

**ASSESSING THE ENTREPRENEURIAL ORIENTATION  
BY OPPORTUNITY / NECESSITY DICHOTOMY:  
AN INSTITUTIONAL PERSEPCTIVE**

**Parga-Montoya N., Cuevas-Vargas H. \***

**Abstract:** This paper aims to deepen in the influence played by the institutional burdens on the entrepreneurial orientation using a comparative analysis of opportunity vs necessity entrepreneurship. To prove our hypotheses, a Partial Least Squares - Structural Equation Modeling Multi-Group Analysis with repetition of indicators approach was implemented to run the hierarchical construct model in order to evaluate the effects on entrepreneurial orientation (EO) by institutional burdens in a sample of 250 micro and small firms in Mexico. The results show that, in a general view, the institutional burdens affect the entrepreneurial orientation in a stronger way when an opportunity entrepreneurship exists; the positive influence seems to benefit the proactivity of the firm. Regarding policy implications, it reveals the importance of the institutions to promote a competitive perception for increasing the entrepreneurship by opportunity.

**Key words:** opportunity and necessity, institutional burdens, entrepreneurial orientation, entrepreneurship types

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### **Introduction**

Entrepreneurship is becoming a driver of economic development, in the entire world, economies argued that creation of firms could improve current economic situation. Giving a solution to unemployment problems, promotion of innovation and economic welfare (Angulo-Guerrero et al., 2017; Aparicio et al., 2016; Fuentelsaz et al., 2015; Meyer et al., 2016). According to several studies, institutional burdens are important components for explaining entrepreneurship behavior (Aparicio et al., 2016; Martínez-Ferrero and García-Sánchez, 2017; Valliere, 2017). This issue opened a new stream of literature that tries to explain the differences in the regulatory, social and cultural environment as institutional arrangements (Scott, 1995). The environment not only defines the individual and country levels (Li and Zahra, 2012), but also the features of the creation of firm, with a successive effect on the strategy orientation (Hechavarria and Reynolds, 2009). In recent years, the new ventures are distinguishing a necessity and opportunity dichotomy (Fuentelsaz et al., 2015; García-Cabrera et al., 2015;

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\* **Neftali Parga-Montoya**, Prof., Universidad Autónoma de Aguascalientes, Business Sciences Centre; **Héctor Cuevas-Vargas**, Prof., Universidad Tecnológica del Suroeste de Guanajuato, Department of Business Development

✉Corresponding author: neftali.parga@edu.uaa.mx

✉hcuevas@utsoe.edu.mx

Williams and Williams, 2014). Necessity-based entrepreneurship occurs when an owner starts a business because employment options are not satisfactory. Otherwise, opportunity-based entrepreneurship implicates those who choose to start their firm by taking an opportunity as an advantage (Hechavarria and Reynolds, 2009) and exploiting the resources in original solutions (Czarniewski, 2016). It is essential to separate the influences of the institutional burdens on entrepreneurial orientation in two components due to this enable the main relationship between firms who assume risks to develop an idea of business and who does not (Levie and Autio, 2011). For instance, many authors, such as Acs and Amorós (2008), Szyliowicz and Galvin (2010), Volchek et al. (2015) provide empirical evidence about how the institutional environment affects the recognition and exploitation of an opportunity for local SMEs.

The main objective of this research is to analyze and to compare the effects of institutional burdens on the entrepreneurial orientation by opportunity/necessity approach. Our key contribution are two relevant findings: first, opportunity entrepreneurship is related to the manner how entrepreneurial orientation is applied inside the firm, from a rational point of view, we can argue that when necessity entrepreneurship occurs the environment presents scarce of resources. It makes that the firms perceive a level of hostility, when this happens entrepreneurs refrain their decisions to be risky, to create innovative strategies and take a proactive behavior against competitors.

### **Literature Review**

The opportunities are exploited for whom have the skills to create a firm or to manage a business, some authors say this kind of capabilities could be shared by society as business knowledge implied in psychological, organizational and sociological approaches (Ali, 2015; Parga-Montoya, 2016; Schott and Wickstrom, 2016). To understand this perspective, a key element is to acknowledge the socio-cultural characteristics related to entrepreneurial motivations, especially when a region presents values of survival influenced by a pre-industrialization context where options are scarce as a result of deficient institutional environment (Hechavarria and Reynolds, 2009). The social values are transmitted and understood as a complex system that constraints the required sources for starting a new business (Volchek et al., 2015), in some countries (e.g., India, Brazil, China, South-Korea), this was assumed in order to build an institutional framework focused in empowering the entrepreneurship phenomenon with better education to manage a business (Gupta et al., 2012). The system of values explain the social collective programming, hence the individual behaviors (Tripopsakul, 2018).

Necessity entrepreneurship is a subsequent effect of a poor institutional performance where direct actions of the context affect the entrepreneur skills to develop ideas of business (Williams and Williams, 2014). The dichotomous interpretation of entrepreneurs as opportunity or necessity driven has been well adopted as a measure of particular populations with advantages towards improving

the economic performance (Fuentelsaz et al., 2015). Legal rigidity reduces opportunities (Aparicio et al., 2016) and complicates access to business market (De Clercq et al., 2012). The firms encourage disadvantages to prosper due to enforced decisions that they have to take (Angulo-Guerrero et al., 2017). Entrepreneur profiles have a moderator effect on entrepreneurial orientation when they are influenced by institutional burdens; therefore, our paper empirically examines the links between regulative, normative and cognitive forces and both types of entrepreneurship affecting the strategic manner to reach the entrepreneurial activity, as it can be seen in Figure 1.

*H<sub>1</sub>: Institutional burdens affect significantly the entrepreneurial orientation of Aguascalientes City's micro and small business.*

*H<sub>2</sub>: Institutional burdens affect significantly the entrepreneurial orientation of Aguascalientes City's micro and small business created by opportunity entrepreneurship.*

*H<sub>3</sub>: Institutional burdens affect significantly the entrepreneurial orientation of Aguascalientes City's micro and small business created by necessity entrepreneurship.*

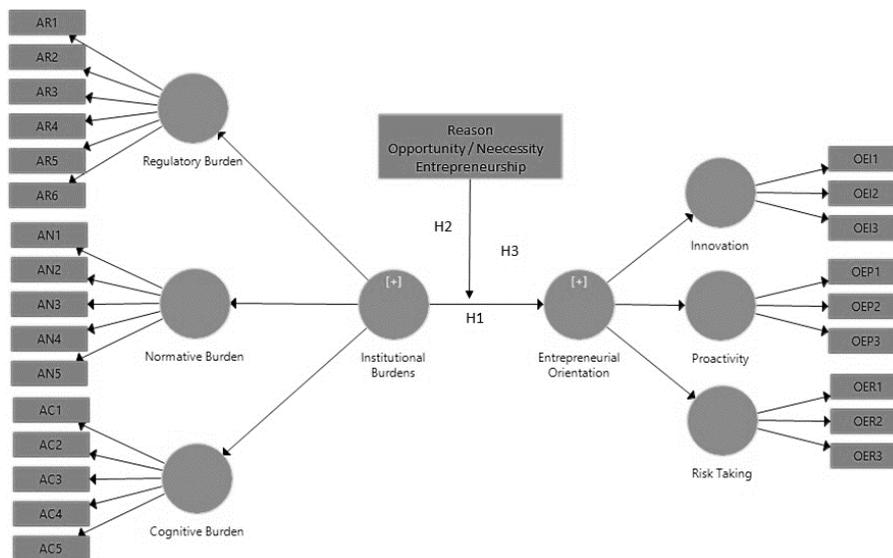


Figure 1. Theoretical Model

## Methodology

Research design is defined as quantitative, transversal, descriptive and explicative, we implement a Partial Least Squares- Structural Equation Modeling (PLS-SEM) with Smart PLS 3.2.4 Software (Ringle et al., 2015). We analyzed the measure model to then assess the structural model as a Hierarchical Components Model

(Lohmöller, 2013). The model was measured with repetition of indicators method (Ringle et al., 2012; Wetzels et al., 2009), which is necessary to run higher order measure models in PLS-SEM (Cuevas-Vargas, 2016; Ringle et al., 2015). Our hypothesis have been tested in a sample of 250 micro and small firms, randomly chosen in two phases, first, we chose in aleatory way 71 Basic Geostatistical Areas (BGA) from 272 agglomerate in Aguascalientes city -defined by the National Institute of Statistics and Geography-; second, we chose from BGA an amount of 300 blocks, where we applied a questionnaire with indicator to measure the institutional burdens perception and entrepreneurial orientation, each observations with lack of data was eliminated to the analysis.

### *Variables*

To prove the institutional burdens as Higher Order Component (HOC), we adapted Kostova and Roth (2002) scale, with three Lower Order Constructs (LOCs), which are reflective with their indicators: 1) regulative component has 6 items related to law and rules perception; meanwhile, 2) normative component has 5 items to measure the social value system as burden to create a firm; finally, 3) cognitive component has 5 items to evaluate the knowledge shared by the society in the region. Each indicator uses five-point Likert from strongly disagree to strongly agree. Concerning entrepreneurial orientation, we use the scale created by Covin and Slevin (1989, 1991), the variable measures the strategic orientation to entrepreneurship in a Higher Order Component, this is made by three dimensions (LOCs) in a reflective way: 1) innovative component, 3 items to measure innovative thinking; 2) proactive component, 3 items to analyze competitors' reaction; and risk-taking, 3 items to evaluate the skills to take decisions even risks. The model includes a grouping variable which indicates if the entrepreneur starts his business by an opportunity detected; this was a dichotomous variable with values of 1 or 0 to define the opportunity entrepreneurship.

### *Data Analysis*

Table 1 shows our results to assess reliability and validity: Cronbach's Alpha coefficient (Cronbach, 1951) was superior to 0.7 (Nunnally, 2009), Composite Reliability Index (CRI) upper to 0.708 (Hair et al., 2014), and Average Variance Extracted (AVE) superior to 0.5 (Cuevas-Vargas, 2016; Fornell and Larcker, 1981; Hair et al., 2012). The results obtained a high internal consistency, the values were above of 0.7 which it establishes a composite reliability between the observed variables and the lower order constructs (Fornell and Larcker, 1981; Hair et al., 2014), as well Cronbach's Alpha coefficient was above of 0.7 as Nunnally (2009) suggests, finally each AVE calculated was higher of 0.5 as Fornell and Larcker (1981) and Hair et al. (2012) have indicated. The communality measured of each manifest variable specifies the variability of the indicator is correlated with its latent variable, the results guarantee that variables are converging successfully (Hair et al., 2014).

To estimate discriminant validity, we calculated the Heterotrait-Monotrait test (HTMT<sub>90</sub>) (Henseler et al., 2015), which needs the bootstrapping procedure to obtain the variability of the parameter estimates, the results show the correlations of reflective constructs below to 0.9, according to Gold and Arvind Malhotra (2001); Henseler et al. (2015); Teo et al. (2008). Also, we calculated the Fornell-Larcker criterion, this is defined by the square root of each construct AVE positioned just in the matrix diagonal (Fornell and Larcker, 1981), where we can conclude that each value is above of any correlation. In the same way, we analyzed the discriminant validity for the HOCs, Table 1 presents the previous test for institutional burdens and entrepreneurial orientation, and we can observe the HTMT<sub>85</sub> test and Fornell-Larcker criterion being successfully approved according to Clark and Watson (1995); Henseler et al. (2015); Kline (2011). Based on this analysis, we can conclude that our data is clearly reliable and valid to establish prove the hypotheses with PLS-SEM.

**Table 1. Discriminant Validity for the Lower and Higher Order Constructs**  
(own contribution from results obtained with Smart PLS 3. Ringle et al., 2015)

Lower Order Constructs	Regulatory Burden	Normative Burden	Cognitive Burden	Innovation	Proactivity	Risk Taking
	AVE= 0.631	AVE= 0.643	AVE= 0.720	AVE= 0.819	AVE= 0.696	AVE= 0.667
Regulatory Burden	<b>0.794</b>	0.889	0.645	0.337	0.418	0.518
Normative Burden	0.750	<b>0.802</b>	0.582	0.336	0.397	0.582
Cognitive Burden	0.537	0.427	<b>0.848</b>	0.328	0.395	0.476
Innovation	0.275	0.271	0.262	<b>0.905</b>	0.760	0.534
Proactivity	0.348	0.324	0.318	0.590	<b>0.834</b>	0.626
Risk Taking	0.414	0.456	0.370	0.413	0.489	<b>0.817</b>
Higher Order Constructs	Institutional Budens AVE= 0.508		Entrepreneurial Orientation AVE= 0.504			
Institutional Burdens	<b>0.713</b>		0.573			
Entrepreneurial Orientation	0.481		<b>0.710</b>			

NOTE: The diagonal numbers (in bold) represent the square root of the AVE values. Above the diagonals the HTMT correlations ratio Test is presented, HTMT<sub>90</sub> for the LOCs and HTMT<sub>85</sub> for the HOCs; below the diagonals, the Fornell-Larcker criterion test is presented.

## Results

According to the descriptive data, our first results from the institutional burdens, we see in the regulative burden an acceptance of 62% in the required licenses, although for the 56.8% of firms is considered that laws and taxes are applied to new and growing firms in a predictable and consistent way. About normative

burden, there is an 87.2% of surveyed considering becoming an entrepreneur is a desirable career choice; otherwise, 33.2% of firms have not seen stories in the public media about successful entrepreneurs. Referring to cognitive burden, 59.6% of respondents thinks how to manage a small business, in another way, 27.6% of surveyed has the perception of many people does not have experience in starting a new business.

In entrepreneurial orientation, we found for innovative dimension that just 58.4% of firms agrees to have strong emphasis on R&D, technological leadership, and innovations, in a different way, 12% of respondents considers does not have any radical change in product or service. Alluding to proactivity dimension, 72.8% of surveyed believes that the firms does not have a strong tendency to compete against others, meanwhile, 6.8% of respondents perceives an “undo-the-competitors” posture. Concerning to taking-risk posture, 91.2% of surveyed thinks in a strong proclivity for high-risk projects with chances of very highs returns. Speaking about opportunity entrepreneurship, just 48.8% of owners has mentioned that they created their firms by identify a good opportunity of business and 51.2% made them by necessity.

Focusing to prove the hypotheses, we analyze the structural model using bootstrapping (see Table 2), we observed enough evidence to get confidence intervals for evaluating the precision of the parameters. The results express that entrepreneurial orientation is explained in a 23.2% ( $R^2=0.232$ ) by institutional burdens.

**Table 2. PLS-SEM results of the Structural Model**

*(own contribution from results obtained with Smart PLS 3. Ringle et al., 2015)*

Hypotheses	Path	$\beta$	t-value	$f^2$	$R^2$
H <sub>1</sub> : The institutional burdens significantly affect the entrepreneurial orientation of Aguascalientes city's micro and small business	Institutional Burdens →Entrepreneurial Orientation	0.481***	10.386	0.301	0.232
H <sub>2</sub> : The institutional burdens significantly affect the entrepreneurial orientation of Aguascalientes city's micro and small business created by opportunity	Institutional Burdens by Opportunity →Entrepreneurial Orientation	0.543***	9.757	0.418	0.295
H <sub>3</sub> : The institutional burdens significantly affect the entrepreneurial orientation of Aguascalientes city's micro and small business created by need	Institutional Burdens by Necessity →Entrepreneurial Orientation	0.391***	5.072	0.180	0.153
NOTE: Significance: *** = p<0.001; ** = p<0.05 $f^2$ effect sizes: >0.02= Small effect; >0.15 = Medium effect; >0.35 Large effect (Cohen, 1988). $R^2$ values: >0.20 = Weak; >0.33 Moderate; >0.67 = Substantial (Chin, 1998).					

Table 2 shows the effects of institutional burdens on entrepreneurial orientation with a value of  $\beta = 0.481$  and P-Value  $< 0.001$ , we consider this influence as positive and significant, in other words, the hypothesis cannot be refused, regulative, normative and cognitive factors are defining the way this strategic orientation, according to Cohen (1988), this 48.1% of effects on entrepreneurial orientation, we interpret as a medium effect size given the  $f^2$  value = 0.301, referring to previous authors have established this relationship between these variables (Ali, 2015; Dwairi and Akour, 2014; Gómez-Haro et al., 2015; Ruiz-Ortega and Parra-Requena, 2014).

Our striking result comes from the second hypothesis, the institutional forces have on entrepreneurial orientation a more significant influence when the firm was created by an opportunity of business, conforming to  $\beta = 0.543$  and  $p < 0.001$ , it suggests that 54.3% of the results on the strategic orientation are related to legal environment, perception of social norms and knowledge shared. In consonance with the  $f^2$  value = 0.418, the influence is interpreted with Cohen's test as a large effect size on dependent variable, for consequence the entrepreneur profile is moderating the impact of institutional burdens on the capabilities to innovate, to compete, and, to risk, as several authors have expressed before (Angulo-Guerrero et al., 2017; De Clercq et al., 2012; Hechavarria and Reynolds, 2009).

Concerning to the third hypothesis, we found significant results ( $\beta = 0.391$ ,  $p < 0.001$ ), it is related to the effects of institutional dimensions on entrepreneurial orientation being moderated by a necessity entrepreneurship, it indicates that the firms tend to develop a strategic orientation even when a situation of unemployment exists, or opportunities are reduced for them. As reported by our results, the dependent variable is affected by institutional forces in a 39.1%, in line with Cohen's test there is a medium effect size considering the  $f^2$  value = 0.180, it signifies a significant power of prediction on entrepreneurial orientation, in agreement with (Aparicio et al., 2016; Fuentelsaz et al., 2015; Williams and Williams, 2014).

However, having evaluated the hierarchical components model through PLS-MGA, we conclude that there are statistically significant differences in the reason for which owners of this kind of businesses decide to create their firm in Aguascalientes city, since when the firm was created by opportunity  $\beta = 0.543$ , and when it was created by necessity  $\beta = 0.391$ , therefore, based on Sarstedt et al. (2011) a result is significant at the 5% probability of error level, if the p-value is smaller than 0.05 or larger than 0.95 for a certain difference of group-specific path coefficients, and in our study we found a path coefficient difference of 0.152 with a p-value of 0.951.

## Conclusions

This study has shown a new form to analyze the entrepreneurship, when start-ups occurs many factors are dealing with, a greater understanding of these forces as influencers of skills to manage the firm. The role of institutional burdens would be

more important, in connection with the significant result on second hypothesis indicates our main finding; the special purpose of this research was to evaluate the moderate effect of entrepreneur profile, given the relative presence of differences between opportunities versus necessity. The Cohen's test was an important tool to make a great distinction creating a dichotomy of entrepreneurs that should be cautioned when the policymakers are attending new formal institutions as laws, rules, and norms.

Also, if we focus in a particular interpretation of this study, many authors have concluded when an institutional environment is hostile the opportunities scarce and this tendency creates an entrepreneurial orientation with an aggressive posture, without considering the main factors which entrepreneurs are being influenced (Ntayi et al., 2013; Tang and Hull, 2012; Zahra and Garvis, 1996). The managerial implications are associated to the decision-making processes pursuing entrepreneurial opportunities, the challenging environmental conditions are not well understood by entrepreneurs and they make assumptions to assess how the customer value is. Namely, taking decisions in a strategic orientation according to the external context based on innovativeness, proactiveness and risk-taking. From the point of view of public policies, the efforts of entrepreneurs could be addressed to provide an environment which permits an adequate legal protection, a better social value system, and principally the transmission of a complex scheme with shared social knowledge and skills to create and to manage firms.

It is obvious our research has several limitations of sample size, especially if we want to consider an entire institutional environment, nevertheless, this is a preceding study to start a record on institutional theory in Latin American countries, principally in Mexico, where this kind of studies are infrequent. Additionally, the evidence provided by our empirical analysis is considering the institutional forces as a High Order Construct moderated by entrepreneurship profile, if we aggregate more variables, as experience, age and gender we could find an outstanding shape of an entrepreneur who needs to be supported by formal and informal institutions.

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### OCENA ORIENTACJI PRZEDSIĘBIORCZEJ PRZEZ DYCHOTOMIĘ SZANS I POTRZEB: PERSPEKTYWA INSTYTUCJONALNA

**Streszczenie:** Niniejszy artykuł ma na celu pogłębienie wiedzy na temat wpływu obciążeń instytucjonalnych na orientację przedsiębiorczą, wykorzystując analizę porównawczą możliwości i konieczności przedsiębiorczości. Aby dowieść hipotez, zastosowano metodę częściowych najmniejszych kwadratów (Modelowanie Równań Strukturalnych, analiza wielogrupowa z powtarzaniem wskaźników), aby uruchomić hierarchiczny model konstrukcji w celu oceny wpływu na orientację przedsiębiorczości (EO) przez obciążenia instytucjonalne w próbie 250 mikro i małych przedsiębiorstw w Meksyku. Wyniki pokazują, że w ogólnym ujęciu obciążenia instytucjonalne silniej wpływają na orientację przedsiębiorczą, gdy istnieje szansa na działalność gospodarczą; pozytywny wpływ wydaje się sprzyjać proaktywności firmy. Jeśli chodzi o implikacje polityczne, ujawnia się znaczenie instytucji w promowaniu konkurencyjnego postrzegania zwiększania przedsiębiorczości przez jej umożliwianie.

**Słowa kluczowe:** szansa i konieczność, obciążenia instytucjonalne, orientacja na przedsiębiorczość, typy przedsiębiorczości.

#### 评估机会创业导向/必要性二分法：制度的视角

**摘要：**本文旨在深化影响。这证明了我们的假设，以及偏最小二乘结构方程模型的多组分析的指标重复的方法，你实现运行的层次结构，它的250样本中评估对创业导向（EO）体制负担影响的模式，以墨西哥的微型和小型企业。结果表明，在一般看来，积极的影响似乎有利于公司的积极性。关于政策影响，通过机会促进创业。

**关键词：**机遇和必要性，机构负担，企业家导向，创业类型