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MANAGEMENT

The Impact of Power Distance on Entrepreneurial Orientation within Swedish firms

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Abstract

Entrepreneurial orientation (EO) is exposed to several cultural factors from which the performance of the enterprise can be negatively impacted. The exposure of the entrepreneurial orientation to the power-distance is underexplored in the context of the entrepreneurship research. This thesis has a major aim of finding the influence of the power-distance on the entrepreneurial orientation. It will be studying several cases and holding the interviews with the entrepreneurs and complementing the analysis. The structured interviews as part of the qualitative data collection process will assist the thesis. Analysis of the cross-cases analysis with common themes and dimensions will be provided in the research. Empirical finding has found the relevancy in the entrepreneurial orientation being influenced and shaped by the power-distance.

Keywords: Power-distance, Entrepreneurial orientation, Corporate culture, Entrepreneurial mindset

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Table of Contents

1. Introduction	1
1.1. Power distance as dominant factor in shaping the entrepreneurial orientation	1
1.2. Research Aim	1
1.3. Research Question.....	3
2. Literature Review	3
2.1. Effective flow of communication in the enterprises.....	3
2.2. Entrepreneurial Culture	4
2.3. Entrepreneurial Obsessionism.....	5
2.4. Entrepreneurial power-rule	6
2.5. Conclusion.....	8
3. Research Methods	9
3.1. Epistemology and ontology.....	9
3.2. Research Design, materials and tools.....	10
3.3. Evaluation and Justification of the methodological approach.....	11
3.4. Assessment of the research cases	11
3.5. Data collection.....	15
3.5.1. Triangulation	15
3.6. Data Analysis	17
3.7. Methodological Limitations	19
3.7.1. Research design.....	20
3.7.2. Data collection process.....	21
3.8. Ethical Consideration	21
4. Findings.....	21
4.1. Entrepreneurial freedom of communication.....	23
4.1.1. Innovation, creativity	24
4.1.2. Competitive environment.....	25
4.2. Entrepreneurial power-rule	26
4.2.1. Controlling the resources	27
4.2.2. Authoritative-rule	30
4.2.3. Persuasive approach in leadership.....	31
4.3. Entrepreneurial obsessionism.....	33
4.3.1. Dedication of the internal resources.....	34
4.3.2. Passionate leadership and passionate employees	36
4.3.3. Persistency in achieving the entrepreneurial objectives.....	37

4.4.	Entrepreneurial Culture	38
4.4.1.	Corporate standards.....	39
4.4.2.	Ethics.....	40
4.4.3.	Entrepreneurial mindset	41
5.	Discussion of the findings and analyses.....	42
5.2.	Power-distance's impact on the entrepreneurial orientation	42
5.1.	Other factors influencing the entrepreneurial orientation	44
6.	Conclusion and Recommendations	45
	References.....	47
	Appendices.....	49
	Appendix A:.....	49
	Appendix B	51

List of Tables

Figure 1: Cases with random anonymized names	13
Figure 2: Categorizing the cases within the dualistic dimensions. Criteria	18
Figure 3: Proof quotes for the categorization of cases in dualistic approach within criteria	18
Figure 4: Linking of the concepts in the literature review with the findings	22
Figure 5: Aggregate dimensions of the Freedom of Communication	23
Figure 6: Aggregate dimensions in the data structure of the entrepreneurial power-rule	26
Figure 7: The table of aggregate dimension of the entrepreneurial dimension	33
Figure 8: Aggregate dimension of entrepreneurial culture.....	38

1. Introduction

1.1. Power distance as dominant factor in shaping the entrepreneurial orientation

The major focus for the researchers studying the entrepreneurial orientation and the way it got molded into today's form has been concentrated on understanding the factors affecting it. They have been concerned with the "level of penetration of culture into the entrepreneurial orientation" (Thurik & Dejardin, 2011, p.58). Culture's being the soft driving force behind the molding of entrepreneurial orientation hasn't been thoroughly researched and is underexplored (Jia Lui, 2018)

Entrepreneurial activities and the level of businesses' performance are dependent on the power distance and other cultural traits of the country. Power distance and the entrepreneurial orientation in the country are the correlated variables which must be given attention to (Mutlu, 2018, p.780). In this regard some economic communities where the entrepreneurial activity is largely dependent on the power distance will be having positive correlation. This implies that larger the distance of authority then higher the level of economic activity becomes. Thus, the researchers are closely monitoring, studying the power distance on the economy of the country (Wei 2017, p2). Entrepreneurial orientation is important strategic orientation where the internal environment of the organization ranging from the strategy-making to firm behavior are captured. In this regard, he must also appreciate the other factors e.g. collaborative thinking, or the innovative ideas of other subordinates who might contribute to the attainment of sustainability and self-sufficiency. Given that power distance is large, then entrepreneurial orientation might not be able to let the organization achieve sufficiency and not be able to become a going concern.

1.2. Research Aim

Entrepreneurial orientation includes the features of the "autonomy, risk-taking, competitive aggressiveness, proactiveness, and innovativeness" (Ejdys, 2016, p.23). These are the major factors as part of the research aim. The risk-taking side in the entrepreneurship is largely concerned with the power distance. Usually the high level of authority, subordination and hierarchy in the enterprises might result in the reduction of risk-taking level of the company's managers. In the Western hemisphere of businesses, the corporate culture embodies the corporate managers' "risk-taking abilities" (Nguyen & Sila, 2019, p.2). Their risk-taking or them being risk-takers is having impact on their remuneration. However, such type of the risk-taker approach to the business activities can also have the harmful impact on the economy. Especially in 2008 Subprime

Mortgage Crisis, a lot of corporates were exposed to the large risks due to the managers' risk-taking sides. Current entrepreneurs are focused on power distance being low. The lower the distance the higher their chances of having the organization to become larger in economic scale and attain self-sufficiency in the long run.

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) which is a post-Hofstede research study defines the power distance as being the level of the subordinates in the organization or members of the society are having the expectations or the assurance of the power's equal distribution. In fact, the power distance in the entrepreneurship will have the direct impact on the inequality and disturbing the harmony in the enterprise and causing the entrepreneurial orientation to be disoriented (Smith, 2018, p.1188). This is due to the unequal distribution of the income where the power is largely concentrated in fewer hands. In American enterprises the entrepreneurial disorientation has been shaped as a result of the income inequality where the power distance causes the enterprises serving the needs of the shareholders. Power distance is largely concerned with reduction of distances in the hierarchy. This in its turn eliminates the burdens in the "communication", financial services and other spheres (Dai, 2022, p.2). Other major factors like "religious, democratic principles of government", level of middle class (demographics) and proportion of immigrants in society which are having direct impact on the power distance.

(Matto, 2019, p.352). These factors' interaction with each other will also define the level of entrepreneurial orientation. Regardless of the strong connectivity and complexity amongst those factors of the power distance the belief, values and religion have the strongest and longest lasting impact. That factor itself is enough for defining not only the entrepreneurial orientation but also analyzing the macro-economic level impact. Entrepreneurial orientation is best shaped by the narrowing of the power distance which helps for effective and smooth carrying of the business operations and attainment of the self-sufficiency. Thus, the democratic principled society and large proportion of the middle class are narrowing the gap in the power's equal distribution. Enterprises' main worry is the reduction of the power distance and allowing the equal distribution of the power.

One of the power distance's impact on the entrepreneurial orientation is the decentralization factor. Since enterprises are concerned with narrower gap of power distance, they distribute power equally and that is the decentralization. This has different side benefits for effective risk management. The organizations with smaller power distance, i.e. power-decentralized organizations can have effective enterprise-risk management (ERM). ERM of the enterprise is part of risk corporate culture where decentralization of the power allows the subordinates to develop the risk culture and analyze the risks in day-to-day business operations.

1.3. Research Question

The research will be addressing the questions regarding the dimension of the national culture, power distance in particular and its impact on entrepreneurial orientation. The link between these two factors and their correlation will be studied.

of the research question posed in this study and it will be addressed as the topic will be further elaborated. The question is as following:

- How does the power distance shape the entrepreneurial orientation and influence the performance of the firms across Sweden?

2. Literature Review

The second part of the thesis will be covering the literature, materials, articles and the school of thoughts used in the overall understanding of the interrelations between culture, power distance and the entrepreneurial orientation. In this sense, the literature will help to have a precise answer to the question posed in the thesis. The chapter will be dealing with defining the concepts of the cultural impacts on the entrepreneurial orientation. The chapter will also show the societal and academic relevance of these subjects.

Entrepreneurial orientation consists of the five important dimensions: innovativeness, risk-taking, proactive behavior, competitive aggression, autonomy (Lumpkin & Dess, 1996). These five major facts provide the basis of the manifestation of the entrepreneurial orientation. The dimensions are the pentagonal shape of the entrepreneurial orientation and each dimension is differently impacted by the power distance in the enterprise. Certain dimensions require the power distance to be extremely low for the innovativeness to be higher, while other dimensions will require more of the direct involvement from entrepreneurs regarding the risk-taking capabilities and building of the competitive aggression.

2.1. Effective flow of communication in the enterprises

Throughout the history the culture and power distance has been having impact on the civilization. These two factors have been the major reasons for the development of the laws in various fields.

However, they have also been the point of negative connotation and the bashing in preventing humans progressing materially. Some philosophers from Eastern school of thoughts have shed more positive light on the culture as having positive impact on moral elevation of society. Especially the Persian school of thought have helped to understand how “culture can be dominant positive factor” in bringing up the well-bred individuals of society (Xiaomeng, Feng & Kaiping, 2018, p.2090). The authors (Xiaomeng, Feng & Kaiping) argue that different factors of the culture have impact on the moral judgements and analysis amongst the members of the society and there are three facets to that: inter-cultural variations, intra-cultural variations and multiculturalism. Thus, culture’s moral impact across the various times and various climes have been differently manifested in the moral values of the societies. Their current level of exposure to the business world can be seen as the remnants of the past.

Some of the entrepreneurs have smooth flow of communications which help them to attain the effective carrying out business operations. This also is contributory towards the elimination of the cultural impacts and power distance. The other type of enterprises where the seeking of authority and running the enterprises with the one-man rule are more exposed to the risks of the cultural impacts and especially power distance penetrating the values of the enterprises. It can cause them to influence the decision-making process.

However, the culture’s moral impact on society and especially in the trade skills of the members of society have to be analyzed and clearly defined. The modern entrepreneurs and entrepreneurial activities which are solely based on the historic trade relations and ties have to be studied. Entrepreneurship itself is an “intellectual economic field” and has a long history and its ties goes to the “ancient and middle times” (Landström, 2010, p.29).

2.2. Entrepreneurial Culture

The entrepreneurial culture is largely revolved around the atmosphere within enterprise where the values and ethics are highly being given consideration to. This culture in the context of the business can be described as attitude, value, skill and power of the people inside of the enterprise which is characterized by the risk factor and their aim is earning income (Rizwan, Jaweria & Hafiz, 2019, p.1). Entrepreneurial culture is also the defining factor for the innovativeness and creativeness. The last two factors have important say in organization for achieving self-sufficiency and sustainability which make the company a going-concern. The higher the entrepreneurial culture within enterprise then lower the risk of the cultural or other factors impacting the entrepreneurial activities is. Thus, organizations pay large attention to this factor and they want the entrepreneurial

culture being at high levels. Culture in the enterprise is formed from the arranging of the “shared, or taken for granted expectations” of the people inside (Schein, 1985, p.33). These values can be considered as moral assets of the enterprise to be passed onto new and coming participants of the organization.

The enterprises with the strong culture are the mark of the enterprise having the right working environment. The entrepreneurs can be assured of the employees being satisfied in the enterprise with the right type of the entrepreneurial culture. Having established the entrepreneurial culture in the right fashion in the organization helps to understand the managers that organization’s exposure to external threats are minimized and they can be influenced by the external cultural factors. Such enterprises will have strong resilience in that regard.

Organizational structure and the attitudes of the people working inside including their perceptions are also artifacts of the culture (Schein, 1985, p.36). The changes which are taking place of the organization is at the formative stage and it is a positive influence (i.e. growth). It is evolving into more complex and diverse cultural model. After the maturation stage dysfunctionality takes place. The entrepreneur in this stage can use various models for changing the internal environment of the enterprise.

In matured companies the cultural formation and their shifting are rarely occurring. This is largely due to settled type of the culture being existent. Entrepreneurial culture is directly related to the management of the enterprise and also to the maturity level of the organization. An effective management in an immature enterprise can carry out such cultural transformation in a much more flexible way.

2.3. Entrepreneurial Obsessionism

Entrepreneurial obsession can be defined as the phenomena in which an entrepreneur dedicates all his skills, knowledge, expertise and passion for the sake of entrepreneurial activity. In that regard an obsessed entrepreneur is the person who is heavily linked with entrepreneurship. That kind of person can be exposed to various cultural traits. Those exposure can in their turn shape the course of the enterprise like the sail of the ship. Obsession in the entrepreneurial activities is in fact a positive influence and helps to determine how the enterprise can be involved in the macro economic level and tap into the opportunities around. They help with understanding the entrepreneurship. A research paper will in the next section use the qualitative data analysis and find out the tenuous and intriguing recommendation for the passion of the entrepreneurs who

experience the venture obsessions, passions in their businesses. The enterprises with the “passionate” entrepreneurs on entrepreneurial activities have strong experience in the venture related obsessions (Maritz, Fisher & Antonio, 2013, p488).

Entrepreneurs can face various such types of venture related obsessive experiences and its impact will be on the decision-making processes of the organization. Entrepreneurs with the similar experiences will pave the way for the corporate culture which will have the internal employees sharing the similar experiences in the company (Maritz, Fisher & Antonio, 2013, p488). Obsessions might have the relation or be correlated with the passion of the entrepreneurs. Thus, productivity and efficiency factor of the enterprise can be positively impacted from this factor.

Obsession is often associated with productivity as mentioned above. Passion of the entrepreneurs have the dualistic nature. Its results are both adaptive and maladaptive (Vallerand et al. 2003, p.757). The dark side of the passion has already been accepted in the entrepreneurial literature. Some negative consequences of it can be the entrepreneur’s obsession and his stubbornness. Thus, the wrong ideas and opinions of the obsessive entrepreneur will steer the organization in the wrong direction. This dark side is strongly linked with cultural traits having influence on the entrepreneurial activities of the entrepreneur. The obsessive entrepreneur might have strong beliefs in the actions he is taking and the decisions he is making. The harmful outcome will be the material loss for the enterprise and employees’ suffering and the resources being drained out. Thus, obsessive entrepreneur and the venture experiences that he is living must be carefully studied. The data collection from the qualitative methods will help the paper to study the problem and see the problem through. It will also be concentrating on how to deal with a similar problem.

2.4. Entrepreneurial power-rule

The power-rule in the enterprise is defined by the entrepreneur having strong say in the decision-making process and his own experiences are solely influencing the overall enterprise. The power-rule in the enterprise can be the defining factor in the organization achieving sustainability and self-sufficiency. There are negative consequences of the power-rule in the organization. Some of the dark factors can be authoritarianism and lack of freedom of expression for the colleagues. Such harmful consequences can cause the low morale among colleagues and impact their productivity and efficiency. It will also result in the loss of passion. The working environment overall can be strongly harmed from the power-rule. Entrepreneurs are the persons who are involved in dealing with strong “unknown factor” in the organization (Bruce, 2012, p1). They are afraid of not knowing what will happen and what they can be exposed to in the enterprise. Entrepreneurs have

to cope with a lot of unknown things in the organization. They are also trying to project and create the upbeat environment in the enterprise.

Managerial competence of the entrepreneurs, the owner-managers, venture entrepreneurs show the ability of those people with being able to cope with economics or any other crises. The entrepreneurs at their early stages of life require such skills and competences like the water and air. It lets the organizations to achieve the sustainability and self-sufficiency in the long-run. These skill and competences are the direct linkage to the power-rule in the enterprises. However, such a skill isn't the result of the authoritarianism. In contrast to that it allows the right-way of rule. Required skills and competences allow the egotistical attitude displayed by the managers, entrepreneurs or the managers. In many cases the egotistical attitude displayed within the enterprises by the entrepreneurs or the managers can constitute the "abuse of the trust" within organization (Beaver, 2005, p.10). The power in the hands of the entrepreneurs in extreme situations can be fatal consequences for the organization. If not used for the right purposes and if not applied in dealing with the challenges the enterprise is facing, but applied in abuse of the trust and confidence then the enterprise will be doomed to fail. The researches on the abuse of the trust and confidence by the power-rule have shown that the similar enterprises don't usually reach the level of maturity.

However, there are some situational and operational causes for the failures. The non-rational behavior of the entrepreneurs who doesn't adhere to the "rules of the game" is shooting himself on his own shoes. He is the sole reason for the organization having the fallen productivity and reduced efficiency. In that regard, the entrepreneur must adjust his rationale, decision making and the power-rule for the benefit of the enterprise. If he can use these for the handling of the difficulties of the enterprise then he can attain the organic growth in the company. In that regard the company will also attain the self-sufficiency and achieve sustainability.

The power-rule in the enterprises is an important factor for understanding the internal environment. Many employees who are the major resources of the enterprises don't want to associate themselves to the enterprises who use the power-rule for abuse of the confidence and the trust. Those values of the organization are the major factors in deciding the staff being attached to them. Enterprises should prioritize in investing on those values rather than seeking generating income by any other means. Many organizations in the recent ages have failed for the reason of the using power-rule for squeezing the income out of customers and exploiting their own staff. This has resulted in the valuable and skilled employees leaving the organization. Once the enterprises lose their staff, they start facing the lags in their operations.

Other negative consequences of the power-rule are the loss of the goodwill and reputation. The enterprise which constantly faces the entrepreneurs using the power-rule to abuse the trust and confidence raise the eyebrows in the society. Such organization is facing the operational risks. It can be harmed from those badly. Being largely exposed to such risks, organizations will have to heavily focus on the CSR (Corporate social responsibility) for gaining the confidence in the society. Otherwise, they won't be able to attract potential customers and will end up losing whatever the market share they might have gained since their incorporation.

It is very necessary for the enterprises on focusing the right way of using the power-rule in the enterprise. This is the strategic way of helping enterprise to stand on its own feet. The power-rule and the entrepreneurial orientation has strong positive correlation and can help in understanding the impact of the power distance on the entrepreneurial orientation. The power distance can be said directly impacted by the power-rule. In fact, the latter is shaping, i.e. lengthening or shortening this distance. Thus, any abuse by the use of the power-rule will make the power distance to have the negative impact on the entrepreneurial orientation. Enterprises pay large attention to this factor and concentrate their resources in trying to eliminate such factors from penetrating the enterprises.

2.5. Conclusion

Depending on the above-mentioned factors the entrepreneurial orientation is largely influenced. The way these factors have the interaction and the way they are impacting the enterprise will also be helpful in understanding the power-distance's impact on the entrepreneurial orientation.

Power distance's influencing of the entrepreneurial orientation will be revealed in the flow of the communication of the organization. Smoother the flow of information then lower the negative impact of the power distance in the entrepreneurial orientation. The smooth flow of communication isn't only the exchange of the information for the business operations of the enterprise. The effective communication also helps in fast decision-making process. It helps in letting the required amount of the staff joining and having a say in the strategic decision-making within enterprises. Thus, the smooth communication is important for the internal environment of the enterprise (human resources) to be able feeling that they are the part of the enterprises and they are the main pillars of the enterprise.

Entrepreneurial culture is also very important in reviewing the impact of the power distance on the entrepreneurial orientation. Since the power distance is part of the cultural dimensions, the

entrepreneurial culture lets the researcher to see how the power distance has penetrated to the manners and behaviors of the entrepreneurs.

The entrepreneurial obsession can sometimes result in the entrepreneur distancing himself from the enterprise. His obsessionism might feel for himself being the major factor and important phenomena which allow the enterprise to grow. In most of the cases, it has resulted in entrepreneurs not understanding the enterprise and ending up falling short on the realities the enterprise has been facing. Thus, it is very necessary for the entrepreneur to be obsessed not to the point of isolation. This will result in the power distance being lengthened and the entrepreneurial orientation to be negatively impacted.

Power-rule of the entrepreneur is the direct measurement of the level of the power distance in the enterprise. The strong power-rule might result in the abuse of the trust in the enterprise. The major factor in deciding the shortening of the power distance will be by abandoning of the abuse by the power-rule. Those entrepreneurs who can't use the power-rule for the rightful purposes will extend the exposure of the entrepreneurial orientation to the potential impacts of power distance.

3. Research Methods

This section of the research will be aiming for analysis of the qualitative approach in entrepreneurial orientation and power distance's impact on them. The philosophy behind the thesis will be elaborated and explained in detail. After further elaboration and detailed and thorough explanation, the next process will be the research methodology which will be mainly dealing with data collection, sampling and discussion of the findings to be followed up. The drawbacks and difficulties, main limitation of this process will also be analyzed here and elaborated. Some of drawbacks and limitations of the data collection and sampling might have impact on the research and due to this factor, the major concern will be giving of the ethical considerations. Therefore, the thesis will be majorly considering the all necessary methods ranging from philosophical study of the question posed and the methods applied to the qualitative analysis.

3.1. Epistemology and ontology

This thesis will be dealing with several assumptions on using the right methodology for applying. Selection of the methodology will allow to have a clear understanding on how the cultural dimensions especially the power distance impacts the entrepreneurial orientation. The interviews

that are going to be conducted will help with analysis of the behaviors of the participants in these interviews. Their behavior and response to the questions posed for them being impacted or burdened by their culture, customs, beliefs and the existence of the power distance within their workplace will help to understand the level of penetration of culture into the current businesses. The philosophical and ontological assumptions for understanding the relations between culture, power distance and entrepreneurship are based on the methodology which is both interpretative and explanatory being part of the interviews (Scotland, 2012, p.10). The thesis will shed light on understanding businesses' exposure to the cultural traits like power distance. Since the interviewees are part of the qualitative approach of the thesis, they will be asked to reveal their exposure to such factors in their day-to-day business operations, decision-making. They will reveal the level of impact and burdens. Using the perspective of these people in the interviews in the research methodology will also help to eliminate the bias and aim for the best possible understanding in this qualitative approach (Scotland, 2012, p12). Aims of the thesis are clearly defined for analysis of the interactions between the power distance and entrepreneurial orientation. One of the difficulties and also an interesting point is deep analysis of these factors' influencing of the innovativeness and proactiveness amongst the entrepreneurs and enterprises. Regarding this side of the analysis certain questions will be posed to the interviewees as part of the qualitative research strategy. The strategy chosen in this thesis will help to understand the overall situation of entrepreneurial orientation in Sweden and their being influenced by the major cultural and power factors. The qualitative research strategy's selection in this regard is for its suitability in analyzing the research question posed in this thesis. It helps for the in-depth analysis and revealing of the necessary findings for the research and drawing the conclusions thereof (Bell, Bryman & Harley, 2019, p.642). Entrepreneurships is constantly changing and being influenced from various factors. Their impacts can only be understood by qualitative study of the people's behavior and subjective knowledge. Thus, thesis is going to apply a philosophical approach for it consisting of the socially constructed phenomenon (Bell, Bryman & Harley, 2019, p.642).

3.2. Research Design, materials and tools

The research is of the qualitative nature. This is largely due to its analysis of the cultural traits like the power distance on the entrepreneurial orientation. Thus, there will be conduction of the various interviews. The interviews will be conducted amongst various entrepreneurs and the academicians. They will be interviewed about the culture's influence in their daily business operations and carrying out the company's businesses. The power distance which has impact on the company's successful maintenance and the achievement of the sustainability will also be measured based on

the interviews. They will help to reveal the level of penetration of the culture into the thinking of the managers and the low-level staff of the organization. The interviews will be covering the all aspects of the business making. It will reveal the true cultural and the power distance whether being existing in the companies or not.

3.3. Evaluation and Justification of the methodological approach

The findings of the interviews held with various parties who are under direct influence of the power distance will be cross-analyzed and the results will be screened. They will be analyzed in details and their reflection of the reality will be reviewed. Thus, the results which will be a sample size mustn't differ from the population and this random sampling must be studied carefully in order to prevent the outliers and deviation in the expected outcomes.

3.4. Assessment of the research cases

This study has will be using the several cases for the designing of the research and in that regard theoretical sampling will be used (Eisenhardt, 1989, p.537). Using the maximum variation approach in sampling technique the research's aim of capturing and addressing the problems of entrepreneurial orientation being shaped by the cultural traits and power distance's penetration will be achieved. This will provide an assistance in the overall increase of the "generalizability", validation and the relevance of the theory behind the research given the limited cases being analyzed in this study (Eisenhardt, 1989, p.544). The cases to be applied here will be various graduates of the different universities who have gone to become entrepreneurs and other business-related persons from the Venture Park. They will also be included in the case sampling. These entrepreneurs are very action-oriented and they are heavily involved in various venture programs.

The enterprises chosen for this paper are based on the types of the entrepreneurs described below. Usually these organizations are the start-ups and have faced a lot of upward and downward swings over the course of their lifetime. Studying of the strong volatilities have assisted the paper in understanding the entrepreneurial orientation in the organization being exposed to the power-distance. At the initial stage of the enterprises power-rule tends to dominate. Considering these facts such enterprises have been chosen.

The research will also be aiding the maximum deviation techniques and in that regard, there will be categorization of the career fields of the entrepreneurs. Thus, the entrepreneurs' types are classified since they capture the realistic representation of the different sectors of the economy

being influenced by the cultural traits. Various entrepreneurs from the different economic segments will help to understand their views better. The major categories are as following:

- Self-employed entrepreneurs: This type of the entrepreneur used in this sampling method is defined as the running his or her own venture business in a solo or co-ownership fashion.
- Intrapreneur: (Antonic and Hisrich 2003, p.527) Intrapreneur is the person involved in entrepreneurship within functioning enterprise with emergent behavioral intentions and understanding and also the behavior of the enterprise being related to that of the customary enterprises.
- Assisting entrepreneur: An academic entrepreneur with the supporting role of the establishment and start-up of the (joint) venture and primarily involved in commercialization of the academy's spin-offs (Mohamed & Amrin, 2015, p.55). For this research paper the assisting entrepreneur will be considered (defined) as the one excluded from additional occupations inside of the academia. These additional occupations might be pursuance of the PhD in entrepreneurship, or also getting involved in lecturing and professing about the entrepreneurship in the university. The thesis for the sampling purpose will consider the assisting entrepreneur who have the direct supporting roles only in the ventures. Thus, they are solely considered as the entrepreneur-minded intellectuals rather than being heavily linked with the academia. There are various related positions and occupations in the incubators, accelerators which can help to fit the aim of the research sampling. Supporting entrepreneur's primary occupation is said to be involvement in the supporting of the new ventures or also assisting the individuals for their entrepreneurial endeavors for consulting-based positions.
- Non-entrepreneur: Enterprises have the various individuals with the primary occupations which can't fall into any above-mentioned categories. Thus, a non-intrapreneur is an entrepreneur who is neither self-employed, an intrapreneur nor the supporting entrepreneur. He might have some similar features of each above-mentioned categories but his features as an entrepreneur is unique.

This research will be considering the largely self-employed entrepreneurs in the sampling method. This fits into the definition of the 'customary entrepreneur'. The second largely used category of the entrepreneurs will be intrapreneurs. These two classes hope to create a stimulating factor for the academic discussion on understanding the entrepreneurial orientation, impact of the culture and power distance on the entrepreneurial orientation. In total the selected cases for the sampling are eight and they are based on the definition of those entrepreneurs given by themselves. The four

classes of the entrepreneurs were defined and the two cases chosen amongst them whose occupations show the respective entrepreneurial orientation. For the findings to be replicated within categories (Eisenhardt, 1989, p.537) there should be more than one case inside of the classes. Using the sampling through maximum variation approach the criteria applied are as following:

- The case to be a graduate student with Master’s degree on an entrepreneurship programs from universities in Sweden. These programs are action-oriented and they reflect the action and decision-making capabilities of the entrepreneurs. They will allow to understand these types of entrepreneurs’ exposure to the cultural impacts and the power distance in the enterprises. The action-taking, risk-taking and also decision-making skills are required for the entrepreneurs for seizing the opportunities in the market for achievement of the sustainability and growth purposes. By the risk-taking skills they allocate the required resources in an optimal fashion. Their educational background helps to reduce the “extraneous variations” in the sampling (Eisenhardt, 1989, p.537).
- Other criteria for the application are the experience in the entrepreneurial activity (venture) is from three to five (3-5) years. This is an important criterion for the assessment of the firm entrepreneurial character of the entrepreneur. The reasoning for the selection of this is for understanding how the firm decision-making skills of the entrepreneurs affect the enterprise and it will also help to understand whether the experience have resulted in the elimination of the influential factors mentioned in this thesis on the enterprises. Thus, the thesis aims to show the reflection of the experience of the cases on supporting the research aim.

The table below is showing the general view of the cases considered for this research. It has already been mentioned that the major aim is to increase the efficiency and the overall quality of the interviews for a better research. In this regard the anonymity of the respondents in the interview is strictly followed. Their names are different. In terms of their professions, occupations, gender, education and their location are based on the real facts and haven’t been changed or modified.

Figure 1: Cases with random anonymized names

Cases	Names	Data	Education	Occupation	Location	Category	Experience

1	John Biggs	Sex: Male Age: 29	University: LU 2018	CEO	Sweden	Entrepreneur	4
2	Kim Parks	Sex: Male Age: 27	University: NTNU 2020	CEO & Founder	Sweden	Entrepreneur	4
3	Alison Walker	Sex: Female Age: 30	University: NTNU 2016	CEO	Sweden	Intrapreneur	6
4	Teddy Bayes	Sex: Male Age: 32	University: LU 2015	CEO	Sweden	Intrapreneur	7
5	Margaret Kayne	Sex: Female Age: 33	University: NTNU 2017	CEO & Founder	Sweden	Intrapreneur	5
6	Ashley Wills	Sex: Female Age: 28	University: LU 2018	CEO & Founder	Sweden	Entrepreneur	3
7	Scott Ells	Sex: Male Age: 31	University: LU 2017	CEO	Sweden	Entrepreneur	4

8	Shelby Gibbs	Sex: Female Age: 32	University: NTNU 2015	CEO	Sweden	Entrepreneur	5
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3.5. Data collection

For acquiring a wider understanding of the phenomenon of the research data multiple sources were used. Empirical data in the research were derived from conducting the interviews with different respondents. It was an individual and semi-structural style of interviews with each respondent given as a case in table. Interviews aren't the only source of the data for the research. Different sources include the personal documents like the type of documentations used inside of the enterprises (with anonymity strictly complied) which will give the support or will also question the empirical results and findings. The data collection will be elaborated in this section and more details will be given.

3.5.1. Triangulation

The research paper contains various sources for reaching out to the interviewees. This will be elaborated further. The reason for diversifying the sources of this is for getting a broader perspective and understanding of the underlying factors, i.e. major drivers like cultural factors behind the interviewee's (respondent) decision-making or other captured factors of the entrepreneurial orientation (Yin, 2010, p.2). The major aim for applying the "triangulation" in this research study was increasing the quality, validity and reliability of the results (Yin, 2010, p.3). Specifically, the diversification helps to enhance of validation because it does the backing of the phenomenon studied in the research (Yin, 2010, p.2). Due to this fact, the paper used diversification. Overall, it can be said that, this triangulation gives the confidence for relying on the findings.

By conducting the "semi-structured interviews" it has allowed the research paper to collect vast amount of rich in-depth views of the respondents (Bell, 2019, p.64). The semi-structured interviews with the interview guide was consisting of the important topics and concepts related to the research aiming to answer the research question. Those concepts in the interview guide were covered during the interviews. There were various questions ranging from the open-ended ones to the general questions. The major focus was getting the interviewee comfortable and allowing them to have the sense of unbiased social atmosphere. Their rationale was important for these semi-

structured interviews because this would make the findings unbiased. The major important factor is allowing the interviewee to narrate their story (Goia & Corley, 2013, p.23) and get them explain about the cultural traits, power distance having impact on the entrepreneurial orientation. This is also referred as applying “their own true voices”. The interview guide tried to ignore the use of words of culture, power or any other similar terms which could influence their narrative. It was for getting the new theoretical concepts out of these interviews which could supply the research. For aiding the unbiased responses and the influential areas of the interviewees’ prospects, the guide wasn’t given to them before the interviews beforehand. The interview guide is attached as an Appendix to this research.

The form of the interviews was an oral history. It is meaning that each participant of the interviewee was asked about the cultural impacts on the entrepreneurial orientation. The retrospective type of questionnaire has allowed to clarify the complexity of the decision-making being shaped by the cultural traits and thus where the entrepreneurial activities are heading to as a result of all these. Those factors relating to the decision-making and shaping up of the entrepreneurial orientation were in addition to avoidance of the sample attrition and panel conditions.

There would have been some memory lapses and some other distortions in oral interview and for avoiding the interviewees were asked to provide their written forms of organizing the committees and getting the simulations done for understanding how the decision-making takes place. In another form their style of communication to their subordinates were being analyzed, which is the most important factor in understating the power distance and entrepreneurial orientation. The forms and the internal decrees of the interviewees (CEO, Founders and Co-Founders) are used in these interviews usually for two reasons. Firstly, the thesis argue that power distance impacts the decision-making and shapes the entrepreneurial orientation. It might have several impacts on various levels for enterprises. They can harm the business operations and have negative consequences. Using them for two reasons might reveal the emerging concepts which would have been very difficult to obtain through the interviews.

For reaching interviewees several means have been applied through internet (e-mails, messages), including the social media (LinkedIn – media for linking up the professionals). The durations of the interviews lasted usually around 1 hour. Author of the thesis and the interviewee were involved in an online video format. It was for creating a safer and natural setting for the participants. This is relevant for the “quality of the interview” (Bell & Bryman, 2019, p.72). The language of the interviews was English. Using of the English was for further aiding the rationale of the responses

of interviewees and avoiding any possible misunderstanding which could result due to translations if some other language would have been used.

3.6. Data Analysis

The thematic analysis was applied as a technique after the interviews were transcribed. Reasoning of using this approach was for the flexibility options it was offering. The researchers could also iterate between theory and the data they have collected at hand (Bell & Bryman, 2019, p.70). This kind of analysis enabled the researcher to understand how the cultural factors and power distance influence the entrepreneurial orientation.

The second order themes and subjects were formulated as part of the data analysis. They have helped to understand the impact of the power distance on the entrepreneurial orientation from the different theoretical points of view. They have also deep-dived to the cultural traits' penetration of the decision-making amongst the entrepreneurs and tried to make the sense of the inter-relationship between culture and entrepreneurial orientation. Data derived for the interviews were categorized. They were classified as per the themes, keywords and the sentences used which could give meaning to the phenomenon of the research paper. The additional data was also collected in the research paper. In comparison to the research theory, this was done with purpose of finding the similarity and difference between interviewees' responses. Some newer themes were emerged as a result of this data collection in relation to the stated research question and the literature review. Such an approach has enabled the research to identify the interconnectivity and relations amongst the factors mentioned in the research (Bell & Bryman, 2019, p.72).

The second step in the data analysis was the usage of the "First and Second order analysis" (Goia, Corley & Hamilton 2013, p.26). This incorporated strategy was for implementing an effective data analysis. The analyses were being carried out simultaneously while the researcher had the data being collected. This in its turn paved the way for the themes and categories being emerged as a result. After the identification of the themes and categories, iteration was performed. The purpose for this was for explanation of the relations between cultural impact on entrepreneurial orientation. Iteration of the data collection and the theories research has focused on the culture, especially power distance's impact on the entrepreneurial orientation. The iteration of the theory (under the research study) and the data collected (through semi-structured interviews and external sources) have helped to develop the collective aggregated dimensions. Those dimensions in their essence represent the emerging themes which could explain how impactful culture's trait like power distance can be on Entrepreneurial orientation (EO). The research has an aim of contributing and

expanding the theory of influence of culture on EO. Thus, iteration took place between the emerged dimensions and the relevant theory. They helped to detect whether the findings were already within the theory of the research or any new conceptual theories formed or discovered as a result.

The major aggregate dimensions which were formulated as a result of this iteration were the entrepreneurial independence of the communication and the entrepreneurial power-rule. Literature review and the cases have already been provided and they also have been categorized. The categories were the dimensions based on the previous table. They also showed the extent of the cases fulfilling the criteria in the entrepreneurial activity-setting. If those cases comply with one of the dimensions aggregated then that case could be categorized in that particular dimension itself. For finding whether a case fulfills a criterium various proof quotes were used. The proof quoting used for the case are as follows:

Figure 2: Categorizing the cases within the dualistic dimensions. Criteria

Criteria	Entrepreneurial Freedom of Communication	Entrepreneurial power-rule
Impact on Interactivity	High	Medium
Effect on Interpersonal relations	Low	High
Level of fast-decision-making	Medium	High

Figure 3: Proof quotes for the categorization of cases in dualistic approach within criteria

Criteria	Entrepreneurial Freedom of Communication	Entrepreneurial power-rule
Impact on Interactivity	<i>“Whenever there is interaction in the workplace, I feel more at</i>	<i>“It is very important for me to convey the messages to the</i>

	<i>ease to express my thought and opinions not only with colleagues, but also with my superiors”</i>	<i>subordinates in a direct fashion and get them understand the key facts”</i>
Effect on Interpersonal relations	<i>“Discussion of work and tasks with colleagues in such an atmosphere is more fun and creates more passionate colleagues”</i>	<i>“I have felt some frustration among the staff and but despite that lack of interactions lets them to focus more on tasks at hand”</i>
Level of fast-decision-making	<i>“I feel by working in such a setting, I am part of the decision-making and contribute to my employers”</i>	<i>“I am at ease for making decision regarding the business operations without any further external influence”</i>

Analysis of the internal documents and samples of the forms for organizing committees within an enterprise has allowed researcher to compare them and make the primary analysis for supporting the emerged theories. It also helped to understand whether the emerged theories could be disconfirmed. It is very important from the research point of view to review the original documents. Such an analysis is important because the original documents were created in the different context and they were for the commercial purposes rather than supporting the theories. They are for the specific job and not for the specific theories. Some of the documents within organizations have been formulated as a result of theories and after their interaction with the academia. Thus, the researchers must also bear in mind some exceptions should they analyze the original documents within enterprises. This research paper has considered the original documents as the supporting materials.

3.7. Methodological Limitations

There are several limitations of the methodology and they have certain implication when analyzing the data. These implications can also have influence on the discussions and drawing of the conclusions for the research. The limitations of the methodology here are described by considering

the design of the research, collection of data and analyzing of the data eventually. In this context the limitations have been shed light on.

3.7.1. Research design

Generally, for the researches not only the quantitative data is being considered but also the qualitative data is also being used. Considering the relevance of the qualitative data in the context of the research, often the researchers argue that qualitative research design is more subjective and can also be problematic for generalizing. It lacks the transparency and also the qualitative data can be difficult for replication (Bell & Bryman, 2019, p.72). For the research it was considered to eliminate or reduce such limitations. Total elimination of the above-mentioned difficulty can be very difficult. Due to that, the major consideration was for minimizing of them. For addressing these difficulties or the limitations, theoretical sampling and the cases were used. Those sampling and cases were selected on the context for the authors not having any relations with the person conducting the interviews. The major problem could be the bias being passed onto the research. Thus, the relationship between the entrepreneurs who were involved in the interviews were considered not to have any affiliation with the interviewer.

Another point was regarding the data analysis, in which the thematic analysis was applied. This analysis had combined the first and second order analyses into it. As have already mentioned in the previous chapters the iteration between the research theory and empirical findings were conducted. Besides having some new emergent theories coming up, it helped to improve the transparency. The thematic analysis with combination of the orderly analyses and also iteration between theory and findings had also helped to increase the replicability, methodology of the study. That aims to explain every aspect which has relevancy with process in detail and precision. However, still these limitations cannot be fully eliminated and the context of the qualitative aspect of the theory can be very challenging when the researchers try to replicate them. In that regard the above analyses have to be tightly applied for the maximum minimization effect to be achieved within the research. It will also increase the “relevance and transparency of the study” and allow the researcher to gain certain confidence (Bell & Bryman, 2019, p.70).

Certain features of the cases used in this research study are very unique and distinct. Thus, the research considers them to be boundaries for the theory expansion and enlargement. In that regard the major aim of the thesis includes the analytical generalization. Due to the boundaries it can be used for developing the universally generalized theory. The analytical generalization where the replication can be used if the few of the cases can fit the theories. These theories were the result

of the iteration between theory and empirical findings and have emerged afterwards. The context-dependent theories might be needed for the formulation of the applicable theories (Eisenhardt, 1989).

3.7.2. Data collection process

Other aspects of the qualitative data (interviews in this case) include the lack of flexibility. Despite offering the less flexibility, but they are also difficult in helping the research to gain more insight regarding the behavioral factors and such type of data (qualitative) can be exposed to the too much rationale by the participants of the interviews (Bell & Bryman, 2019, p.71). There was awareness of such limitation in the research for overcoming and for being able to deal with this challenge the semi-structured interviews were used. They have helped to increase the flexibility. Triangulation of the data had other contributions on increasing the credibility of the findings in the thesis. Using these tools helped to overcome the limitation of the over-rationalization of the interviewees. Thus, the semi-structured-interview guides were of great help.

3.8. Ethical Consideration

When the research applied the qualitative methods like using the interviews some of the information which are personal and sensitives can be unveiled in the process. The conductors of the interviews must reflect on the moral and ethical considerations (Bell & Bryman, 2019, p.70). The research has applied the ethical considerations. The interviewees have provided the written consent forms for these interviews and they are being included in the Appendix section of this paper (Appendix). The participants of the interviews were informed that the materials of the interviews would be kept anonymous and the confidentiality will be strictly followed. Participants were also asked whether they could give consent on the recording of the interviews for the purpose of later use in the research paper. It could enable the conductors of the interviews to transcribe the interviews after the interviews were finished.

4. Findings

The finding of the thesis will be presented in this section. The power distance impacts the entrepreneurial orientation in the context of the concepts which were formulated as part of the data analysis. After the data analysis it can be said that power distance's impact on the entrepreneurial orientation is strong. Some of the interviewees have helped to understand that enterprises are still struggling with the reduction of their exposure. It has been revealed that entrepreneurial orientation

is molded from the power distance. The major features of the entrepreneurial orientation is shaped by the power distance.

The impacts of the power distance within the concepts are further elaborated and discussed in detailed. These finding are from the triangulated analysis of the data collected from interviews. The objectivity of the findings provided are strictly followed. As mentioned in the previous sections the aggregate dimensions of the first and second order analysis will be used for the structuring of the findings to be presented. Those aggregate dimensions are from the literature review of the research. The literature review has covered them in detail. The second order themes are revealed from the carried-out interviews. The documents which were used are also supplied for the second order themes. Regarding the first order themes the proof quotes have been used. For the later purposes the power quotes have also been supplied. Using these latter tactics will be helping to strengthen the findings. Overall view and the aggregated dimensions, their relation to the literature of the research have been presented in the below table:

Figure 4: Linking of the concepts in the literature review with the findings

Analysis of the data		Literature Concepts	
<i>Aggregated Dimensions</i>	<i>Chapters of theory</i>	<i>Literature Concept</i>	<i>Chapters of theory</i>
Entrepreneurial Freedom of Communication	4.1	Entrepreneurial harmony	2.1
Entrepreneurial power-rule	4.2	Rule-based Entrepreneurship	
Entrepreneurial obsessionism	4.3	Dedicative Entrepreneurship	2.2

Entrepreneurial culture	4.4	Culture-based Entrepreneurship	2.3
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4.1. Entrepreneurial freedom of communication

Researches show that freedom of communication and the smooth information flow in the enterprise is important for the entrepreneurial orientation. The strategic decision-making within enterprises requires the inputs such as data, information. Given these inputs are constantly supplied without any breaches then strategy can be successfully implemented. Otherwise the enterprise will have frequent operational problems. Free flow of communication as an aggregate dimension can be classified as the first order by reflecting the nature of the entrepreneurs. The second order in the free flow of communication in the enterprise will be having the major themes of the innovativeness, competitive environment, freedom and personal and skills knowledge improvement. These four themes in the second order helped to better understand the freedom of communication and its relations with power distance which has strong impact on the entrepreneurial orientation. The aggregate dimension with the first and second order of the subjects and themes are shown in the below table.

Figure 5: Aggregate dimensions of the Freedom of Communication

First order subjects	Second order themes	Aggregate dimension
Creative approach to tasks Communicative approach, brain storming Socializing	Innovativeness	Entrepreneurial Freedom of Communication
Willingness to service Raising the bar of expectations	Competitive environment	

Interaction Ownership of the values Idea generation Expressing the opinions	Freedom	
Desire to learn and improve Ventures supporting the learning process Career-making in the ventures	Personal knowledge and skill development	

4.1.1. Innovation, creativity

Innovativeness at the enterprise is an important factor under the aggregate dimension of the free flow of communication. Four of the cases interviewed (John, Kim, Allison and Teddy) has declared that ‘*An employee with a feeling of the innovativeness at the enterprise is an important value will also try to break out of his cocoon and contribute to the enterprise*’. The enterprises giving importance to the innovativeness understand that freedom of flow of communication is necessary. *For supporting the dimension enterprise must realize the value of the innovativeness. Entrepreneurial orientation which gets impacted power distance will have the smaller exposure to the negative consequences if the aggregate dimension with the feature of the innovativeness is in right place. In this case an enterprise gives the room for such activities and interactions like brain storming and socializing amongst the employees.* Their interactions and expressing opinions are very necessary in understanding the innovativeness’s success at the enterprise. Some of the ventures prefer the innovativeness to take place at the rapid pace and spend the resources in a rash manner for the immediate material successes. This can end up depleting the resources of the venture and depriving it from the achievement of the long-term sustainability.

As John has mentioned: “*I admire the innovativeness at the venture because it makes our team to be bounded to each other and approach the tasks with greater diligence and passion. To see them feeling the part of the venture and getting attached makes me to be more energy-driven and caring towards the staff*”. Regarding the innovativeness requiring the resources Allison has stated:

“Every enterprise at the initial stage requires allocation of some of the resources and in that sense, we have to choose between setting aside resources for the innovativeness and also carrying out the day-to-day business operations. Failing to choose the right balance can have severe consequences for the enterprise”. Kim and Teddy have stressed that innovativeness and the power distance are being negatively correlated. They talked about how they move in opposite directions. Kim said: *the more we have paid attention to the innovativeness the more we have seen the elimination of the power distance and more interaction among colleagues. These are the things we want to see at most of the enterprises.*

4.1.2. Competitive environment

Competitive environment in the workplace is the major driving factor for achieving of the sustainability and self-sufficiency. Many enterprises which have the large power distance has witnessed the lack of competitive environment. The competitive environment is both an external and internal factor. The exogenous factors are directly related to the market. This is where the enterprises witness the competition from the potential market players. The internal competitive environment is amongst the business units. This is where the units are trying to outperform others. Usually this is done in the form of the bonus system linked directly to the performance of the units. The remuneration they get is the major driving factor for them to stay competitive. Some of the interviewees (John, Margaret, Ashley and Scott) were heavily emphasizing on the importance of the competitive environment for the enterprise. John has mentioned: *The venture requires the competition for having the cutting edge and to achieve the competitive advantage we have strongly tried to shape the right entrepreneurial culture here. The people were strongly involved in the business processes and they have felt the sense of attachment in this regard. This also constitutes the right values at our enterprise. The right for the employees to freely communicate with the managers is contributing to their efficiency and productivity.*

Margaret has also expressed her point on the need for the competition becoming an invaluable driving force. *Over the few years we have witnessed a lot of enterprises and new start-up, ventures coming into the market. But one thing they forget that competition is tight and they must heavily align their internal resources as per the needs of the market. In this regard, we have achieved a milestone. Our colleagues today are the major contributors to the competitive edge we have at the company. The reason for that is our strong team-building activities which bring the staff closer to each other and make them united as a family. And we as the leaders try to show that we are also one of them. So here it is necessary to note that free communication amongst us have helped us to reduce the impact of power distance on our entrepreneurial distance.*

Ashley and Scott have also emphasized on the importance of the competition. Their major focus was on the internal competitive environment. Ashley has said: *What we have achieved is the creation of the competition amongst our business units. Thus, the units are in direct competition with themselves for meeting the preset plans for them. Our strong performance measurements like, KPI system (Key Performance Indicators) has allowed us to reward them fairly for their efficiency. That efficiency and productivity stem from the strong flow of communication between them and the board. Thus, we have reduced the power distance and minimized its negative impacts on the entrepreneurial orientation.* Scott added: *This is an ongoing process and you can't just say that I have finally achieved the competitive edge internally or externally. Because once you cease to concentrate your strength on the competitive edge you have then you can immediately feel its negative shocks on the enterprises. Because if an organization who focuses on other things rather than competitive edge, is in fact making the company to be more exposed to the impacts of the power distance. The power distance getting wide can make the company to lose their communication with the staff. All these negative chains of events can ultimately result in the failure of the organization.*

4.2. Entrepreneurial power-rule

Figure 6: Aggregate dimensions in the data structure of the entrepreneurial power-rule

First order concepts	Second order themes	Aggregated dimensions
<p>The major ambition is having control over operations</p> <p>The resources must be closely monitored</p> <p>Heavy monitoring and controlling will help to create strong enterprise</p>	Control	Entrepreneurial power-rule
<p>The goals have to be met in a precise manner without wasting resources</p>		

<p>I can run this enterprise in an effective way and attain large market share</p> <p>The enterprise runs in the direction where I have instructed Board.</p>	<p>Authoritative/Demanding</p>	
<p>We persuade the staff to work effectively.</p> <p>The employees have to believe in the vision of the enterprise.</p> <p>I have contacted the board members and have informed about our goal of becoming a leading enterprise.</p>	<p>Persuasion</p>	

4.2.1. Controlling the resources

Control in the enterprise is a strong factor which indicates how large is the power distance. After understanding the control level in the enterprise there can be a clear picture on the power distance's impact on the entrepreneurial orientation. The findings have enabled the research to understand the level of control existing in the Swedish companies which are the major focus of the paper for analyzing the national culture's influence on entrepreneurial orientation. There is a strong sense of urgency in the ventures which are newly founded start-ups to have a strong control for keeping the enterprises from falling into pieces. The entrepreneurs who were interviewed in the process have stressed the importance of the control. Their major concern was for the elimination of the wastage of the resources which could hurt the sustainability of the enterprise. However, some of the interviewees have argued that too much control has caused the employees to be isolated at the enterprise. This could have harsh consequences. The major focus should be on the involvement of the staff and the interaction between them.

Ashley and Scott as the interviewees have mentioned about the control being the influencing factor in the competitiveness. Too much control and strict measures could kill the internal competitive environment and the competitive spirit of the enterprise. The company can lose the cutting edge in this regard. Ashley has said: *Over the last years I have seen some of the deregulation in the sectors where in the past this has seemed very impossible to imagine. Now ventures and the newly*

built enterprises have much more independence and flexibility to maneuver. However, we shouldn't forget that being strongly deregulated and having been given a lot of independence internally might harm the business operation. The control measures shouldn't limit the sense of freedom in the internal environment of the organization but rather support the concept of constant support from the leadership to the enterprise. What we have failed to understand is that control is only good for power-rule rather than provision of non-stop support or we can say being the blood-line of the enterprise.

Scott's views weren't so much different from that of Ashley's: *Enterprises seek gaining competitive edge. At least our enterprise does that. But I have personal preference of having our team to be freer and the enterprise to gain the muscles on its own rather than any coercion. Thus, for me it isn't so important how strictly the enterprise is controlled. As long as the people do their job right then enterprise will succeed on its own. We must just be there to make sure that they have our full support. If they fail and if it isn't fatal then good for us. We have tried and learned the lesson. Might be the bitter way.*

The opinions of the interviewees are very interesting for the research to see what is the impact of the power-distance through the control as an aggregate dimension on the entrepreneurial orientation. Current business-world is strongly shaped by the Silicon Valley business culture. The American style of the running businesses have always been on much independence and today a lot of new entrepreneurs are trying to imitate this concept across the world. The preference for the strict control measures are evading and paving way for having the entrepreneurs taking initiatives on their own. This has also been witnessed in the public sectors where the classical governmental show of supremacy in such services are having been replaced with an entrepreneurial way of running things.

One of the interviewees, Kim has made an analogy on the control being as part of the power distance to the government and taxpayer relations: *The governments are trying to control the actions and behaviors of the citizens for making them to bound before rules and make sure they pay their taxes. And that is strong impact of the power on the society – i.e. entrepreneurial orientation. We as entrepreneurs are also the taxpayers and at some point, we feel that pressure. It might be a harsh analogy but at the core essence it is the same type of relationship. We must avoid it but not completely. Because we wouldn't want the anarchy prevailing at our premises.*

The finding of the data collection from the interviewees regarding the impact of power distance on the entrepreneurial orientation through the control (being part of the entrepreneurial power-

rule) has allowed to understand the impactful features of the control are reduction of competitive edge, confusion in the subordination and others. Thus, it is very necessary to keep the right amount of tab on the control factors by not pushing it to its limits. The extreme level of control is either lack of competitiveness or the prevalence of the anarchy. The reason for the measures that entrepreneurs take regarding the control are for proper utilization of the resources and avoidance of the exploitation of resources and their wastage. Enterprises before reaching the maturity level of its lifetime needs a single droplet of its resource to be effectively utilized. Optimization is a must and it can be achieved through the right level of control at enterprises by the entrepreneurs. The interviewees have stressed on this factor.

Control factor is the major causation in the enterprise as part of the power distance on shaping the entrepreneurial orientation. The participants of the interview have each expressed their opinion on how does the controlling in the enterprise has a large say on short or long distance of power distance becomes. As discussed above the control is one the most impactful phenomenon. This is part of the aggregate dimension of the power-rule. In Sweden the entrepreneurs who are the CEO or founders of the enterprises have reiterated that enterprises need the control factor up to the point where the power-rule won't be so much stressed and will not cause the enterprises to be suffering the power-distances.

Kim has mentioned: *Even though enterprises need much of the independence to function and the internal resources to be more at comforts, there must be some control. The control will help the organization to be functioning well in the future. In fact, after attaining the sufficiency and sustainability the enterprise can let go of the heavy controlling. But one thing mustn't be forgotten that after having too much of control it can be very difficult to let it go. In our enterprise we decided in the beginning to have minimum amount of control for shortening the power-distance. However, after some point of time, we realized that company was requiring more of control because there was huge amount of wastage of the resources. Then, slowly we had implemented some control but we were focusing on not putting too much pressure on the human resources. We have realized that the opposite of that could make us to lose valuable staff and be more exposed to the problems.*

The interviewees have helped to realize that the power-rule has a very strong factor which is the control factor. This factor has a direct impact on the power-distance. The correlation factor will be highly positive. The larger control will make the larger power-distance. If the power-distance is large then the entrepreneurial orientation will be largely impacted. Quantification of the data – control factor as part of the power-distance and the entrepreneurial orientation could help in modelling this relationship and help the enterprises in better analysis. However, this is out of the

scope of the research. Quantification of the data can also be a complex process and it will require a more detailed process and making sure none of the factors are left behind for the avoidance of the bias in the research and having an unbiased model.

Currently the qualitative data of the research can be more exposed to the subjective factors and might cause some bias in the analysis of the finding. This has already been mentioned in the limitation of the methodology and paper has tried to look at the different opinions of the interviewees and cross-analyze them.

4.2.2. Authoritative-rule

Authoritative demanding factor in the enterprise is larger part of the power-distance influencing the entrepreneurial orientation. Authoritative demanding is part of the entrepreneurs being heavily demanding in the enterprise. The interviewees of the interview have been questioned about their level of being demanding on their particular enterprises. More they are demanding the more organization suffers from this factor. Some of the participants have expressed their opinions about the points concerning in the assignment of the tasks to the staff. Thus, some of the employees they feel that have felt bad from such delegation of the tasks. Interviewees have expressed their respective opinion on the subordinates being more favoring of the pre-assigned duties and responsibilities mentioned in their labor contracts. However, the enterprises in the initial stage require more from the employees and they need more initiatives to be taken by the team of the enterprises.

Ashley has said: *Our team is in constant need of the collective efforts. If someone tries to isolate himself from the tasks and duties by feeling that he is being exploited then the company will suffer from this factor. We have experienced this kind of problem in the past. Some of the colleagues who weren't happy with our collective team efforts were constantly making excuses and tried to push their own shares of tasks onto others shoulder. We have analyzed these kinds of problems with our human resources departments and have spoken with such colleagues personally. Honestly, some of them have understood their mistakes but others were keen on leaving the enterprises rather changing to our way of managing and overcoming tasks. I wouldn't say that we were authoritative but rather it was the organizational culture and more were keen on carrying out like this rather than being isolated.*

The other interviewees also had similar experiences. During the interview on the authoritative demanding factor being part of the power-rule and shaping the entrepreneurial orientation, Scott

has mentioned: *In Sweden enterprises require the colleagues to take initiatives. At least in the initial stage of the enterprise. Otherwise we are left with great burden to overcome the challenges. The leadership is more involved in the strategic decision-making and the middle-level managers are dealing the employees in order to carry out the enterprise's strategy. The strategy of the company shouldn't be demanding on the staff. When we develop and formulate the strategy, we try to analyze how it can influence the staff and we wouldn't want to burden them with the heavier tasks and let them suffer under heavy loads of the tasks. Apart from that the leadership will be suffering. The leadership should be setting an example rather than being authoritative and demanding on the enterprise.*

4.2.3. Persuasive approach in leadership

Persuasion is the kind of phenomenon where the leadership and the staff are trying to communicate in an effective manner. The enterprises are often trying to persuade their staff to be more involved in the company. The persuasion is the softer factor in power-distance shaping the entrepreneurial orientation. The persuasion factor sometimes is exposed to the lies and cheating and other problems.

The participants of the interview have expressed their grave concern on the persuasion factor. They reiterate that persuasion is important but not to the point that employees are feeling that they are being cheated. This factor is very important.

Kim mentioned: *The persuasion is important for our organization. Thus, we try to persuade the staff of the right values of the enterprise. If we try to cheat them and make them believe in the wrong values then sooner or later these false values will be exposed and it will cause larger harm to the organization. This is the reason we try to create the frank and direct communication with our employees. They must feel our frank attitude and the right of conveying them the values about the organization. The communication should be on understanding. If there is imposing and if there is authoritative way of communicating then enterprises will be harmed and all will suffer. The reason for our smooth communication is making us to be attached and bonded to each other. Such attachment and bonds are creating the right atmosphere in the enterprise.*

Margaret has also talked about the importance of the persuasion factor in the enterprises. She has said: *in the past we have faced few problems relating the persuading the staff to be more attached to our enterprise. Our plan wasn't just trying to lure them and prevent them from leaving but rather on understanding the values of the enterprise. Our mission and vision are trying to express*

our values in achieving the goals of the company. I remember once an employee who has recently joined our team came up to me and said that I am constantly being informed by my supervisors of our values and the goals. He felt that he was being mistreated and being forcefully persuaded. Somehow, I felt good about his frankness and it helped us to deal with our supervisors effectively who were in charge of the employees. We made sure that they weren't so authoritative and there was no need for constant reminders. If the staff who don't feel comfortable working with us then it is better if he leaves. Our motto here isn't making a person to stay by force but rather being happy and staying on his own will. It will be good and will create the right atmosphere. Thus, the company keeps on trying to make sure that staff will be happy here. Now we feel that all of the employees are happy working with us.

The research has tried to evaluate the findings of the aggregate dimension of the power from the persuading factor. The persuasion factor is helping to understand the power-distance shaping the entrepreneurial orientation. Power-distance has the persuasion factor which keeps the tab on the manager-employee relations. The persuasion of the employers on the employees are helping to understand the length of the power-distance in the enterprises. The power-distance can be large or short depending how persuasive the entrepreneurs are. If there is large persuasion then it can be large. Sometimes, enterprises can be exposed to this factor at large.

The persuasion factor like the previous control factor requires the quantification. The quantification will help better analysis. Recently more of the researchers are trying to quantify various factors and collect data on different topics. The large collection of the data on the topics helps to better analyze the relations in a statistical manner. This also has another importance because it becomes more unbiased.

The aggregate dimension of power-rule and its sub-aggregate dimension of persuasion is very difficult to quantify. At this point the research cannot largely focus on the quantification. This is out of the scope of the research.

Analysis of the persuasion being part of the power-distance influencing the entrepreneurial orientation can be better understood by the qualitative approach at least in the short-run.

Kim has mentioned: *We have tried to understand or to analyze how persuasive we are in the organization. However, collecting the data in understanding the level of persuasion in the organization is very difficult. So, we preferred to hold some surveys and gather some qualitative*

data on this manner. We have found out that colleagues mentioned that we weren't so persuasive and they were happy in the enterprise.

Other interviewees weren't so much informed of the level of the persuasion going on in the organization and instead have expressed their personal opinions in this regard. Their opinions were more subjective and didn't give clear opinions about the persuasion being the influencing factor between power distance and entrepreneurial orientation relationship. The better analysis has already been provided and elaborated in the opinions of the Margaret and Kim. They were having detailed information about the persuasion in their enterprises and were also involved in taking some respective measures to make sure that persuasion didn't take the wrong direction. They believed that it could impact the power-distance and shape the entrepreneurial orientation.

4.3. Entrepreneurial obsessionism

Figure 7: The table of aggregate dimension of the entrepreneurial dimension

First order concepts	Second order themes	Aggregated dimensions
<p>Enterprise has strong dedication to its values</p> <p>The resources are dedicated to the achievement of the organization goals</p> <p>Strong values are achieved through strong dedication</p>	Dedication	Entrepreneurial obsessionism
<p>Passionate workers are helping to achieve the tasks with great efficiency</p> <p>We aim from the workers showing passion in their daily works</p>	Passion	

<p>The board and the employees are both passionate for the enterprise being self-sufficient and successful.</p>		
<p>Persistency is the key factor in the long-term sustainability.</p> <p>Strong personality is the persistent way of running enterprise</p> <p>I have contacted the board members and have informed about our goal of becoming a leading enterprise.</p> <p>Working persistently is saving the time</p>	<p>Persistence</p>	

4.3.1. Dedication of the internal resources

Dedication is an important factor of the entrepreneurial obsessionism. The larger the dedication in the enterprises then we can witness the efficiency and productivity rising. However, at some points too much dedication can have negative consequences. Some of the employees who are strongly dedicated to their tasks and the enterprises will have the strong expectations built up. The dedication and the expectations are the two sides of the coin. Larger the dedication larger the expectation. If the enterprises fail to meet those expectations then the dedication of the employees will drop sharply and their efficiency will decrease. This is the chain reaction. Company will suffer from an undedicated staff. If the employee isn't dedicated at the right levels then they will perform below the standards.

Some of the interviewees have mentioned that they want dedicated employees. The dedication they want to see in the employees should also be compensated by meeting their expectations.

Scott has mentioned: *Our employees are dedicated and they always feel that their expectations are met. Their efficiencies are constantly increasing. The employees at our enterprise are very productive and this productivity is explained by their dedication. If we feel that they aren't sufficiently dedicated then we also witness the lack of productivity at our organization. Thus, their*

dedication is important for us and our meeting their expectations are very important for them. This is a two-way traffic. We don't to fail them and don't want to fall short in meeting their expectations. This can result in loss of efficiency. Regarding the power distance, the larger they are dedicated they shorter the distance. Dedication helps them to overcome the distances. It helps us to near each other.

Other interviewees have expressed interesting views. John has stressed: *The dedication is important not only for the enterprise but also for the staff as well. The heavier they are dedicated then they achieve the large self-development. Their self-development is important for their own career. They can easily be a demanded employee in the labor market. The less they are dedicated at our enterprise then they will be having less of self-development. Thus, we believe it is a win-win situation. They help us with the increased efficiency through their dedication and in return they gain strong knowledge and skills and expertise.*

The findings from this factor has helped the research to analyze that dedication is very important in overcoming the power-distance. Sometimes the dedicated staff has faced that despite their dedication still there is large power-distance existing and the organization is moving in wrong direction.

Scott has pointed that *"In the past some of our employees have failed to achieve the right level of dedication. Their excuse for that was their expectations weren't being met. They felt that they were being exploited. However, I can say that, it is not the case in our organization. We always try to value our staff. We have developed the key metrics for measuring their performance and rewarding them based on their KPIs (key performance indicators). Those employees who were having lack of dedication and were always on the complaining end of the situation. This was also reflected on their KPIs. They were having the lowest KPIs in comparison to the dedicated staff. Having measured the performance through the KPIs we understand how the people are dedicated in our enterprise.*

The participants of the interview have stressed the importance of the dedication for the performance and productivity. It is the main indicator in defining the efficiency in the organization. Many enterprises have suffered from having a large number of undedicated employees falling short in meeting the tasks assigned to them. For increasing the dedication of the employees, it is very important for motivating them. One of the factors discussed in the previous section (persuasion as part of the power rule – an aggregate dimension) is similar for motivation.

Motivation is usually a fair treatment of employees in terms of the remuneration. Staff requires the fair share of the salaries to be motivated and they will be dedicated after that.

The research has found out that dedication in the enterprise is important and helps to have efficient performance. Thus, the dedication is contributing to the formulation of the competitive edge. In terms of the dedication being the factor in power-distance shaping the entrepreneurial orientation, it usually reduces the distance.

Dedication can also be quantified. As per the findings of the interviews the participants have talked about the use of the KPIs for measuring their level of the dedication. The productivity and the efficiency of the staff are measured in this way. They are productive once their KPIs show that they constantly are meeting their tasks. On the other this quantification can also be used in a detailed analysis which might help the research in the future.

4.3.2. Passionate leadership and passionate employees

Passion in the enterprise is telling how much is an employee is in love with the work he performs and the tasks he is achieving. If the passion factor is lacking then boredom will take its place and employee can sooner or later lose his motivation. That in its turn will pave the way for the loss of the efficiency.

Those enterprises which are having the passionate employees are usually witnessing the shortest power distance because such a small margin and narrow distance have helped the employees to become passionate. These employees are constantly being motivated by their leading managers and their motivation is at higher levels. As discussed previously if they aren't sufficiently motivated then they will be ineffective.

The participants (Scott, Ashley and Margaret) have mentioned that passion is very necessary for the enterprise. This factor in the initial stage of the enterprise will be defining whether the enterprise would be able to achieve the self-sufficiency and become a going concern or fail without achieving any of these factors. *Companies require the passionate leaders and passionate employees to keep the company running on its legs rather than crawling. We have witnessed these. We have been the CEO and Founders at our respective companies for few years now and have seen large number of passionate colleagues. We can say that they are the passionate soldiers who have fought shoulder to shoulder with us. We overcame many challenges together. Thus, passion at the enterprise is an inseparable factor from the values of the enterprise.*

Ashley: *I have made sure that in our enterprise it is clearly conveyed to everyone that passion is a very important value for us all. Starting from me all the way to the newly recruited employee it is very important to be passionate day in day out. If we lose our passion once then there will be a heavy price to pay. All will suffer eventually.*

John: *I have seen some enterprises fail for not understanding the importance of the passion. They have missed the opportunity of becoming self-sufficient and sustainable because their own leadership and founders weren't the passionate people in the first place. If the leader himself isn't a passionate man then you can't expect other to be more passionate towards their job. I make sure that every employee in our company is passionate and carries his own daily job with strong passion.*

The research has helped to understand that passion helps the power-distance to shorten. Strong passions in the enterprise help to narrow down the power-distance. The passionate leaders and passionate employees are close to each other.

4.3.3. Persistency in achieving the entrepreneurial objectives

Persistence is necessary in meeting the goals at the enterprise. The leaders are building the strategic objectives and require strong persistence in being able to meet the strategic objectives. The internal staff require to be persistent.

Ashley has reiterated: *For me dedicate, persistence and passion are the parallels in the entrepreneurial obsessionism. If an employee has these three traits then they will be able to meet their strategic objectives at a greater ease. Not having one of them will make them to fall short. Thus, our company has largely focused in making sure that employees are dedicated, passionate and persistent.*

Scott has also supported the viewpoints in of the other participants. *The persistence is an important trait for our team. They are required to have this feature and this increases the efficiency.*

Other participants have mentioned the persistency as being the important for overcoming the power-distance. It reduces the power-distance and helps to improve the entrepreneurial orientation and achieve the sufficiency.

Persistency is necessary for organization success. Persistent employees are the indication of the efficiency and productivity. Thus, the enterprise will be self-sufficient and sustainable if the employees are the persistent.

The research will need more quantified data for better understanding the influence of the persistency on the power-distance and the entrepreneurial orientation.

4.4. Entrepreneurial Culture

Figure 8: Aggregate dimension of entrepreneurial culture

First order concepts	Second order themes	Aggregated dimensions
Set of standards to achieve the right corporate culture I have my team build their own corporate standards Our corporate standards don't embody the double standards	Corporate standards	Entrepreneurial culture
Ethics is an important code for the fair treatment in our workplace Ethical behavior of the employees is necessary for the equality	Ethics	

Ethics is necessary when the employees are largely concerned for their security and social status at the workplace		
<p>Entrepreneurial mindset of the leaders helps the employees to feel appreciated</p> <p>I like my workplace because our leaders have strong entrepreneurial mindset in tapping into opportunities</p> <p>The way the enterprise is run and controlled say a lot about the leaders' attitude and behaviors</p> <p>People are really worried about the type of the leaders that they are controlled by</p>	Entrepreneurial mindset	

4.4.1. Corporate standards

Enterprises need the well-developed corporate standards for all to follow. Such a set of standards will prevent anyone misbehaving in the organization. Corporate standards also help in overcoming the power-distance getting larger and prevents it from harming the entrepreneurial orientation.

Scott's point of view in this issue is interesting: *For our enterprise there is a written set of standards for all. We make sure that every newly hired employee is well familiarized with those standards. These standards are the iron principles for ensuring the equality and fairness in the organization. We also make sure that there are no double standards. Otherwise people will take advantage of others.*

The corporate standards are also helpful in risks management. They help to prevent any human mistakes and errors. Operational risk is one of the actual trends in the enterprises and it results in the huge losses for the enterprises.

Some of the participants have talked about the corporate standards: *The standards are closely linked with the operational risk. The well-developed standards have helped to minimize the risks. In the past we have faced the similar problems and the risks. After developing the standards and having the colleagues to follow them reduced a lot of the problems mentioned above.*

The corporate standards are necessary for the productivity and efficiency in the organization. Sometimes it can have negative impacts on the enterprise. The risks on the entrepreneurial orientation can be reduced if the standards are strictly followed. Any exemption in the following of the standards will be harmful.

4.4.2. Ethics

Corporates are strongly concerned with the **ethics** in their premises. Starting from the relations between the employees and their employers are all part of the corporate ethics. Shelby and Teddy have shared their opinions in this regard. Their major concern was the right ethical approach to the daily tasks handled by all the people involved in their enterprises. That included from the board to the lowest level employees.

Shelby has said: *In the enterprise which I am running all are involved in the followed code of conducts which are dealing with the ethical behavior. Our colleagues have understood these values from the moment they have joined our team. I can say that we haven't forced anyone to read and memorize any code, but they have observed on their own and the atmosphere existing around have also resulted in their good behavior. This what makes our work environment a very exciting place to work.*

Many enterprises aim for the establishment of an environment where the ethical behavior is very important. It is the major reason for the employee feeling respected and appreciated. If these things would be missing then there would be larger problems. It can even result in the loss of high-quality employees.

Teddy was also concerned about the ethics being of high importance for his enterprise: *I have been here for quite some time and the moment I have founded this organization I was concerned not only it becoming a profitable enterprise but also a place where people could be respected and valued for what they are. For us valuing our people is as much important as achieving the sustainable company. We aim for prevention of the discrimination. That is our largest aim. No to racism and hatred in our place.*

Enterprises which are largely exposed to the lags in the code of ethics witness the power distance getting larger. Ethics is one of the main levers which prevent the power-distance getting wider. It in fact contributes to the entrepreneurial orientation. Ethical consideration at the enterprises is very important for understanding how well the enterprise is oriented and how well it is treating the resources it has in hand.

Many enterprises have failed to achieve the sustainability and self-sufficiency for their mistreatment of the employees. This has resulted in losing of valuable people in the organization.

4.4.3. Entrepreneurial mindset

Most of those people who get involved in the entrepreneurial activities are solely concerned with earning as much profits as possible. They seem to ignore the other important values which have been discussed in this chapter. If their ignorance of the importance of or the need for the development of right values continues at a fast pace then the enterprise will fail before reaching a maturity. A lot of enterprises have failed due to this factor.

In 2008 Financial Subprime Mortgage Crisis rating agencies have witnessed that many large corporates weren't having managerial qualities in the company. The entrepreneurial mindset was only revolved around in squeezing out of countless amount of wealth in the Wall Street. Such a rash behavior caused huge harm not only to themselves but also to the overall global financial markets.

Currently managers are being more aware of need for becoming customer-oriented and caring for their own people at the enterprises. Having skipped this factor their ending will be just like of the rest who have failed.

Ashley and Scott who were great entrepreneurs with the right mindset have shed light on this topic: *Our enterprises are the place people expect us to treat them not for only generating money in these enterprises. They expect the respect and valuing of them. We constantly try to give them their fair amount of respect. This has resulted in the increase of the efficiency and productivity amongst the colleagues. They have become more motivated by these factors.*

Other enterprises have also been keen on following the same footsteps. The entrepreneurs are trying to developed the right mindset when running the businesses. The universities and academia in this regard have been trying hard to form the right mindset of the entrepreneurs.

In the past businesses were largely concerned with profit-making but these trends are changing now and many businesses are shifting towards supporting their employees. However, in the past a great industrialist like Henry Ford was an exemption. Unlike his other fellow businessmen Henry Ford didn't fire his employees during the difficult times of the Great Depression and kept on taking care of them. Many businessmen are trying to imitate the same behavior and they see the difference and their business become very successful. Those which chose other direction of generating only revenue ended up failing. Their failure was a big shock for the market and for the colleagues inside of the enterprise.

Thus, it is very important to have the necessary corporate ethics from overcoming the drawbacks and shortcoming. The corporate culture helps the enterprises in many ways and helps to achieve the sufficiency and self-sustainability. Many problems of today's enterprises are ignoring these facts and couldn't make in the long-run. The long-run success depends on how well a firm treats its key employees. If the personnel are well treated and taken care of then they will be attached to the enterprise.

5. Discussion of the findings and analyses

This section deals with the discussion of the findings. The findings which have been described in the previous section will be further analyzed in this chapter. They will also be analyzed. The analysis will be organized as per the literature of the research and deal with the findings fitting into the context of the research.

5.2. Power-distance's impact on the entrepreneurial orientation

The interviews conducted for understanding the relationship between the power distance and the entrepreneurial orientation has helped to reveal that entrepreneurial orientation is exposed to various factors. Those factors have disclosed the major influence of the power-distance having the large say in strategic decision-making and other areas. However, the findings have helped to understand a great deal about the factors that make the power-distance to influence the entrepreneurial orientation. Those factors grouped under various aggregate dimensions contributed to the research by exposing the negative consequences. The negative factors which can harm the entrepreneurial orientation. The power-distance is enlarged by the lack of the corporate culture.

The cases showed that if the entrepreneurs don't have the right mindset and if the people inside of the organization lack the passion and dedication then entrepreneurial orientation can be severely

harmful. The interviewees have strongly argued about the need for development of the right corporate culture and a strong need for motivation of the employees. The entrepreneurial orientation can have reduced exposure by the formation of strong corporate values.

Some of the values which are missing in the vision and mission of the enterprise tell a lot about the entrepreneurial orientation of the particular entrepreneurs. The values should be prioritized and they must be preserved. If the preservation of the values is done then the entrepreneurial exposure can be hedged against potential negative failures.

The cases have shown that entrepreneurial orientation is effective and not prone to the negative impacts of the power-rule if the values are highly respected in the company. Then the employees will feel protected and they will be attached to the company. Thus, it is very necessary to have the values strongly protected and embraced.

The findings of the cases have also highlighted the importance of the freedom of communication and its flow in the enterprise. The communication needs to be smooth and it will let the power-distance to narrow down which help the strengthening of the entrepreneurial orientation.

The thesis has stressed on the importance of the including negative factors of lack of the passion and the corporate culture in the organization as consequential for the shaping of the entrepreneurial orientation. These factors express the in-depth analysis of the power-distance and entrepreneurial orientation relationships. Therefore, thesis argues that theories which have been included here and the cases (interviewee's viewpoints) are relevant in terms of power distance-distance being the important factor in influencing the entrepreneurial distance.

Those entrepreneurs have showed the relevant examples and have told of their past experiences where they had to deal with power-distance getting larger. They have told that larger power-distance was a big burden for the enterprise to carry out the daily business operation. The operations were largely harmed and they became not optimal.

Synthesis of the theories in the thesis has suggested the in-depth analysis of the research through the use of statistical data. However, the statistical data has some limitations and it must be overcome before the collection process of the data. At some points it is very difficult to collect the data and quantification can be a very complex process.

The surveys in this regard must be designed in such a fashion that they could be easily quantifiable and should the researcher to refine them for a statistical analysis. The modelling is also an

important part for measuring the impact of power-distance on the entrepreneurial orientation in terms of numbers. If the data could be quantifiable and proper data sample to be collected then it would have been easier to model and forecast the impact given the certain inputs of the model. Another important aspect would be deciding the other controlling independent variables for supporting the major independent variable in modelling the power distance and the entrepreneurial orientation.

The thesis with the use of the qualitative data and the empirical results suggest that expansion and intensifying the corporate culture and ethics in the work environment is supporting the entrepreneurial ecosystem. It feeds the partnership-building and consults the new venture founding and developments process. The aggregate dimensions of the thesis have stressed the fact that elimination or the minimization of the impact of power-distance on the entrepreneurial orientation helps with the entrepreneurial activities. Passionate entrepreneurs and the colleagues are part of the harmonious entrepreneurial ecosystem.

5.1. Other factors influencing the entrepreneurial orientation

The thesis was concentrated on the study of power-distance shaping the entrepreneurial orientation. There are other factors which have strong impact on the entrepreneurial orientation. Some of the them include the individualist approach. The entrepreneurs who are more individualistic are in fact causing the enterprise to be run on a single-man basis. Their major concern is that power and authority is concentrated on the single hand and duties and the responsibilities are delegated from the same source.

In the early stages of the enterprise it is very important to have the necessary traits to be in place before a culture with negative sides built which would be very difficult to change later on. Entrepreneurs who exhibit the entrepreneurial mindset are constantly motivating their team and this allows to fend off the power-distance from harming entrepreneurial orientation. There is also a preparatory phase where the newly joined are brought to be familiarized with the values of the organization and to develop the necessary values for the enterprise. This process helps in making them attached to enterprise.

Attachment of the people working in the enterprise to their workplace also depends on the entrepreneurs running the place. The more entrepreneurial mindset they have and the more they have entrepreneurial orientation then organization gets to have the right people working for them. The newly joined to them are usually in the exploration stage in their early days. They are

stimulated to develop the necessary coping skills, like creativity, innovativeness, problem-solving and working as a team. Team-building is one of the most necessary features for the enterprise to hold for the team getting used to each other. Such human resources activities help to reduce the power-distance impacts on the entrepreneurial orientation. Thus, the organization must keep these facts in minds and entrepreneur should exploit such opportunities for helping the enterprise to achieve sustainability.

The centrality of the entrepreneur is important for the enterprise for demonstration of the leadership skills and constant motivation of the employees. Once the colleagues are stimulated, they will conceive the centrality figure of the entrepreneur in a right manner. Otherwise it can have very negative consequences and they will be viewing the entrepreneur as autocratic person who is ruling rather than leading at the enterprise. The organizational structure should also be designed in a proper manner which wouldn't let the single man to affect all in the enterprise and have the most influence around.

6. Conclusion and Recommendations

The findings of the previous chapters are having several implications for future research on the entrepreneurial orientation. Some of the implications are regarding the theory and some of them are challenging for the theory provided in the thesis. They will require for further theoretical revisions. For a better analysis there will be a need for the use of the quantitative data. The direct quantitative data will not be available. This shortcoming will be overcome by conducting various surveys and then quantifying the answers for being able to use them for the analysis.

There are some other implications of the theory while using the quantified data. That is reading the bias factor. The bias in the model and analysis should be minimized to the lowest level if not eliminated. It is very important that model should be unbiased. Otherwise wrong results will reduce the relevance of the thesis.

The theory has already included several dimensions for understanding the impact of power distance on the entrepreneurial orientation from different angles. It had shed light on various factors which have direct influence over the power distance which can harm the entrepreneurial orientation. If these problems found at the roots then they can be eliminated and the values of the entrepreneurial orientation be preserved.

The aggregate dimensions of the theory ranging from entrepreneurial power-rule to the entrepreneurial culture have all been analyzed after the findings and their impact on the

entrepreneurial orientation have been analyzed in detail. After the thorough analyses several factors have been deemed very important for the enterprise to keep tab on. Some of them include the entrepreneurial culture of the organization, entrepreneurial mindset of the entrepreneurs and the entrepreneurial power-rule. For some of the factors lacking of them or the overuse of them can be very fatal and result in the failure of the enterprise. Thus, organization needs to keep the balance on these factors and making sure that they don't result in abuse at the enterprise. The latter might aggravate the human resources of the enterprise and result in the loss of high-quality professional of the team.

The thesis has also analyzed the directions of the impact between factors impacting the power distance and ultimately shaping of the entrepreneurial orientation. Some of them show strong positive correlations. However, the use of the data (i.e. quantification of the qualitative data) will help to measure them via statistical means.

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Appendices

Appendix A:

Interview guide

Introduction

- Could you elaborate on the decision-making process at your organization? Who is the major people involved in this process?
- How do these decisions affect the enterprise? Is there a consent from your employees regarding the decision taken by you or your team?
 - o Consent or the rejections
 - How is the consent given?
 - How can the employee reject or oppose the decisions taken? Is there any formal procedure?
- How many members are involved in the board?
 - o Do they all have voting power?
 - o Is there an agency problem at the company?

Flow of communication

- How is the communication process at the enterprise? Can the employees freely communicate with their supervisors?
 - How can a low-level staff reach the higher member of the board of directors?
 - Is it a lengthy process?
 - What is the level of bureaucracy? Could you please walk us through the formal process of employee and employer relations?
 - How often do you communicate with the staff?
 - Do you organize the work groups consisting of worker (i.e. non-managers)?
 - Can a staff get the voting right in such a work group?
 - If the work groups have been organized, then how often do they take place?
 - How useful these work groups are?

Control in the enterprise

- How well are the organizational resources are controlled?
- Is there a strategic plan regarding the resource allocation?
 - Are the business units strictly follow the resource planning?
- How is the power-distance influential in entrepreneurial orientation?
- Could you please elaborate on the existence of the level of power rule in your enterprise?
- How is the authority level?
 - Are subordinates concerned about the authority existing at the organization?

Appendix B

Consent Form

The impact of power distance on the entrepreneurial orientation

Lala Azimli

Consent Form by the participants of the interview.

I have been informed about the thesis on the subject of “Impact of power-distance on the entrepreneurial orientation”. I have discussed the project with the author Lala Azimli. She is conducting this research as part of her Master’s degree.

I am aware of the time that I need to allocate to the interviewer (researcher) in an approximate duration of 1 hour. This is voluntary and I am free to not giving consent to the interview process and can withdraw my consent.

Signing below, I declare that I have given consent in participating in interview for the research. The data collected from this interview will be used for the purpose of this research for a better analysis and understanding of influence of power distance on the entrepreneurial orientation.

Name:

Signed: