

Research Article

An exploratory study on the structural relationship between entrepreneurship, organizational citizenship behavior, and management performance of venture companies

Tae-Young Kim¹, Yen-Yoo You*², Chaelee Kim³

¹ Ph.D. student, Dept. of Knowledge Service & Consulting, Hansung University, Korea

*²Professor, Division of Smart Management Engineering, Hansung University, Korea

³Ms. student, Dept. of Culture & Art Management, KyungHee Cyber University, Korea

polyolkim@naver.com¹, threey0818@hansung.ac.kr*²,

chaelee1108@naver.com³

Corresponding author*: mobile Phone: +82-010-5201-7743, threey0818@hansung.ac.kr

Abstract

Background/Objectives: This study is concerned with whether the three factors of entrepreneurship, such as innovation pursuit performance, initiative, and risk susceptibility, have a relationship between sportsmanship, an organizational citizenship behavior, and public interest behavior. If civic behavior was regarded as a dependent variable, this study attempted to exploratory check how it is finally connected with management performance, targeting startup business venture business operations.

Methods/Statistical analysis: In order to find out whether the main measurement variables of this study are valid and reliable, in this study, in addition to the confirmatory factor analysis through the structural equation modeling analysis which is the method of analyzing the validity and reliability of widely used measurement tools in the research field related to business administration. We tried to secure validity and reliability through Bach's alpha coefficient.

Findings: First, as factors of entrepreneurship affecting sportsmanship, a variable of organizational citizenship behavior, three factors such as Innovativeness, Proactivity, and

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Risk-taking all had statistically significant effects. Second, the result of the relationship between organizational citizenship behavior variables and management performance behavior variables, sportsmanship did not have a statistically significant effect on management performance, but civic virtue was found to be statistically significant. The entrepreneurial spirit, which includes various virtues including creativity, which are threatened by startup business today, and furthermore, the behavior with organizational citizens. Through this study, it is the fact that proactiveness and risk taking factors are important to increase organizational citizenship behavior when a new venture company is born. It can be seen that more useful implications were presented for examining the factors.

Improvements/Applications: As for this study, if related studies are conducted in the future, more characteristics of entrepreneurship should be considered. This point would be the same for the variables of organized citizenship behavior actively used in this study.

Keywords: Entrepreneurship¹, Citizenship behavior², Management performance³, Venture companies⁴, Civic Virtue⁵.

1. Introduction

Due to the 4th industrial revolution that emerged in the 21st century, companies are in need of revolutions such as disruptive innovation and collaborative innovation, new business operation models, and quality improvement using big data. Face. In this constantly changing business environment, companies are constantly facing new problems and challenges to solve them. What is required at this point is entrepreneurship. Entrepreneurship can be defined in a way of thinking and behavior that seizes and pursues opportunities, regardless of the resources or capabilities currently possessed. Entrepreneurship, which means the attitude and efforts of managers to continuously explore new opportunities by demonstrating innovation, initiative, and risk-sensitivity, can be said to be a key success factor for solving many of the problems faced by companies and achieving results. From this point of view, today's organizations are facing an era in which they have to produce more and more innovative and diverse achievements, and various attempts have been continued. Organized civic behavior and entrepreneurship have been continuing from the past to the present, and their importance is being emphasized. Therefore, this study is concerned with whether the three factors of entrepreneurship, such as innovation pursuit performance, initiative, and risk susceptibility,

have a relationship between sportsmanship, an organizational citizenship behavior, and public interest behavior. If civic behavior was regarded as a dependent variable, this study attempted to exploratory check how it is finally connected with management performance, targeting startup business venture business operations.

2. Related Works

The definition of entrepreneurship has been suggested by several scholars. Looking at the recent definitions, Fisscher et al. found new opportunities to create and increase corporate value and develop them [1], and Buchholz and Rosenthal defines it as a process of creating new things to meet the needs and expectations of customer[2]. It can be interpreted that the superior entrepreneurial spirit possessed by managers can secure a competitive advantage in the market and has the potential to acquire greater opportunities for success [3]. In addition, in the research of Ireland, Kuratko, the approach of entrepreneurship, which was done at the organizational level, was specified at the individual level, at the same time establishing a systematic education system, establishing a strategic vision, and establishing a reward system for performance [4]. It attempted to derive a more realistic alternative to enhancing entrepreneurship by presenting various prerequisites necessary for strengthening the competencies of members such as the formation of an autonomous organizational culture [5]. Organizational citizenship behavior explains informal contributions that are not related to the official compensation of the members of the organization [6], and the dimensions of organizational citizenship behavior include altruistic behavior, courtesy, sportsmanship, conscientious behavior, and civic consciousness [6]. Guth and Ginsberg argued that the organizational behaviors and forms of strategic leaders influence entrepreneurship, and such entrepreneurship affects organizational performance [7]. As above, it has been suggested that organizational citizenship behavior of employees is influenced by the organization's leader, and that organizational citizenship behavior is closely related to the organization's performance. Entrepreneurship is used in a variety of fields as well as in all areas of business administration [8], but recently it is being used more and more actively in venture companies and start-ups. Innovativeness, initiative, Research has been conducted to show that risk-taking affects organizational performance [9]. The dictionary definition of entrepreneurship is the entrepreneurial spirit, which means the attitude and effort of an entrepreneur to continuously explore new opportunities by demonstrating innovation, initiative, and risk sensitivity. It can be called a success factor. Research related to entrepreneurship has been conducted in various industries. There is a study on social

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Organ defined organizational citizenship behavior as "no formal compensation, but voluntarily, courteous and conscientious for organizational performance and continuous development, helping colleagues, participating in group activities, and complying with the rules.", Altruism, courtesy, consciousness, civic consciousness, and sportsmanship were suggested as components of OCB [6]. "In other words, OCB is not an action officially prescribed by the organization, but a voluntary and discretionary activity that results in an improvement in the effectiveness and efficiency of the organization" [11]. Meanwhile, OCB is divided into individual and organizational levels. At the individual level, OCBI(organizational citizenship behavior individual, OCBI) directly benefits a particular individual. Through this, it is an action that indirectly contributes to the organization, and the organizational citizenship behavior organization(OCB) refers to an action that is beneficial to the organization. OCBI is composed of individual altruism and courtesy, and OCBO focuses on the interests of the organization, and includes conscientiousness, citizenship, and sportsmanship [12].

Based on these previous study this research proposed research model is as follows Figure 1.

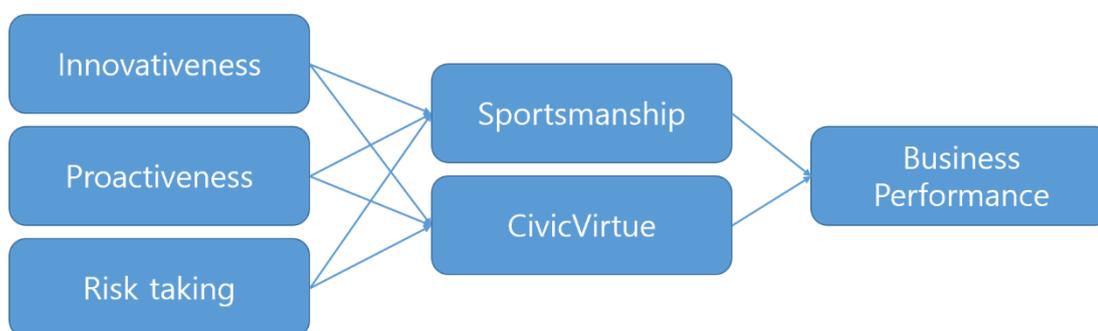


Figure 1. Research Model

3. Research Method

3.1. Validity and Reliability check

In order to find out whether the main measurement variables of this study are valid and

reliable, in this study, in addition to the confirmatory factor analysis through the structural equation modeling analysis which is the method of analyzing the validity and reliability of widely used measurement tools in the research field related to business administration. We tried to secure validity and reliability through Bach's alpha coefficient. The results are presented in detail in [Table 1] below. Structural equations generally say that the value of factor loading should meet the loading standard of .50-.70, but all concepts to be measured show factor loading values of .63-.93, and the factor quantity. It was found that it was close to or exceeding the standard of .70, the standard value. Accordingly, it can be said that the internal validity is secured. In addition, Cronbach's alpha coefficient also showed very high reliability of .77-.95, so there was no problem in securing the internal reliability.

Table 1. Confirmatory Factor Analysis & Cronbach's alpha Analysis

Variables	β	B	S. E.	C.R.	Cronbach 's a
Innovativeness	.66	1.00			0.80
	.68	1.10	.13	8.63** *	
	.75	1.22	.13	9.26** *	
	.75	1.15	.12	9.26** *	
Proactiveness	.75	1.00			0.90
	.83	1.09	.09	12.76* **	
	.80	1.00	.08	12.28* **	
	.75	1.04	.09	11.52* **	

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	.79	1.02	.09	12.04*	
	.74	.98	.09	11.19*	
Risk-taking	.74	1.00			95
	.75	1.08	.09	11.50*	
	.82	1.18	.09	12.82*	
	.73	1.01	.09	11.26*	
	.70	.98	.09	10.72*	
	.76	.97	.08	11.82*	
hip Sportsmans	.88	1.00			90
	.82	.92	.06	16.07*	
	.79	.94	.06	15.15*	
	.85	.94	.06	17.27*	
Civic Virtue	.69	1.00			77
	.68	1.08	.11	9.77	
	.63	.89	.10	9.03	
	. .	1. .	.1 .	9.99	

	70	02	0		
	.92	1.00			
	.93	1.07	.04	24.80*	**
Business	.92	1.09	.05	23.48*	**
Performance	.79	.82	.05	16.58*	**
	.78	.87	.06	15.86*	**
	.73	.85	.06	14.13*	**
					0.95

3.2. Sampling & Data analysis

The attributes of survey participants are as follows. The gender was slightly higher in women, but showed a relatively similar distribution, and the education level was relatively high, with about 62% of the respondents who attended or graduated from university. Next, the income level of respondents of 5 million won or more per month was the highest, but this did not account for 30% of the total respondents, so the income level was relatively uneven. Refer to as shown in [Table 2].

Table 2. Frequency of Participants

	Frequency	Percentage
Male	108	47.4
Female	120	52.6
Less than High school	32	14.0
Less than College	27	11.8

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Less than University	141	61.8
Over than Graduate School	28	12.3
Less than 150	8	3.5
150-200	15	6.6
200-300	45	19.7
300-400	49	21.5
400-500	43	18.9
Over than 500	68	29.8
Single	128	56.1
Married	94	41.2
Etc.	6	2.6
Total	228	100.0

4. Results

4.1. Descriptive & Pearson's Correlations Analysis

Next, Pearson's correlation analysis was to examine the overall characteristics of the variables and the relationship and direction between the variables and the variables, and the results are in figure [Table 3] below. First of all, among the three factors of entrepreneurship, sportsmanship has a relationship in the order of Risk-taking ($r=.789$, $p<.001$), Proactiveness ($r=.697$, $p<.001$), and Innovativeness ($r=.533$, $p<.001$). Appeared. In addition, in the case of Civic Virtue, among the three factors of entrepreneurship, the relationship with risk-taking was the highest ($r=.555$, $p<.001$), and Proactiveness ($r=.697$, $p<.001$) similar to the variables discussed above), and Proactiveness ($p<.001$) and Innovativeness ($r=.533$, $p<.001$) were found to have statistically significant positive effects. Next, the result of relationship between organizational citizenship behavior and management performance, the relationship between management performance and Civic Virtue ($r=.726$, $p<.001$) was more than the relationship between management performance and sportsmanship ($r=.677$, $p<.001$). Appeared to be

higher. In addition, as a result of examining the descriptive statistical analysis of the main measurement variables, it was found that the variable with the highest skewness was .273 as Innovativeness, and did not show a value higher than the standard 3.0, so there was no problem in selecting a sample. Also, the highest value was risk-taking, showing a value of .722, showing that there was no problem with kurtosis. Accordingly, it has been confirmed that there are no problems with the normality distribution.

Table 3. Correlations and Descriptive analysis

	Innovativeness	Proactiveness	Risk-Taking	Sportsmanship	Civic Virtue	Financial
Innovativeness	1					
Proactiveness	.609**	1				
Sportsmanship	.554**	.734**	1	1		
Civic Virtue	.533**	.697**	.789**	.817**	1	
Financial	.555**	.606**	.735**	.677**	.726**	1
M	5.060	4.611	4.808	4.445	4.595	4.729
S.E.	.051	.057	.054	.065	.054	.064
SD	.774	.864	.820	.978	.822	.962
Skewness	.273	.046	-.139	-.286	-.016	-.034
Kurtosis	.083	.314	.722	.478	.470	.171

*p<.05, **p<.01, ***p<.001

4.2. Research Results

Finally, as a result of Structural Equation Modeling are shown in [Table 4] below. First, as factors of entrepreneurship affecting sportsmanship, a variable of organizational citizenship behavior, three factors such as Innovativeness($\beta=-0.43$, $t=-3.47$, $p=0.48$), Proactiveness($\beta=-0.531$, $t=-2.907$, $p=0.48$), and Risk-taking($\beta=1.804$, $t=7.588$, $p<.001$) all had statistically significant effects. However, the former two variables, Innovativeness and Proactiveness, were found to be statistically significant in the negative direction, but only risk-taking was found to have a positive effect on sportsmanship. Next, the same results were found for Civic Virtue, which is an organized citizenship behavior. Innovativeness($\beta=-0.388$, $t=-2.834$, $p=0.48$) and Proactiveness($\beta=-0.564$, $t=-3.109$, $p=0.48$) were statistically significant. It should be noted that while only risk-taking had a significant positive effect. Next, the result of the relationship between organizational citizenship behavior variables and management performance behavior variables, sportsmanship did not have a statistically significant effect on management performance, but civic virtue was found to be statistically significant at the 95% confidence level, which was statistically significant.

Table 4. The Results of Research

			β	B	S. E.	C.R	P
Innovative ness	→	Sportsmanship	- 0.43	- 0.63 3	0.182	-3.47	***
Proactiveness	→	Sportsmanship	- 0.53 1	- 0.64 4	0.222	- 2.907	0.0 04
Risk-taking	→	Sportsmanship	1. 804	2. 268	0.299	7.58 8	***
Innovative ness	→	Civic Virtue	- 0.38 8	- 0.42 4	0.15	- 2.834	0.0 05

Proactiveness	→	Civic Virtue	- 0.564	- 0.507	0.163	- 3.109	0.0 02
Risk-taking	→	Civic Virtue	1. 808	1. 683	0.244	6.90 9	** *
Sportsmanship	→	Business Performance	- 6.709	- 6.602	10.54 2	- 0.626	0.5 31
Civic Virtue	→	Business Performance	7. 482	9. 944	14.24 7	0.69 8	0.0 48

*p<.05, **p<.01, ***p<.001

5. Conclusion

Entrepreneurship, which means the attitude and efforts of managers to continuously explore new opportunities by demonstrating innovation, initiative, and risk-sensitivity, can be said to be a key success factor for solving many of the problems faced by companies and achieving results. This study explored the entrepreneurial spirit, which includes various virtues including creativity, which are threatened by startup business today, and furthermore, the behavior with organizational citizens. It can be seen that more useful implications were presented for examining the factors. Despite the significance of this study, it has the following limitations. First, this study attempted to sample the founders and employees of as many startup business as possible, but in the sample selection process, there were no samples at a level that might cause problems with skewness and kurtosis. In that it is not possible, it will be necessary to prepare more samples with more diverse characteristics in the future. Secondly, this study is a sub-variable of entrepreneurship in recent years. This study shows that more diverse factors than the three factors used in this study, innovation and safety, are targeted for study appearances, and the variables are much more relevant to the characteristics of the variables. Through this study, it is the fact that proactiveness and risk taking factors are important to increase organizational citizenship behavior when a new venture company is born. The significance of this study is that it has been empirically verified that it is helpful. Should considerably accept this point.

As for this study, if related studies are conducted in the future, more characteristics of

An exploratory study on the structural relationship between entrepreneurship, organizational citizenship behavior, and management performance of venture companies entrepreneurship should be considered. This point would be the same for the variables of organized citizenship behavior actively used in this study.

6.Acknowledgment

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Tae-Young Kim¹, Yen-Yoo You*², Chaelee Kim³