as well as (v) risk-taking, and (vi) competitive aggressiveness (Miller, 1983; Covin and Slevin, 1989; Lumpkin and Dess, 1996).

Development of new manufacturing methods, services, and technology in existing or growing markets is referred to as innovation (Beh and Shafique, 2016; Antoncic and Hisrich, 2001). Corporate entrepreneurship is founded on innovation, which is defined as a new technology, product category, or business strategy that provides a long-term competitive advantage to the company that created it. Its successful commercialization provides the company with a new source of top-line growth. It gives a chance for continued revenues in the long run through incremental enhancements and follow-on ideas (Kelley, 2011).

The goal of new business venturing is to start new enterprises and integrate them into the company's entire business portfolio (Narayanan et al. 2009). It entails modifying a company's products for present markets or creating new markets for existing items (Stopford, Baden-Fuller 1994; Antoncic and Hisrich, 2001; Beh and Shafique, 2016). The purpose of venture capital is to grow profitability and competitiveness (Zahra et al., 1993). In terms of markets, products, and innovativeness, as well as the character of their 'parent' incubation organizations, new firms produced through CV may be diverse (Phan et al., 2009). Corporate venturing refers to corporate entrepreneurial initiatives that result in the formation of new business groups within the corporation. Firms should focus on

maximising existing business prospects while also looking for new income and profit streams (Peltola, 2012).

Risk taking refers to a company's readiness to devote available resources to chances that may come with the risk of costly failure. Entrepreneurial businesses must be aware of the dangers they face and have risk management methods in place. Pro-activeness refers to the mindset and qualities that enable the deployment and management of new goods, services, or procedures ahead of market rivals (Liu et al., 2002). Proactive CEOs may also be able to predict and deal with challenges relating to the refinement and upgrading of existing products (Kiss et al., 2021). Strategic renewal is more extreme in that it redefines the firm's connection with its markets or its industry position, putting its present market segment and brand position in jeopardy. This sort of corporate entrepreneurship is frequently focused on market movements rather than changes on the supply side of products and services (Frederiksen and Davies, 2008).

**Table 1: Studies incorporate cultural dimensions in their research**

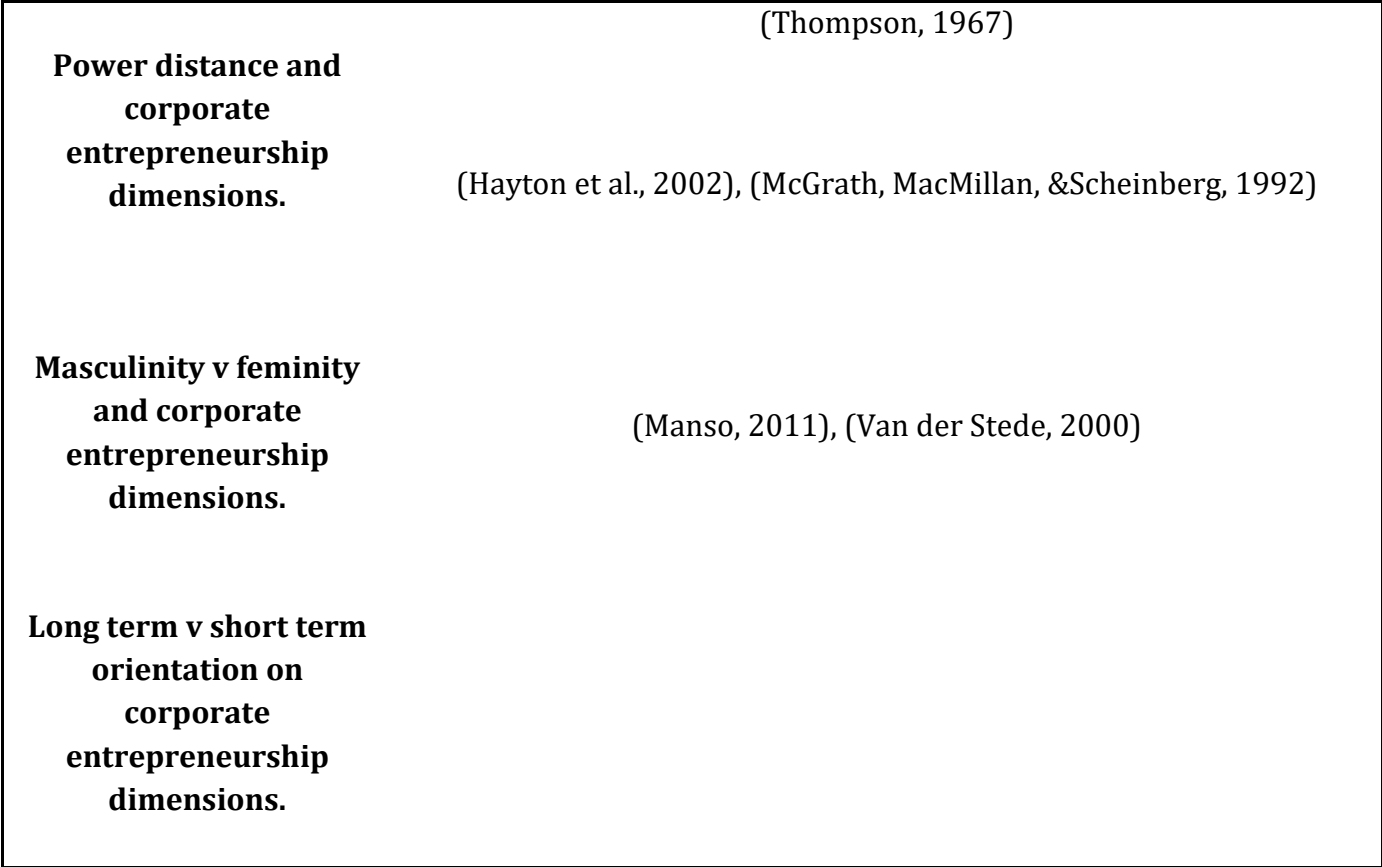
Sr. No.	Authors/ Year	PD	UA	M/F	I/C	S/L	I/R	HO	PO	A	FO	IGC	IC	GE
1	Hofstede, 1984	*	*	*	*									
2	Javidan and Dastmalchian, 2003	*	*					*	*	*	*	*	*	*
3	House et al., 2002	*	*					*	*	*	*	*	*	*
4	Nazarian, 2017	*	*	*	*									
5	Laskovaia, 2017	*	*					*	*	*	*	*		
6	Hallikainen and Laukkanen, 2018	*	*	*	*	*								
7	NWACHUKWU et al., 2020	*	*	*	*	*								
8	BARTHÉLEMY, 2020		*						*					

9	Watson et al., 2019		*	*										
10	Mazurkiewicz, 2020	*	*	*	*	*								
11	Setiawan, 2020	*	*		*	*								
12	Beckker et al., 2020		*		*									
13	Ahmad et al., 2020	*	*	*	*									

Source: Authors own contribution (PD=Power distance, UA=Uncertainty avoidance, M/F=Masculinity/Feminity, I/C=Individualism/Collectivism, S/L=Short or long term orientation, I/R=Indulgence or restraint, HO= Humane orientation, PO=Performance orientation, A= Assertiveness, FO=Future orientation, IGC=In group collectivism, IC= Institutional collectivism, GE= Gender Egalitarianism)

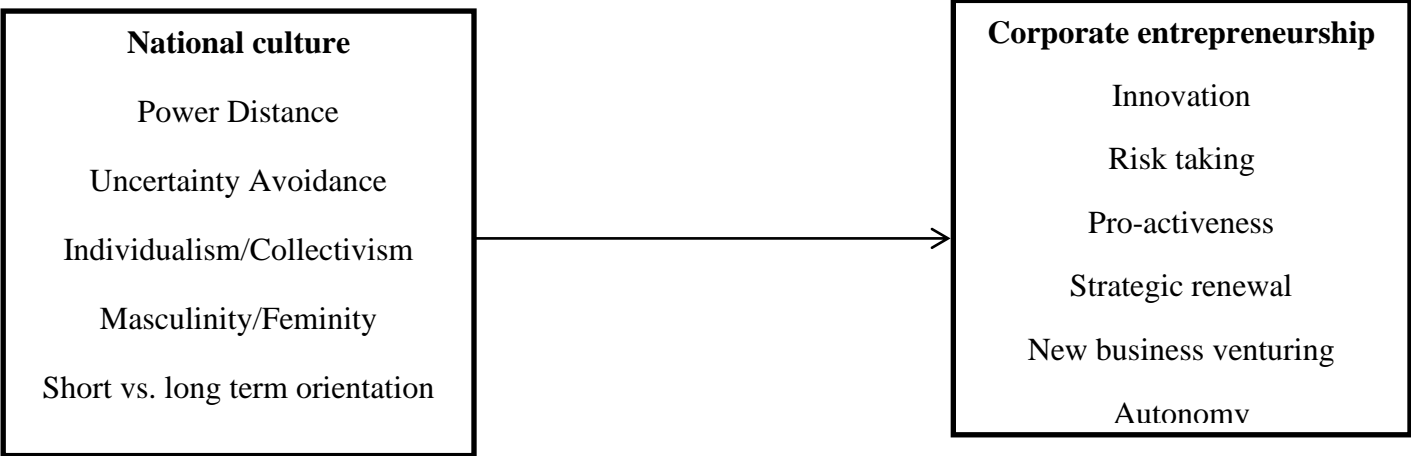
**Table 2 Studies supported articles discussed relationship of national culture with corporate entrepreneurship**

<b>Research Hypothesis</b>	<b>Literature supported articles (Relationship of national culture dimensions with corporate entrepreneurship dimensions)</b>
<b>Uncertainty avoidance and corporate entrepreneurship</b>	(Fis and Wasti, 2009), Busenitz and Lau (1996), Pinillos and Reyes (2011), Mueller and Thomas (2001), Autio et al. (2013), Hayton et al. (2002), (Hofstede, 1980), (Covin&Slevin, 1989),
<b>Individualism vs. collectivism and corporate entrepreneurship dimensions.</b>	(Morris et al., 1994, Zahra et al., 2004), (Fis and Wasti, 2009), Mitchell (2000), Hayton et al. (2002), Oyserman et al. (2006), Zhao et al. (2012), (Morris, Davis, & Allen, 1994), (McGrath, MacMillan, & Scheinberg, 1992, (Shane, 1993), (Franke, Hofstede, & Bond, 1991) ,(Peterson, 1988), (Tiessen,1997), (Morris, Davis, and Allen, 1994)
	(Hayton et al., 2002), (Fis and Wasti, 2009), Mitchell et al. (2000), (Ardchvili and Gasparishvili, 2003), (Zhao et al, 2012), (Shane, 1993),



Source: Authors own contribution

**III. Conceptual framework**



**3.1 Hypothesis development:**



Power distance has a negative impact on the production of new ideas, but a good impact on the execution of those ideas (Luo et al., 2020; Rinne et al., 2011). Both rich and developing countries rely heavily on innovation to enhance their economies. For competitiveness and growth, innovation is critical (Erciş and Ünalın, 2016, Chen et al., 2017). Individualism's cultural aspects have no direct linear relationship with any type of social entrepreneurial activity (Kedmenec & Straek, 2017). Individualism and GII innovation scores have a significant positive association (Rinne et al., 2011). Nations with a more nonconformist culture have had faster long-term growth than those with a more collectivist culture. In Europe, individualistic countries achieve better innovative results and economic growth (Černe et al., 2013; Gorodnichenko and Roland, 2011; Taylor and Wilson, 2012; Yun, 2017; Strychalska-Rudzewicz, 2017).

**Hypothesis 1: Power distance is positively associated with corporate entrepreneurship dimensions.**

The cultural dimensions of uncertainty avoidance have no direct association with innovation (Rinne et al., 2011; Wen and Huang, 2012; Kwon, 2016; Kedmenec and Strašek, 2017). Uncertainty avoidance was positively related to innovation (Shane, 1995; Hancıoğlu et al., 2014; Strychalska-Rudzewicz, 2017; Badawy et al., 2019; Watts et al., 2019). The national culture categorization of uncertainty avoidance revealed a negative and substantial association with national inventive potential (Handoyo, 2018). National cultural characteristics of masculinity have a major impact on creativity (Alkailani and Kumar, 2016; Kedmenec and Straek, 2017).

**Hypothesis 2: Uncertainty avoidance is positively associated with corporate entrepreneurship dimensions.**

National masculinity culture was shown to have no correlation with national inventive potential (Nahlinder et al., 2015; Kwon et al., 2016). Both conventional and online innovation have a favourable substantial relationship with long-term orientation (Lumpkin et al., 2010; Kwon et al., 2016; Kedmenec and Strašek, 2017; Bukowski and Rudnicki, 2018). Masculinity should motivate people to start businesses rather than take over existing ones (Block and Walter, 2017). Masculinity has a negative impact on starting a new business (Yildiz, 2014). Long-term thinking and entrepreneurial thinking have both been proposed as beneficial drivers of corporate performance (Lumpkin et al., 2010).

**Hypothesis 3: Masculinity/feminity is positively associated with corporate entrepreneurship dimensions.**

Individualistic societies are stronger of individual activity and more lenient toward autonomous activity than are collectivistic societies, we would expect that an inner locus of

control direction would be less pervasive in collectivistic societies than in individualistic societies. Individualism has been discovered to have a negative influence on proactive company practises (Mueller and Thomas, 2000; Kreiser et al., 2010). An entrepreneur can establish his or her organisation by beginning a new company, but an entrepreneur taking over an existing firm must accept many aspects of the organisation and business as supplied. In addition, corporate visionaries who embark on new ventures begin to have a greater effect on product planning and company operations (Block and Walter, 2017). There is a link between individuality and the formation of new businesses (Mitchell et al., 2000). Individuals from risk-averse cultures will try to minimise such risk by favouring corporate takeovers over fresh venture launches (Block and Walter, 2017).

**Hypothesis 4: Individualism/Collectivism is positively associated with corporate entrepreneurship dimensions.**

Risk-taking will be negatively related with long-term orientation (Lumpkin et al., 2010). Many representatives and supervisors have their own ideas about what self-governance looks like, but their judgements are frequently wrong. Staff feel autonomy entails unrestricted freedom, but managers assume autonomous employees would be less productive (Stevensen, 2018). Autonomy will be favourably connected with long-term orientation (Lumpkin et al., 2010). Long-term-oriented countries will be realistic, modest, and thrifty in general. People in short-term oriented countries tend to value principles, consistency, and truth more, and are more religious and nationalistic (Hofstede and Minkov, 2010).

**Hypothesis 5: Short/ long term orientation is positively associated with corporate entrepreneurship dimensions.**

## **IV. Methodology**

### **4.1 Research strategy, population and sample size:**

The research strategy is made up of two types of research techniques: quantitative and qualitative. The qualitative research method, which is based on a verbal narrative such as spoken or written data, does not convert observation into numbers; the quantitative research method, on the other hand, uses variables or statistical observations and then converts them into specific actions in order to reach a conclusion (Neuman, 2011). The replies of numerous respondents were recorded using a quantitative research approach in this study. This study takes a deductive approach and employs a cross-sectional research methodology.

Managers from the Lahore Chamber of Commerce in Pakistan provided primary data on the variables national culture and corporate entrepreneurship. Questionnaires were prepared in Google Forms and sent to the target population over the internet. The CEO, production operation manager, sales manager, finance manager, HR manager, and R&D manager were among the people who received the questionnaire. The enterprises listed in the Lahore Chamber of Commerce, which number roughly 10,000, will be the target audience for this study. The number of people in our sample is around 384. We may now gather information from businesses listed with the Lahore Chamber of Commerce. The member's directory list is available on their website. Simple random sample is the greatest method for studying the cultural diversity of numerous firms. This method is advantageous since each participant has an equal probability of being chosen (Taheerdoost, 2016).

#### **4.2 Design of Questionnaire and data analysis**

The questionnaire for this research study was designed through the literature review. National culture was measured through five constructs: (i) Power distance, (ii) Individualism/collectivism, (iii) Uncertainty avoidance, (iv) Masculinity/Femininity, and (v) short and long term orientation and using (Hofstede, 1980; Hofstede, 2001; Gupta et al 2019). The corporate entrepreneurship scale was adopted from (Agarwal, 2014; Zahra, 1993; Antoncic/Hisrich, 2001; Covin/Slevin, 1989; Ozdemerci, 2011). There are 27 elements in the national culture aspects and 18 in the corporate entrepreneurship dimensions. In this study, we use Google record form, which is one of the most common online structures for collecting information via surveys. In this study, a five-factor Likert scale was utilised, with 1 indicating "strongly disagree," 2 "disagree," 3 "neutral," 4 "agree," and 5 "strongly agree" (Bryman, 2008). The data analysis in this study is done in accordance with the nature of the research topics. The data was analysed using statistical approaches such as descriptive statistics, factor analysis, and correlation coefficients.

### **V. Results and analysis**

#### **5.1 Data reliability and validity:**

The questionnaire is supposed to be a systematic, accurate, and reliable tool for assessing the link between national culture and business entrepreneurship. KMO and Barlett's values are 0.895, which is higher than the reported value of 0.6. This test demonstrates that factor analysis is necessary. The results of Bartlett's test are larger than 0.05, confirming the phenomenon. We accept the alternative hypothesis and reject the null hypothesis based on the results. The above table shows the factor loadings for national culture and corporate entrepreneurship. There are 26 things in the national culture component. Because factor

loading is less than 0.42, four components were removed in this case: IC4, IC5, UA5, and MF2. There are 16 things in the concept corporate entrepreneurship.

Factor loading value greater than .4, and thus remain in the instrument except SR1 and P3. However, according to Field (2005), an acceptable value is 0.4, indicating that all values are substantially above and within acceptable range. It is highly acceptable to have a factor loading value that is close to one. Table 5 shows the Pearson product-moment correlation coefficient was used to investigate the relationship between national culture dimensions (power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and short or long term orientation) and corporate entrepreneurship dimensions (innovation, new business venturing, strategic renewal, proactiveness, risk taking, and autonomy). Prior to analysis, all of the requirements of normality, linearity, and homoscedasticity are met. The characteristics of national culture and corporate entrepreneurship have a minor positive link.

**Table 3 -Data reliability and validity of the questionnaire**

Constructs	Reliability	Validity				Mean	Standard deviation
		KMO and Bartlett's Test	Items	Factor loadings	Items deleted		
National culture dimensions	.783	.895					
Power distance	.766		PD1	.846	All items remained in the instrument	2.8796	.83058
			PD2	.744			
			PD3	.816			
			PD4	.868			
			PD5	.786			
			PD6	.756			
			PD7	.760			
Uncertainty avoidance	.772		UA1	.793	UA5 item deleted factor loading less than 0.4	3.7554	.57697
			UA2	.739			
			UA3	.798			
			UA4	.664			
Individualism/	.766		IC1	.731	IC4 and IC5	3.855	.43743

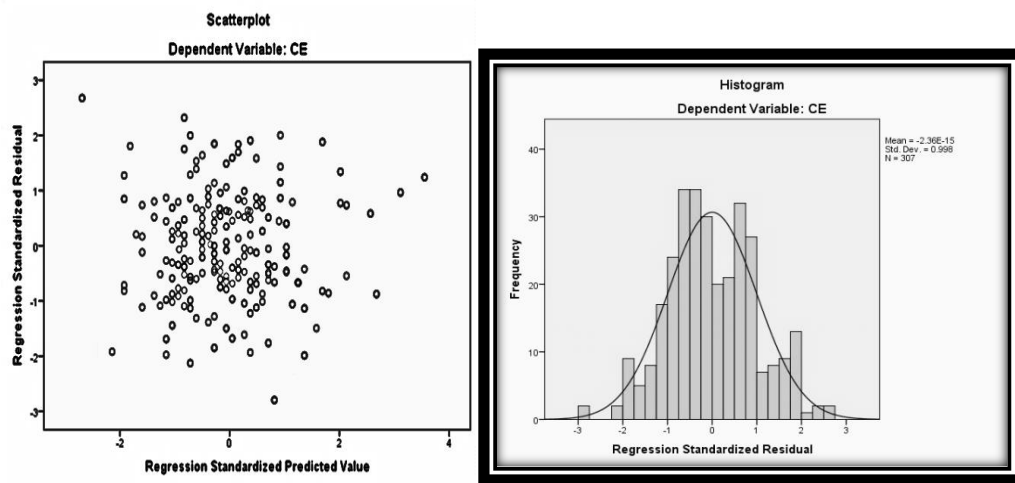
Collectivism					item deleted due to factor loading value less than 0.4	7	
			IC2	.634			
			IC3	.729			
			IC6	.764			
Masculinity/ Feminity	.776		MF1	.775	MF2 item deleted because factor loading is less than 0.4	3.1601	.67302
			MF3	.800			
			MF4	.762			
			MF5	.728			
Short or long term orientation			SL1	.734	All items remained in the instrument	4.0434	.55712
			SL2	.706			
			SL3	.727			
<b>Corporate entrepreneurship</b>							
Innovation	.727		I1	.721	All items remained in the instrument	4.0966	.72491
			I2	.904			
			I3	.859			
New business venturing	.717		NB1	.792	All items remained in the instrument	4.0261	.67965
			NB2	.843			
			NB3	.915			
Strategic renewal	.758		SR2	.849	SR1 item deleted because factor loading is less than 0.4	3.9780	.62502
			SR3	.909			
			SR4	.827			
Pro-activeness	.742		P1	.826	P3 item deleted because	3.5418	.51781
			P2	.818			

					factor loading is less than 0.4		
Autonomy	.733		A1	.870	All items remained in the instrument	4.0130	.68002
			A2	.918			
			A3	.747			

**Table 4: Correlation analysis**

	Innovation	New business venturing	Strategic renewal	Pro-activeness	Autonomy
<b>Power distance</b>	.065	.078	.076	.064	.050
<b>Individualism/Collectivism</b>	.110	.086	.074	.092	.132
<b>Uncertainty Avoidance</b>	.053	.056	.076	.0155	.000
<b>Masculinity/Feminity</b>	.055	.101	.128	0.92	.122
<b>Short/ long term orientation</b>	.106	.049	.068	.051	.120

**Fig 2: Relationship of national culture with corporate entrepreneurship**



**Table 5 Model Summary**

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin Watson
1	.454	.206	.193	.37054	1.691
a. Predictors: (Constant), SL, MF, IC, UA, PD					
b. Dependent Variable: CE					

**Table 6: ANOVA**

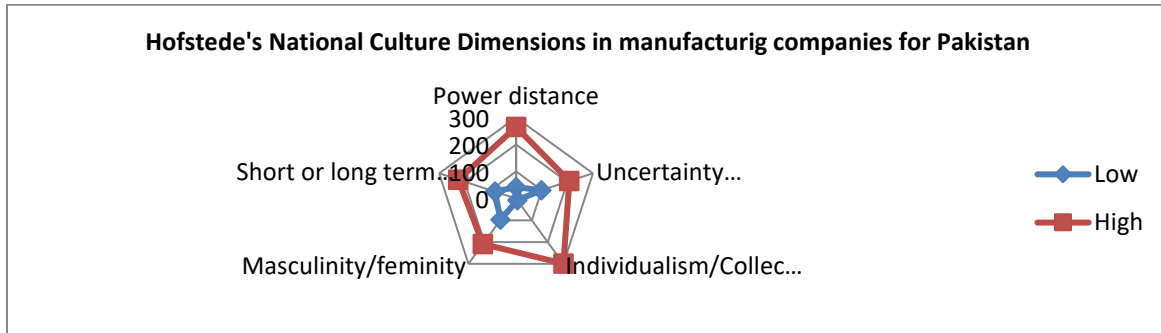
1	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	10.738	5	2.148	15.642	.000
	Residual	41.327	301	.137		
	Total	52.065	306			
a. Dependent Variable: CE						
b. Predictors: (Constant), SL, MF, IC, UA, PD						

**Table7: Coefficients**

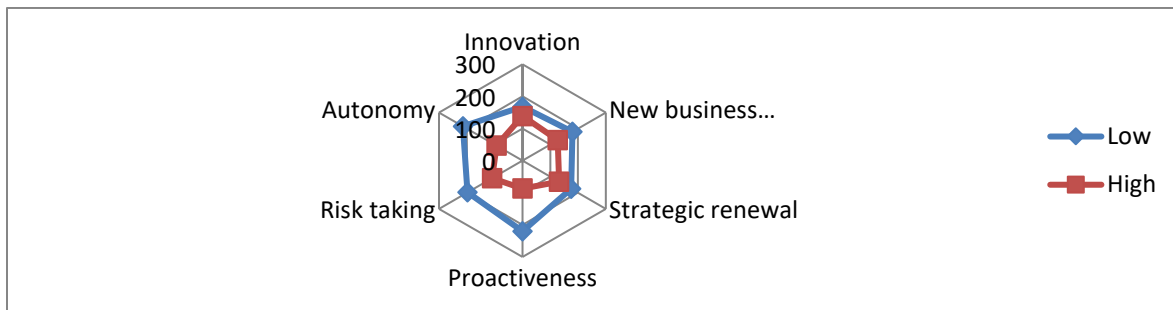
	Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	2.374	.346	.091	.000	.884	1.131
	PD	.055	.036	.078	.126	.927	1.079
	IC	.089	.066	.101	.181	.910	1.098
	UA	.088	.051	.063	.084	.875	1.143
	MF	.047	.044	.145	.292	.960	1.041
	MF	.131	.051		.011		

	SL						
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**Figure - Hofstede's national culture dimension for manufacturing companies of Pakistan**



**Figure 4 Corporate entrepreneurship dimensions of manufacturing companies for Pakistan**



The points in figure 2 lay along a pretty straight diagonal line from bottom left to right, as indicated by the Normal P-P Plot. This means there is no significant divergence from the norm. The standardised residuals are distributed in a roughly rectangular pattern, with the majority of the scores clustered in the centre, near the zero. The data is linear, hence this shows that it is linear. There are no notable outliers in the scatter plot. Table 6 summarises the regression analysis model's influence of national culture on corporate entrepreneurship. The R2 value is.206, while the R-value is.454.

This R 2 implies that our independent variable (corporate entrepreneurship) causes a 20% variation in our dependent variable (corporate entrepreneurship) (National culture). The DW value is within the recommended range of 1.5 to 2.5. The DW value is 1.691, indicating that autocorrelation is not an issue for the data. The ANOVA result of national culture and corporate entrepreneurship is shown in table 7. The degree of freedom (df) value is 306



and the total sum of square values is 52.065. 15.642 is the F value. The p-value of .05 is likewise noteworthy. It also demonstrates the model's physical fitness.

The regression coefficient for national cultural components and corporate entrepreneurship is shown in table 8. Individualism/collectivism, masculinity/femininity, and short or long-term orientation all have statistically significant t-values when it comes to corporate entrepreneurship, as seen in the table. With corporate entrepreneurship, however, the t-value of power distance and uncertainty avoidance is not statistically significant. At a .05 level of confidence, this t-value is significant. The coefficient (B) value of national culture dimensions is positive, indicating that as national culture improves, corporate entrepreneurship would improve favourably and considerably. The p-value is less than or equal to .05.

This implies that national culture has a strong influence on business entrepreneurship. According to the findings of Hofstede's national culture dimension for Pakistani manufacturing enterprises, there is a high power distance, collectivistic, high uncertainty avoidance, masculine, and short-term oriented culture. Figure 4 shows that all characteristics of corporate entrepreneurship (innovation, new business venturing, risk taking, proactiveness, strategic renewal, and autonomy) are on the low side for manufacturing enterprises in Pakistan.

## **VI. Discussion**

In an ever-changing world, going global requires the capacity to do business in a way that is both efficient and attentive to the particular nuances that are produced with the help of intercultural communication. Failure and huge expenses can arise from a lack of awareness of the local culture and its impact on customer demand and decision-making. As a result, one of the most critical considerations when entering a new market is to keep the people you serve at the forefront of your thoughts. Previous researchers reveal that power distance has a negative and significant relationship with national inventiveness, but has a positive influence on the execution of creative ideas (Rinne et al., 2011; Handoyo, 2018; Kim and Zhou, 2018; Luo et al., 2020). Individualism and entrepreneurial activity have no apparent association, according to Kedmenec and Straek (2017).

Local culture has a significant impact. It has an influence on everything from how people are managed to how business is performed at a faster pace, how negotiations are handled, and how risk management is implemented. As a result, international company success requires a thorough awareness of local business practises. Unfortunately, many organisations enter new markets without first learning about their host country's business norms, and they rapidly find themselves fighting to win over new stakeholders and personnel. Individualism has a strong, positive, and beneficial impact on invention (Tiessen,

1997; Gorodnichenko and Roland, 2010; Rinne et al., 2011; Taylor and Wilson, 2012; Erne et al., 2013; Chen et al., 2017; Yun, 2017; Strychalska-Rudzewicz, 2017; Strychalska-Rudzewicz, 2017).

Uncertainty avoidance has no direct linear relationship with social entrepreneurial activities (Rinne et al., 2011; Wen and Huang, 2012; Kwon, 2016; Kedmenec and Straek, 2017), but it can influence it indirectly through organisational culture (Rinne et al., 2011; Wen and Huang, 2012; Kwon, 2016; Kedmenec and Straek, 2017). Shane, 1995; Mangundjaya, 2011; Hancolu et al., 2014; Broekhuizen et al., 2017; Kim and Zhou, 2018; Badawy et al., 2019; Watts et al., 2019) found that uncertainty avoidance was positively connected to innovative work behaviour. Nations with a low degree of uncertainty avoidance are more innovative than European countries on average (Strychalska-Rudzewicz, 2017). The national culture categorization of uncertainty avoidance revealed a negative and substantial association with national inventive potential (Handoyo, 2018).

In masculine society, the national culture component has been proven to have a positive relationship with innovativeness (Wikhamn et al., 2013; Alkailani and Kumar, 2016; Zuraik et al., 2020). There was no relationship between national masculinity and national innovative potential, according to Nählinder et al., 2015; Kwon et al., 2016; Handoyo, 2018. Finally, there is a significant link between long-term orientation and creativity (Lumpkin et al., 2010; Kwon et al., 2016; Bukowski and Rudnicki, 2018). It's critical to understand the link between power distance and new company ventures (Mitchell et al., 2000).

While numerous brands and goods are widely available, some adjustments to product offers, marketing strategy, and brand message are required to represent the local culture and value system. Individuals in nations with a relatively large power gap have a harder time deciding whether to take over an existing business or start a new one (Block and Walter, 2017). The establishment of new firms is connected to individualism (Mitchell et al., 2000). Uncertainty-averse societies get along well with new business initiatives (Block and Walter, 2017). Starting a new business is made more difficult by masculinity (Yildiz, 2014). Power distances have been found to have a negative influence on proactive corporate behaviour. Individualism in a culture will have a negative impact on proactive business activities. The avoidance of uncertainty has been found to have a negative influence on proactive business activity (Kreiser et al., 2010).

## **VII. Conclusion**

Employees' reactions to managerial responsibilities are heavily influenced by culture. Older employees or those in senior management posts in nations like Japan, where social

hierarchies are revered and seniority is respected, should anticipate a certain amount of formality in communication and reverence from their junior colleagues. In order to successfully attract, retain, support, and interact with international personnel, human resource teams must be aware of these cultural variances. Especially those with a staff scattered over many sites with diverse cultural backgrounds. Diversity in the workplace is a great tool for increasing innovation. Diverse countries have different cultures and business practices.

In this climate, corporate leaders must recognize the importance of national cultural features. This study looked at the link between national culture characteristics and corporate entrepreneurship features in Pakistan's industrial sector. A high power distance, a high level of uncertainty avoidance, a macho culture, a collectivistic society, and a focus on short-term objectives are among the results. All of the independent variables national culture features (power distance, individualism-collectivism, uncertainty avoidance, masculinity-femininity, and short or long-term orientation) had a positive relationship with the dependent variable corporate entrepreneurship (innovation, new business venturing, strategic renewal, pro-activeness, and autonomy). Individualism vs. collectivism, masculinity vs. femininity, and short vs. long-term thinking all play a role in corporate entrepreneurship. With corporate entrepreneurship, however, power distance and uncertainty avoidance are not statistically significant.

Higher power distances inhibit innovation and entrepreneurial goals in society, stifling the country's economic growth. Furthermore, because innovation is based on trial and error, a culture of fear of the unknown should be avoided. If there are no mistakes, there will be no creative gains. Pakistan's national culture has a higher level of power distance, as shown by the country's society's deeper socioeconomic stratification. Unequal distribution of resources is becoming more widespread in Pakistan. Various socioeconomic strata choose different sorts of living patterns, medical, educational, and residential services.

Finally, Pakistan's culture is based on short-term persuasion, which is useful in the short-term policies that Pakistan's ruling parties normally outline. There is a lack of long-term planning and attention in Pakistan, which has resulted in difficulties with grain, sugar, water, gas, and power, among other things. To improve the performance of Pakistan's manufacturing industry, financial allocation, increased capital, political stability, technical education, and foreign exchange reserves and the balance of payment for industrial research are all recommended.

According to the theoretical contribution of theory in this study, intra-preneurs should contain methodologies and abilities for overcoming problems through innovation. E-

commerce is no longer as crucial as innovation. Managers are critical in the sphere of innovation because they set the priorities and plans for their organizations. Managers should combine advanced technology, proactive infrastructure development strategies, finance facilities, and a growth in industrial consulting businesses to educate strategy renewal and new business initiatives in order to achieve excellence. Second, having a proactive strategy is far more vital for firms. Foresight demands inventiveness and daring, and proactivity necessitates both. Employees must be encouraged to be curious and daring by their bosses. In order to achieve business goals without sacrificing innovation, managers need find out how to strike a proper balance between autonomy and control. Focusing on what gets done rather than how it gets done is the most crucial factor for autonomous organisations.

The most important lesson for policymakers is that in order for industry to operate on a regular basis, it need a continuous flow of power. Reduce trade imbalances and increase exports by taking meaningful steps. Make an effort to broaden your technical expertise. Small and medium-sized enterprises play a key role in a country's socioeconomic development. Businesses in the manufacturing industry should shift to new technologies that are both cost-effective and comply with international standards. They should put a lot of money into research and development. To counteract the trend of deindustrialization, manufacturing enterprises require a new industrial policy that supports job creation and focuses on value-added exports. The study's main drawbacks include its small sample size and cross-sectional design. For this study, we just used the questionnaire to collect data. The manufacturing sector of the Lahore Chamber of Commerce is used in this analysis; the service sector may be addressed in the future. In the future, researchers in emerging countries may utilise a qualitative technique and a longitudinal study. We recommend having interviews with firm founders in the future to acquire more data and statistics.

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## Survey Instrument

### Demographic Information

Please respond to the following questions by ticking in the appropriate box.

1. **Please tick your gender:** a) Male b) Female
2. **Please tell us your age:**
  - a. Less than 30
  - b. 30-40
  - c. 40-50
  - d. Above 50
3. **Education level:**
  - a. Matric
  - b. Intermediate
  - c. Bachelor
  - d. Master
  - e. Mphil
  - f. Phd
4. **How many employees working in your organization?**
  - a. Less than 10 (Micro business)
  - b. 10-50 (small business)
  - c. 50-250 (Medium enterprise)
  - d. Above 250 (Large enterprise)
5. **What is your position in the organization?**
  - a. General manager/CEO
  - b. Production/operation manager
  - c. Sales manager
  - d. Financial manager
  - e. HR manager
  - f. R & D manager
  - g. Other
6. **What is your firm age?**
  - a. Less than 3 years
  - b. 3 to 9 years

- c. 10-15 years
  - d. More than 15 years.
7. What is your total experience as a manager?
- a. Less than 3 years
  - b. 3 to 9 years
  - c. 10-15 years
  - d. More than 15 years\

**Section II: National Culture**

Please tick in the appropriate box  that most closely represents your observation about the management practice in your organization.

	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Power distance (Gupta et al., 2019)					
<b>PD1</b>	Manager should make decisions without consulting their subordinates.					
<b>PD2</b>	Manager appear less powerful if they ask subordinates for advice					
<b>PD3</b>	Decision making is top management job and not to be delegated					
<b>PD4</b>	Employee should not question their manager’s decisions					
<b>PD5</b>	Manager should only delegate less important tasks to subordinates					
<b>PD6</b>	Senior management should be given more benefits than all other staff					
<b>PD7</b>	Manager should not consult their subordinates					

	as it portray him/her incompetent.
	Individualism/Collectivism (Gupta et al., 2019)
<b>IC1</b>	For me being part of a group is more important than having autonomy.
<b>IC2</b>	For me being accepted as a member of a group is more important than being independent.
<b>IC3</b>	Group success is important to me than my individual success
<b>IC4</b>	Being loyal to my team is more important than my individual gains.
<b>IC5</b>	Individual rewards are important to me compared to group reward.
<b>IC6</b>	Manager should encourage group loyalty than any individual initiative.
	Uncertainty avoidance (Gupta et al., 2019)
<b>UA1</b>	Rules and regulation are important to inform staff what their company expects of them.
<b>UA2</b>	Order and structure must be followed in my work environment
<b>UA3</b>	Detailed job description

	should be provided so that each staff know what is expected of him/her.
<b>UA4</b>	I would prefer to have a bad situation that I am aware of, rather have a uncertain situation that can yield better results.
<b>UA5</b>	I prefer innovative opportunities than working with standardized procedures.
	Masculinity/Feminity (Gupta et al, 2019)
<b>MF1</b>	In general, men in a senior position perform much better than women.
<b>MF2</b>	There are certain jobs women do better than men.
<b>MF3</b>	It is more important for men to have professional career than women.
<b>MF4</b>	Solving organizational problems require an active forcible approach that naturally suit men.
<b>MF5</b>	In my company women are given less recognition and promotion compared to men.
	Short and Long term orientation (Furner et al, 2000)
<b>SL1</b>	Traditions and values are respected in my company.
<b>SL2</b>	Social obligations are

	respected in my company
<b>SL3</b>	MY company undertake long term planning for business growth.

## Section II: Corporate Entrepreneurship

Please tick in the appropriate box

	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Innovation (Zahra, 1993) (Agarwal, 2014)					
I1	My company introduce more products/services than our competitors					
I2	My company continually updates its administrative procedures.					
I3	Our work practices are constantly updated to increase productivity.					
	New Business Venturing (Zahra , 1993) (Antoncic/Hisrich, 2001) (Antoncic and Scarlet, 2005)					
NB1	My company stimulate demand through aggressive advertising and marketing.					
NB2	My company is expanding business lines in our regular markets.					
NB3	My company is constantly looking for new markets to expand its business					
	Strategic renewal(Covin/Slevin, 1989) (Zahra, 1993) (Ozdemerci, 2011)					
SR1	We continuously improve our					

	business processes to increase innovation.
SR2	We continually initiate and examine new ideas.
SR3	We constantly change strategies to compete in the market
SR4	We usually adopt aggressive and competitive behavior in the market.
	Pro-activeness
P1	Risk taking in uncertain conditions
P2	Tendency to apply risky projects
P3	Adventurous characteristics of top managers
	Risk taking (Agarwal, 2014)
RT1	My company view product/business failure as a learning experience.
RT2	Management in my company treat uncertainty as a positive challenge.
	Autonomy (Agarwal, 2014)
A1	In my company employees are encouraged to take responsibility for their work.
A2	Employees are expected to get the job done with minimal supervision.
A3	Employees are expected to prioritize different task at their work