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**The Effects of Organizational Culture on Corporate Entrepreneurship in a Philippine
Sustainability Business Process Outsourcing Company**

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Abstract

Recent studies showed that organizational culture is among the important variables of Corporate Entrepreneurship. A survey was conducted using Hofstede's cultural dimensions and the combined CE-ENTRESCALE to measure 4 CE dimensions. Results showed that Power distance (PD) and Individualism (Ind) are positively related to Proactiveness (Pro), while Uncertainty avoidance (UA) and Individualism (Ind) both positively effects Proactiveness (Pro), and Individualism positively affect New Business Venturing (NBV).

Keywords: *Organizational Culture, Corporate Entrepreneurship, Sustainability*

Introduction

Background of the Study

Yildiz, M.L. (2014). "The Effects of Organizational Culture on Corporate Entrepreneurship" was the anchor article. The study showed the strategic importance of OC by presenting evidence of the relationship between cultural dimensions and CE. The article uses Hofstede's 5 Cultural Dimensions as the cultural variables (Yoo et al., 2011) and combines (Antoncic, 2007) the CE Scale (Zahra, 1993) and ENTRESCALE (Knight, 1997) to measure the

CE dimensions. For this study, and unlike the Turkish manufacturing company in the anchor article, this study will survey a sustainability BPO and consultancy services company in Manila. A correlation and regression analysis will be done for all the variables to determine the effects, if any, between variables.

Industry Overview

The sustainability company in Manila is “a center of excellence for specialist environmental management and compliance services, with particular expertise in custom software and systems solutions, and round-the-clock business process outsourcing (BPO).” Client relationships are being managed mostly by the project managers in the US office and Europe. The Manila Company’s clients are very diverse. Product and environmental compliance – the company's core offering – is usually embedded in the supply chain, procurement, or quality departments in companies in the Philippines. Very few companies offer the same services as an outsourced service in the country, and it is, therefore, quite unique.

Research Problem

The main purpose of this study is to examine the relationship between organizational culture and corporate entrepreneurship and the effects of OC on CE.

Research Objectives

The study, therefore, will seek to identify:

1. If there is a relationship between any of the five cultural dimensions with the 4 CE dimensions, and
2. The strength of the relationship between the dimensions if they exist.
3. If any of the five cultural dimensions affects any of the CE dimensions.

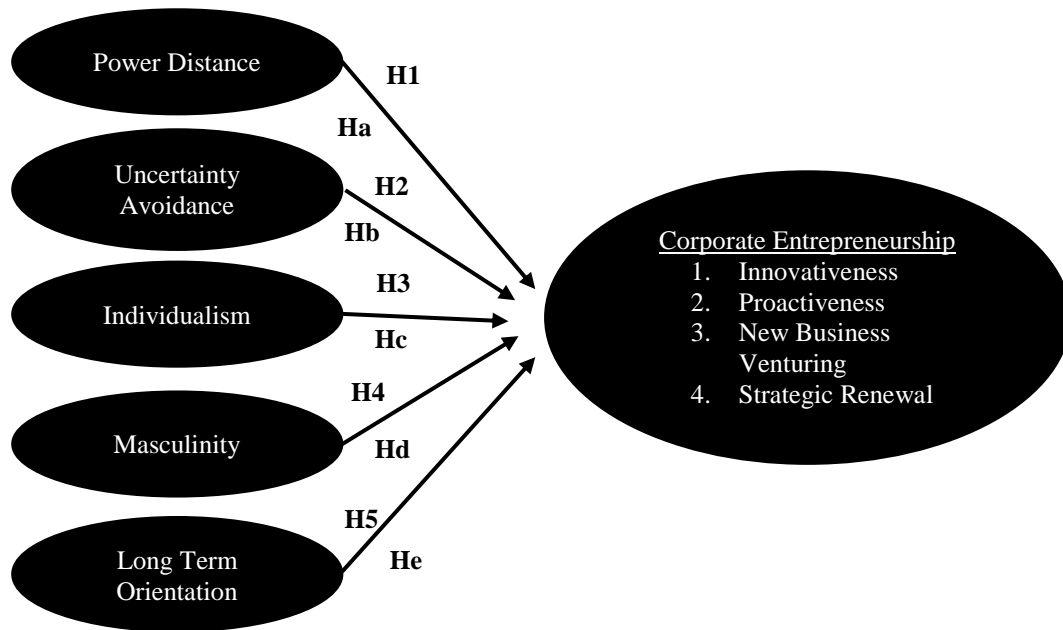
Significance of the Study

Corporate Entrepreneurship is a process of creating a new business within established firms to improve organizational profitability and enhance a firm's competitive position (Zahra, 1991) and is, therefore, core for every business. Meanwhile, OC ranks among the highly relevant factors for fostering (Arz, 2017) and therefore is of significant interest if businesses remain profitable and competitive. In the Philippines, the BPO industry is a major economic driver contributing 7% of the GDP (IBPAP, 2019). The Philippines has been among the top destinations for BPO (BPAP, 2014); hence, if the Philippine BPO industry is to remain competitive globally, the relationship and effects of the OC on CE are of great interest. Finally, there is a difference in opinion concerning the importance and effects of culture in the BPO industry (Coward, 2003). Willcocks & Fitzgerald (1994), as cited by Gurung & Pratter (2014), argue that compatibility with culture is a significant factor for a company to decide to outsource, and even more so on the decision to renew the outsourcing contract; thus, this study is significant to determine if indeed there is a relationship between OC and CE and if there is/are, which of the cultural dimensions effects any of the CE dimensions.

Conceptual Framework

Figure 1

Operational Framework



Operational Definitions

Hofstede's 5 Cultural Dimensions

Schein (1988) defined culture as a property of groups and can be thought of as the accumulated learning that a given group has acquired during its history. The concept of culture was only applied to organizations more recently as more investigators interested in organizational phenomena needed the concept to explain different behavior patterns and stability levels in groups and organizations.

Elliott Jaques first described OC in his 1951 book, "The Changing Culture of a Factory." Jacques invoked culture to explain the failure of formal policies and procedures to resolve the unproductive dynamic between managers and employees at the Glacier Metal Company

(Denison et al., 2014). Pettigrew (1979) reintroduced the term as "the system of publicly and collectively accepted meanings operating for a given group at a given time." Hofstede (1997), Daft & Marcic (2009), as cited by Yildiz (2014), define OC as the set of values, beliefs, attitudes, expectations, understandings, and norms shared by members of the organization, while Schneider et al. (2013) define briefly, OC as the basic assumptions about the world and the values that guide life in organizations. OC ranks among the highly relevant factors for fostering CE and has attracted increasing research interest recently (Arz, 2017). Furthermore, Cornwall & Perlman (1990, p. 6), as cited by Arz (2017), see culture as "a key determinant of, and the first step in fostering, entrepreneurial activity within an organization."

Organizational Culture is found to be measurable and related to important organizational outcomes (Denison et al., 1995). The development of the Denison organizational culture survey (DOCS) occurred in tandem with the developing of a theory linking four key cultural traits to organizational effectiveness (Denison et al., 1995). However, Hofstede's (1980 & 2001) renowned five-dimensional measure of cultural values is the overwhelmingly dominant metric of culture (Yoo et al., 2011) and was therefore used in the study. The five (5) dimensions are defined below:

Power distance (PD) is "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally."

Individualism (Ind) is the degree to which society emphasizes self-interest and individual accomplishment versus the interest of groups and collective accomplishment.

Masculinity or femininity (Mas) focuses on the degree of masculine values, such as competitiveness, rather than feminine values, like relationship building.

Uncertainty avoidance (UA, from strong to weak) is the tolerance level for uncertain situations like risk and change.

Time orientation or **long-term/short-term orientation (LT)** is the degree to which a culture emphasizes long-term or short-term thinking (Hofstede, 1984-1997-2001; Hofstede & Bond, 1988; Schermerhorn, 2010).

Corporate Entrepreneurship

Zahra (1991), as cited by Yildiz (2014), described CE as creating a new business within established firms to improve organizational profitability and enhance a firm's competitive position or the strategic renewal of existing business. Conversely, Lumpkin & Dess (1996), as cited by Yildiz (2014), defined CE as the processes, practices, and decision-making activities that lead the organization to the new entry. CE includes radical product innovation, risk-taking, and proactiveness (Covin & Slevin, 1991). According to Christensen & Overdorf (2000), as cited by Walrave et al. (2010), CE allows for circumvention of the lethargy and bureaucracy that comes with company size and age, inhibiting radical innovation development. It also includes business venturing (Kuratko et al., 1990) and organizational renewal (Sathe, 1989). Scholars developed a variety of sub-concepts depending on context and level of analysis, each examining a different facet of the holistic phenomenon of corporate entrepreneurship considered to be "a cornerstone of the literature on firm-level entrepreneurship" and strategic entrepreneurship (SE) which is embedded in the organizational level (Arz, 2017). Hornsby et al. (2002), Burgelman (1983), and Cooper et al. (1997), as cited by Walrave et al. (2010), also refer to CE as intrapreneurship or corporate venturing. In this study, CE has been classified into the four dimensions above and are defined:

Innovativeness (Innov) - the commitment of the company to create new products/ services, production processes, and organizational systems with an emphasis on technological development (Covin & Slevin, 1991; Dess et al., 1999; Zahra, 1996).

Proactiveness (Pro) – is associated with aggressive posturing relative to competitors (Knight, 1997). It includes initiative, risk-taking, competitive aggressiveness, and boldness that are reflected in the activities of the management (Antoncic, 2007).

New business venturing (NBV) refers to the creation of a new business related to existing or new products/markets (Antoncic, 2007)

Strategic renewal (Ren) refers to revitalizing the company's operations by changing its business scope, competitive approach, or both (Stopford & Baden-Fuller, 1994; Zahra, 1993-1996).

Hypothesis

H1: Power Distance is positively related to CE

Ha: Power Distance effects CE

H2: Uncertainty Avoidance is positively related to CE

Hb: Uncertainty Avoidance affects CE

H3: Individualism is positively related to CE

Hc: Individualism affects CE

H4: Masculinity is positively related to CE

Hd: Masculinity affects CE

H5: Long Term Orientation is positively related to CE

He: Long Term Orientation affects CE

Synthesis of Literature Review

There needs to be more research after Yildiz (2014) on OC and CE, specifically using Hofstede's five cultural dimensions. There have been many studies on national culture (Dissanayake & Semasinghe, 2015; Eroglu & Picak, 2011), from which I will draw parallels

between corporate culture and entrepreneurship (Paunovic & Dima, 2014). Moreover, most studies on the construct have been conducted on manufacturing industries, and only two, so far on a service industry (Devece et al., 2011; Oladimeji et al., 2019). Zahra (1993), Knight (1997), and Yoo et al. (2011) were primarily used for the research instruments (RI).

Methodology

This study was a correlational and cross-sectional study where the five cultural dimensions and 4 CE dimensions were determined. A correlation and regression analysis was conducted from the data gathered from an online survey conducted in September 2020. Data was collected through a 49-item, 3-part survey, namely, (1) demographics, (2) Hofstede's cultural dimensions, and (3) CE, based primarily on Yildiz (2014). The latter is a combination of the CE Scale (Zahra, 1993) and ENTRESALE (Knight, 1997), as conducted by Yildiz (2014) and Antoncic (2007) for a full measure.

The study used the entire Manila sustainability BPO Company as the survey population. Two (2) non-operational staff were used as participants for a pre-test to determine the reliability of the RI. Cronbach's alpha was used for this reliability test, and the initial alpha from the pre-test (Cronbach's alpha = .899) was validated by calculating the alpha again after the survey was completed (Cronbach's alpha = .909). The study used a random sampling technique and Survey Monkey's sample size calculator (<https://www.surveymonkey.com/mp/sample-size-calculator/>) to determine the sample size, with a confidence level of 95% (5% margin of error). A survey response rate was estimated at 80%, considering the number of questions and time to complete the entire survey, the ongoing pandemic, and the possibility of the participants skipping questions. The total population is 46, and an 80% rate yields 37. The resulting sample size was found to be 34 and was checked against and verified with a manual calculation using Slovin's

formula ($n = 33.87 = 34$) – a viral sampling formula due to its simplicity (Tejada & Punzalan, 2012). The survey was sent to 44 participants via company email, and the participants were given three days to complete the survey. A total of 40 forms were returned, exceeding the minimum required sample. Six (6) forms were excluded with (1) missing data, (2) dubious data, and (3) using MS Excel's random number generator (function = rand()) to get to 34 samples.

Scope and Limitations of the Study

The study was limited to a sample of employees of a sustainability BPO company in the Philippines with very little influence on sales and business development. While interacting with clients regularly, the employees are not ultimately responsible for client management. The study will also be limited to a correlation and regression study between Hofstede's five cultural dimensions and the 4 Cultural Entrepreneurship dimensions.

Results and Discussion

A summary of the data gathered describes the overall average scores of the OC and CE dimensions and their standard deviations. A normality test was then conducted to determine the correct correlation coefficient correctly. The correlation and effect were determined for each of the dimensions of OC with CE.

Table 1

Descriptions – Organizational Culture and Corporate Entrepreneurship

	Gender	Educ	Age	PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Ren
N	Female	Master's	1	1	1	1	1	1	1	1	1	1
		Undergraduate	19	19	19	19	19	19	19	19	19	19
	Male	Master's	1	1	1	1	1	1	1	1	1	1
		Undergraduate	13	13	13	13	13	13	13	13	13	13
Mean	Female	Master's	37.0	1.75	1.00	4.25	2.50	5.50	4.67	4.00	5.00	4.31
		Undergraduate	28.4	2.00	1.61	4.80	2.61	5.75	4.70	4.75	5.08	4.21
	Male	Master's	28.0	1.50	1.50	5.25	1.00	6.00	4.33	3.60	6.00	5.85
		Undergraduate	30.7	2.75	2.48	5.31	2.04	6.01	5.10	4.92	5.37	4.88

Table 1

Descriptions – Organizational Culture and Corporate Entrepreneurship

	Gender	Educ	Age	PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Ren
SD	Female	Master's	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
		Undergraduate	5.52	0.821	0.855	0.880	1.32	0.723	0.793	1.12	0.671	1.16
	Male	Master's	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
		Undergraduate	5.11	1.18	1.57	0.758	1.28	0.622	0.786	1.01	1.19	1.10

There were 20 female and 14 male participants with average ages of 28.8 and 30.5, respectively. 32 of the 34 participants were all undergraduate levels, and 1 of each gender was a master’s degree holder. Comparing the OC and CE scores between male and female undergraduate participants, the highest differences in the averages were between **PD**, where the male undergraduate score was 2.75 (SD = 1.18), which is .75 higher than the female undergraduate score, and **Mas**, where the male, undergraduate score is 2.48 (SD = 1.57) which is, in turn, .87 higher than the female, undergraduate score. Both scores are still below the neutral score of 4.0, suggesting a more **feminine OC**. Still on the OC, **UA**, and **LT** were the only

dimensions scoring **above 4.0**, with the UA scoring 4.80 (SD = .88) and 5.31 (SD = .76) for the female and male undergraduates, respectively, and LT scoring 5.75 (SD = .72) and 6.01 (SD = .62) for the female and male undergraduates respectively. All CE scores in **all dimensions are over 4.0**, with NBV scoring highest for both female undergraduates (Mean = 5.08, SD = .67) and male undergraduates (Mean = 5.37, SD = 1.19). **These CE scores indicate an entrepreneurial company.**

Table 2

Organizational Culture and Corporate Entrepreneurship Normality Test

	Age	PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Ren
Mean	29.5	2.26	1.92	4.99	2.34	5.85	4.84	4.76	5.22	4.52
Standard deviation	5.40	1.02	1.23	0.843	1.30	0.668	0.784	1.06	0.895	1.16
Shapiro-Wilk	0.865	0.887	0.773	0.949	0.881	0.971	0.950	0.910	0.919	0.944
Shapiro-Wilk p	<.001	0.002	<.001	0.111	0.001	0.493	0.119	0.008	0.015	0.079

A **normality test** was done for both OC and CE dimensions (Table 2), and the test showed all dimensions having Shapiro-Wilk p values < .05 except for LT, Innov, and Ren dimensions, making 3 of 9 dimensions normally distributed. Consequently, **Spearman’s rho** – valid for non-normally distributed data – was used for the correlation analysis.

Table 3

Correlation Between Organizational Culture and Corporate Entrepreneurship

		PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Ren
PD	Spearman's rho	—								
	p-value	—								
Mas	Spearman's rho	0.318	—							
	p-value	0.067	—							
UA	Spearman's rho	0.276	0.127	—						
	p-value	0.115	0.475	—						

Table 3

Correlation Between Organizational Culture and Corporate Entrepreneurship

		PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Re n
Ind	Spearman's rho	0.151	-0.014	-0.032	—					
	p-value	0.395	0.938	0.972	—					
LT	Spearman's rho	-0.009	0.095	0.485 *	-0.720 **	—				
	p-value	0.958	0.595	0.004	<.001	—				
Innov	Spearman's rho	-0.045	0.240	-0.025	0.023	0.069	—			
	p-value	0.798	0.171	0.890	0.898	0.696	—			

Table 3

Correlation Between Organizational Culture and Corporate Entrepreneurship

		PD	Mas	UA	Ind	LT	Innov	Pro	NBV	Ren
Pro	Spearman's rho	0.3*	0.1	0.3*	0.40*	-0.18	0.3	—		
	p-value	0.036	0.527	0.050	0.009	0.508	0.071	—		
NBV	Spearman's rho	0.0	0.0	0.1	0.18	0.0	0.0	0.3*	—	
	p-value	0.753	0.856	0.442	0.299	0.753	0.949	0.021	—	
Ren	Spearman's rho	0.2	0.2	0.1	0.13	0.0	0.2	0.4*	0.5*	—
	p-value	0.087	0.138	0.278	0.445	0.849	0.107	0.003	0.002	—

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

Running the correlation matrix, **significant relationships** were found between **PD** and **Pro** (p=.036, rho=.360) and **Ind** and **Pro** (p=.019, rho=.400). Furthermore, the strength of the

relationship between both **PD** and **Ind** with **Pro** is **relatively weak**. It must also be noted that UA has a p-value = .050 and is borderline significant. The above findings, therefore, **support H1 and H3**, where **PD has a positive relationship to CE, and Ind has a positive relationship to CE**. A regression analysis was conducted to test the second set of hypotheses to **determine the effect**, or lack thereof, of the OC dimensions with CE. The results are presented in Table 4 (Innov, Pro) and Table 5 (NBV, Ren).

Table 4

Regression Analysis Results of Corporate Entrepreneurship – Part 1

Innovativeness							
Predictor	Estimate	SE	t	p	VIF	Tolerance	
Intercept	3.8322	1.874	2.045	0.05			
PD	-0.1008	0.16	-0.629	0.535	1.39	0.72	
Mas	0.2326	0.123	1.896	0.068	1.18	0.846	
UA	-0.0431	0.207	-0.208	0.837	1.59	0.628	
Ind	0.1144	0.144	0.793	0.434	1.82	0.549	
LT	0.1266	0.297	0.426	0.674	2.06	0.486	
Overall Model Test							
Model	R	R ²	Adjusted R ²	F	df1	df2	P
1	0.358	0.128	-0.0277	0.822	5	28	0.545
Proactiveness							
Predictor	Estimate	SE	t	p	VIF	Tolerance	

Intercept	1.0291	2.119	0.486	0.631			
PD	0.1762	0.181	0.972	0.339	1.39	0.72	
Mas	-0.0112	0.139	-0.081	0.936	1.18	0.846	
UA	0.5912	0.234	2.523	0.018	1.59	0.628	
Ind	0.3845	0.163	2.358	0.026	1.82	0.549	
LT	-0.0852	0.336	-0.253	0.802	2.06	0.486	
Overall Model Test							
Model	R	R ²	Adjusted R ²	F	df1	df2	P
1	0.623	0.388	0.279	3.55	5	28	0.013

It can be seen from the above table that both **UA** with estimate .5912 (p=.018) and **Ind** with estimate .3845 (p=.026) have **significant effects** on **Pro**. This means the level of tolerance to uncertainty and the emphasis on self-interest affects the organization's proactiveness.

Table 5

Regression Analysis Results of Corporate Entrepreneurship – Part 2

New Business Venturing						
Predictor	Estimate	SE	t	p	VIF	Tolerance
Intercept	1.8406	2.031	0.906	0.373		
PD	0.1004	0.174	0.578	0.568	1.39	0.72
Mas	-0.1006	0.133	-0.756	0.456	1.18	0.846
UA	0.0943	0.225	0.42	0.678	1.59	0.628
Ind	0.3675	0.156	2.351	0.026	1.82	0.549

LT	0.3438	0.322	1.067	0.295	2.06	0.486	
Overall Model Test							
Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.463	0.214	0.0735	1.52	5	28	0.214

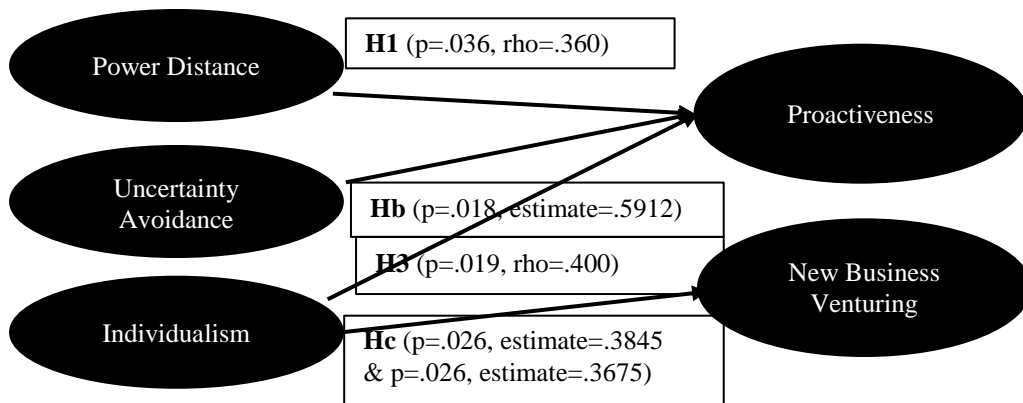
Strategic Renewal							
Predictor	Estimate	SE	t	p	VIF	Tolerance	
Intercept	1.93444	2.686	0.720	0.477			
PD	0.3108	0.23	1.352	0.187	1.39	0.72	
Mas	-0.05461	0.176	-0.310	0.759	1.18	0.846	
UA	0.31462	0.297	1.059	0.299	1.59	0.628	
Ind	0.17147	0.207	0.830	0.414	1.82	0.549	
LT	0.0022	0.426	0.005	0.996	2.06	0.486	
Overall Model Test							
Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.419	0.176	0.0284	1.19	5	28	0.338

Similarly, the results in Table 5 show that **Ind**, with estimate .3675 (p=.026), significantly affects **NBV**. This means the emphasis on individual versus group accomplishments affects the organization's NBV. Finally, all five (5) OC dimensions were checked for collinearity, and the VIF values were within an acceptable range. The regression findings,

therefore, **support Hb and Hc**, where **UA and Ind affect corporate entrepreneurship**. The results are summarized in Figure 1 on the next page:

Figure 2

Summary of the Hypothesis Test Results



The above results are quite different from Yildiz (2014) in that Mas was not significant, and none of the cultural dimensions was related to nor effects Innov. In contrast with this result, 3 of the cultural dimensions, namely, PD, UA, and Ind, were found to be related to or effects Pro. These different results are perhaps due to the different types of industries – manufacturing versus service – the companies belong to, as well as the sizes of the firms – 1,500 full-time employees in the manufacturing company versus 47 in the BPO Company. Furthermore, **Ind** was **positively related** to and **effects** both CE dimensions **Pro** and **NBV**. With this, it appears that **Ind** is **the most important cultural dimension** related to CE. It is also important to note that Eroglu & Picak (2011) found that high collectivism in national cultures was negatively associated with entrepreneurship. This, however, is opposite the findings of Dissanayake & Semasinghe (2015), where collectivism was found to be a "stimulator of entrepreneurship."

Conclusion

The study supports H1, H3, Hb, and Hc. Power distance (PD) and Individualism (Ind) are positively related to Proactiveness (Pro), albeit weakly, while Uncertainty avoidance (UA) and Individualism (Ind) both positively effects Proactiveness (Pro), and Individualism positively affect New Business Venturing (NBV). This means that for a Philippine Sustainability BPO company, the organization has to focus on Power Distance, Uncertainty Avoidance, and Individualism to drive corporate entrepreneurship activities. Of the three, perhaps an even greater emphasis will be given to Individualism as it has been shown to affect both Proactiveness and New Business Venturing positively. True enough, the company emphasizes personal growth, learning and self-improvement, and responsibility, where individuals are told that the company's job is to support the employee to do his/her job, not to do the job for the employee. This is expected to lead to frustrations, but these "frustrations can be a precursor to innovation" and an entrepreneurial can-do mentality. The company leans on empowered individuals and personal initiative as much as the company's collective experience and teamwork.

Recommendations for Further Study

It is recommended that this study be expanded to include several BPO companies in the Philippines to get a greater data set and determine the findings' applicability in a broader context. Moreover, as the specific organization in this study only started operations in 2014, it is recommended that BPO companies founded ten years ago or older be included in the suggested expanded study. Furthermore, a study may be conducted to compare and contrast the organizational culture with the national culture and determine how the latter influences the former. The studies of Eroglu & Picak (2011) and Dissanayake & Semasinghe (2015) determined that national cultures influence organizations, but they have conflicting results

regarding the relationship between Individualism/Collectivism and entrepreneurship. Finally, this study is probably better conducted in a period after the COVID-19 pandemic, where there are generally higher levels of anxiety and stress in the country, and participants be given perhaps a full week, instead of three days, to complete the survey.

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