

Entrepreneurship – A powerful instrument in managing major factors of innovativeness

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ABSTRACT: Innovation and innovative capabilities are the must for the organizations to survive in the present complex and dynamic business environment. There are numerous forces that affect organizations in their innovation pursuits. Sometimes, many forces become very uncontrollable for the organizations and thereto, innovation and innovative performances can not reach the expectation. The top management of the organizations should have strong entrepreneurial roles to manage these factors and ensure a smooth path towards organization innovativeness. The study, based on literature, attempts to justify the entrepreneurial roles in managing the major factors of innovativeness.

KEY WORDS: Entrepreneurship, Innovativeness, Factors of Innovativeness, Organizational Proficiencies, HRM Functions, External Environment, Market Pressure and Competition, Culture.

I. INTRODUCTION

Current business environments are extremely dynamic on the one hand and on the other hand, worryingly complex for all industries. The services and utilities sectors are additionally severely affected due to environmental and climate changes along with increased demand and shifts in taste of customers.

New problems are constantly arising, which are pushing the utilities to maximize their capacities. Organizations are continuously struggling to be market leaders with new tactics/strategies for their optimum and viable professional activities. The two goals are differentiating the products and lowering the cost

[1] which are attainable; either by superior efficacy in innovations (differentiations) or by inventions.

Different scholars have emphasized either innovation or invention, and have considered them as the main drivers in competitive edge and also a precondition for market leadership [2].

To achieve this strategic tool for competitiveness, organizations need to focus on their strategies relating to entrepreneurship and different factors of innovativeness [3]. But innovation or the capability of innovativeness is not very easy, it is a series of stages [4] that depends on various factors and skills. Scholars across the world have been argued that to initiate innovation or pushing organizations towards innovativeness, entrepreneurship is very critical in different processes and factors of innovativeness [5], [6], [7], [8].

Therefore, in this context, a literature-based study, examining the impact of entrepreneurship on the innovativeness, will very exciting and appropriate.

Entrepreneurship

Entrepreneurship plays a vital role both in democracy [9] and in driving economic development and distribution of benefits [10]. Simultaneously, effective entrepreneurship helps organizations in profit maximization and developing dynamism within their activities [11], [12].

Entrepreneurship has been identified as a tool for helping themselves (organizations) in their activities towards achieving goals [13], through developing visionary leadership for organizational excellence [14]. Furthermore, organizational learning capabilities are nourished and fostered

through entrepreneurship [15]. In this lieu, the knowledge management for initiating and developing innovative capabilities are highly impacted by entrepreneurship [16] through establishing institutional architecture by entrepreneurial framework [17]. Hence, it has been undoubtedly proven that entrepreneurship is a key for self-management and development, and as well for dynamism in knowledge management [18], [19].

So, there is no way to avoid entrepreneurship education in shaping, developing and fostering business performances [20].

On the other side, researchers claim that effective entrepreneurship enables organization in performing innovation activities, and often lead to very critical innovations [21], [18], [22]. Entrepreneurship ensures sustainable business innovation and agility towards innovation adaptation [23], [24]. Previously, it has been hunted that innovation and/or innovative capabilities contributes in attaining competitive edge. Therefore, after a brief discussion on innovativeness and its factors, a detailed discussion will be presented to understand the impact on entrepreneurship on major factors of innovativeness with the help of literature.

Innovativeness

In harmony with the innovation literature, the capabilities of the organizations that lead them towards innovation and/or invention of products/services, or modified/developed/cost-effective processes, can be described as innovativeness of the organizations. Such capacity is critical for both innovation and invention. From the view of competitive edge, the organizations with the ability to innovate, are likely to develop more competitive advantage in the market. Like other venture resources, innovativeness or organizational innovativeness is considered as a vital resource.

In defining the innovativeness in the organizations, the scholars [25], [26], [27], [28], [29], [30], [31]; have argued that innovativeness is the capability of the organization that develop and establish the baseline and/or platform for innovations. Thus, innovations are the results of an organizational capacity, called innovativeness. This innovativeness, in most cases, refers to the organizational innovativeness, as it has developed as an organization's significant non-financial aim and as the central measure of organizational performance [32]. Furthermore, organizational innovativeness has become the central academic and research concept and practices of the managers

[33], with five broad dimensions; such as future orientation, proactiveness, openness, creativity, and risk-taking. Anticipating the future of the organization, they act as it is required now to face future challenges, to be open to new concepts and ideas, cultivating the scope and culture for creativity, and allowing employees in taking risk for innovation – all have the major impact on organizational innovativeness.

In recent decades, services and utilities organizations are identified as adding more than 70% value in the economies of OECD (Organization for Economic Cooperation and Development) countries [34]. The threats of environmental and climate changes as well as the pressures of increasing population have made these sectors unstable, especially, in utilities, where environmental and climate change-related costs are huge. Therefore, dynamic innovativeness and cultivating new ideas and technologies may be most fruitful [35].

There are many factors that have positive impact on the organizational innovativeness; such as culture [36], human resources practices [37], and leadership styles [38]. Many scholars have identified different factors of organizational innovativeness, which are being described in detail in next section,

Major Factors of Innovativeness

In general the terms “factors of innovativeness” or “factors of organizational innovativeness” refer to those issues that have very direct impact on the organizational innovation performance [39]. They are those factors that enables organizations to be creative [40] and these factors must be cultivated properly through the organizational strategies, culture, structure, and different operations to ensure the innovative capabilities [41]. When these factors are nourished appropriately within the organizations, the organizations enjoy the competitive advantages [42] and growth in market share.

There are numerous forces that affect organizations when it comes to innovation, and these factors are both external and internal [43]. This research is not in the search of the factors of organizational innovativeness, rather the study attempts to identify the role of entrepreneurship in managing that major factors of innovativeness.

Literature finds numerous factors that compel and as well as enable organizational innovativeness. Organizations of all categories and in all sectors, focus on their innovation capabilities, i.e., innovativeness. Since this study is examining the impact of entrepreneurship on major factors of

innovativeness, it is necessary to accumulate the major factors.

The early scholars have identified the systematic literature review (SLR) is the science of reviewing the existing literature for summarizing the key factors and findings [44] and ensuring the best synthesis [45]. The SLR is an effective tool to find out the most relevant literature for a specific study from millions of scholarly publications [46] that stands as a guide for the researchers [47]. The SLR has the capability to deal with large and big data sets [48] and offers analyses also.

In a research it has been that organizational proficiencies, HRM functions, external environment, market pressure and competition, and culture are the major factors of innovativeness [49]. This research has been carried through a proper systematic literature review.

Organizational Proficiencies

Organizational proficiencies refer to the capabilities of the organizations that enable organizations in performing [50] which often play the mediating roles organizational goals and performances. Organizational proficiencies offer the solutions through proper knowledge management for better performance [51]. Organizational proficiencies i.e., numerous organizational abilities empower organizations towards innovativeness [52]. This is because such capabilities allow organizations to agility and in facilitating learning which in turn accelerate the organizational innovation capabilities for the competitiveness [53].

HRM Functions

Human resources management (HRM) is an organizational function that encompasses challenges and strategies regarding proper management of human resources employed in the organization [54]. Proper HRM should be aligned with the organizational strategies for improving the innovative performance in the organizations [55]. For innovation purpose, the main and first criterion is human knowledge [56], and nourishing such knowledge increases organizational innovative capabilities.

External Environment

External environmental issues, such as university education, health, religious affiliation, affect the organizational development and performance [57], which are essential to consider for innovation strategies [58]. Furthermore, since external environment is considered as the

traditional and one of the primary forces to influence organizational activities [59], therefore, when the organizations think about the innovative activities, they must concentrate of the external environment as it is highly linked and related with the organization and its culture [60], [61].

Market Pressure and Competition

In responding to changing customers' requirements, market competition and uncertainty, the organizations are compelled to improve and innovate their service, and thereto, force the employees towards innovative activities [62]. Due to such market turbulence, organizations have to be innovative both in product and service delivery for their sustainability [63]. Thus, through service innovation and service excellence, organization can improve their image and as a consequence, share in the market [64].

Culture

Culture of an organization is highly affected by the national culture [65], and the culture refers to the organization's internal norms and practices [66] that has a crucial impact on organizational performance.

Discussing the Impact of Entrepreneurship on the Major Factors of Innovativeness

Entrepreneurships from the top level managers lead towards the change management [67], and the researchers argue that such change and the entrepreneurial roles are effective in innovative drives [68], [69], [70], [71], [72], [73], [74], [75], [76], [77].

Entrepreneurship impacts on Organizational Proficiencies

Entrepreneurial leadership improves organizational operations and performance [78]. Effective entrepreneurship guides organizations in overcoming organizational proficiencies in all aspects [79], even in managing other factors towards innovativeness [80], [81].

Organizational Resources [73], [82], Organizational Support [83], [84], [76], Capital Resources [85], [86], [76] which have been identified as critical forces for innovativeness, can be properly managed by efficient entrepreneurial decisions [87], [88], [89].

Thus, entrepreneurship manages the factors of organizational proficiencies for driving toward innovative activities and outcomes.

Entrepreneurship impacts on HRM Functions

Numerous researchers have claimed that the employees, i.e., human resources, are the key to organizational innovativeness because they produce the new ideas and work on them [90], [91], [92], [93], [70], [94], [95], [96], [97], [85], [75], [98], [99], [100], [101].

Problems relating HRM issue can be resolved through establishing motivational vision which can unite the employees in teams working towards innovativeness [102], [103]. Such motivational visions are only possible through social entrepreneurship [104], [105] and transformational leadership style [106], [107]. Transformational leadership and entrepreneurship both are found very closely related and interdependent on each other [108], [109], [110], [111], [112].

Entrepreneurship impacts on External Environment

Innovative solutions addressing increasing external environmental and climate change threats through strong internal research and development [113], [114], [115] will be very effective which requires the support from the top management [116], [117].

Therefore, again the entrepreneurial role of the top management becomes crucial in negotiating with the external entities [118], [119], [120]. Thus, when the top management will be able to manage the external forces regarding their innovative plans which are not harmful and risky at all, in any aspect, the influences from the external entities can be play the positive roles toward innovativeness.

Entrepreneurship impacts on Market Pressure and Competition

The literature finds that to maximize the benefits of innovativeness is comparatively easy if there is a strong entrepreneurial capacity at the top management in balancing “Market Pressure and Competition” through satisfying the requirements of the customers [121], [122], [123], [124] with ensuring customer satisfaction [125] and market sustainability [126].

Critical factors of Market Pressure and Competition, such as clients and manufacturers relationship [127], [128], market demands [96], [129], [130], competition level [130], [99], [131], [101] can easily be identified and shaped into innovative behaviour through different entrepreneurial initiatives from the top management.

Entrepreneurship impacts on Culture

Researchers have found a very strong relationship between entrepreneurship and culture [132], [133]. Entrepreneurship can manage culture for competitive advantage [134], improve education and learning culture [135], [136].

Essential cultural factors for innovativeness, e.g., innovation culture [74], [137] and culture for creativity [100], [137], [138] can be managed and properly managed by entrepreneurial culture [73], [99]. Effective entrepreneurship helps in developing organizational climate [139], [76] toward innovation endeavour [140], [141].

On the other hand, ideal entrepreneurs allow their competent employees more freedom [71], [142] and tolerate failures [143], [144] for innovative drives, and they often allow employees to take risks [144], [71].

II. CONCLUSION

There are numerous factors/forces that influence the organization towards innovation. After a wide literature review, Organizational Proficiencies, HRM Functions, External Environment, Market Pressure and Competition, and Culture have been acknowledged as the major forces for the innovative capabilities of the organizations [8].

Researchers have also endorsed that entrepreneurship is the key behind innovativeness [15], affecting the other factors of innovation to guide organizations toward improving innovative capabilities [145].

Discussion in the previous section has clearly proved that entrepreneurship can manage the major factors of organizational innovativeness. Thus, in the concluding remark, it can confidently state that entrepreneurship is the most powerful instrument in managing major factors of innovativeness.

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