ABSTRACT

Purpose of conducting this survey is to study the relationship among components of knowledge management (creation of knowledge, Transfer of knowledge, storage and archiving of knowledge) and Corporate Entrepreneurship. This survey was conducted using descriptive-field methodology. Statistical population included managers and experts of Hexa Consulting Engineers Company (Tehran/Iran) and the sample consisted of forty seven of them. Questionnaire was tool of data collection. Data was collected in cross-sectional form in July-August 2011. Descriptive and inferential (spearman correlation) statistics methods were used for data analysis. According to results, there is a positive significant relationship among all components of knowledge management and Corporate Entrepreneurship. Creation of knowledge has the highest correlation with Corporate Entrepreneurship.

Key words: creation of knowledge, Transfer of knowledge, storage and archiving of knowledge, Corporate Entrepreneurship

Introduction

Corporate entrepreneurship has been converted into a competitive advantage for corporations in the modern changeable world. Many potential advantages have been mentioned for entrepreneurship among which wealth creation, obtaining competitive advantage, product leadership, agile act and rapid economic changes can be referred. However, not all corporations can convert entrepreneurship activities into financial profit [24]. Knowledge and its proper management can be regarded as the driving engine of corporate entrepreneurship.

The most important element in value-added creation in the information society in which knowledge is the most valuable asset is to convert knowledge into ability. Knowledge is used in many economies but a few of them are knowledge-oriented. Indeed economies, which are directly based on production, dissemination and utilization of knowledge and information, are known as knowledge-oriented economies. A knowledge-based economy is founded based on knowledge production, dissemination and utilization. Knowledge-oriented industries and investment in knowledge are specially considered in such economy. Investment in knowledge means expensing in activities that are led to enhancement and acquisition of the new knowledge [5]. Knowledge management is the regular and purposeful management of knowledge, processes and tools to distinguish the potential capacity of knowledge in making effective decisions, solving the problems, facilitating the innovations and obtaining competitive advantage at all levels [18].

Entrepreneurs should have access to different resources of knowledge across the corporation to perform entrepreneurial behaviors and combine them. Moreover, process of knowledge sharing and collective behaviors are regarded as basic principles of corporate entrepreneurship. In fact, corporate entrepreneurship does not have much relation with special processes, which have public application, and it is more related to flexible processes that produce special knowledge of each situation [15]. The factors, which promote corporate entrepreneurship, have been studied and identified in many existing researches in the literature of corporate entrepreneurship. Among these factors, culture, organizational structure and activities of human resources management can be referred [6]. Role of knowledge management in facilitating the corporate entrepreneurship has not been studied highly. Therefore, the purpose of this study was to investigate the relation between knowledge management components and corporate entrepreneurship.

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Research literature will be studied below. Then data analysis, findings, discussion and conclusion are represented.

Literature review:

Corporate entrepreneurship:

Entrepreneurship could be defined as the process of value creation through providing a set of resources for effective and efficient using of an opportunity [39]. Concept of entrepreneurship in literature was first appeared about entrepreneurs [21] and creation of new organizations. But recent studies have explored entrepreneur organizations. Therefore, entrepreneurial innovations are a phenomenon across the organization and have a concept beyond creating new organizations [44]. Corporate entrepreneurship could be defined as activities that an organization adopts to enhance innovation in product, risk taking and reactive response to environmental forces [27]. Miller and many other researchers [28,8,45] believe that corporate entrepreneurship includes three elements of proactiveness, innovation and risk taking. According to some other researchers corporate entrepreneurship consists of innovation, risk and renewal strategic activities [14]. Lumpkin and Dess [25] have introduced autonomy, innovativeness, risk taking, proactiveness and competitive aggressiveness as a group of behaviors representing corporate entrepreneurship. Dimensions of corporate entrepreneurship in the present survey based on previous researches are as below:

- Creating new units that mean developing units dependent on the company [1].
- Innovation in products/services [38,5,45,20].
- Innovation in technology/process [38,5,45,20,9,2,41].
- Self-renewal [42,14,40,31] that reflects changing the organization through renewing key ideas based on which the organization has been shaped.

Knowledge management:

Knowledge management could be defined as deliberate strategy to gain appropriate knowledge from appropriate individuals in appropriate time, help individuals share, and apply information with regard to organizational performance improvement. Importance of knowledge management lies in the fact that it could be resulted in empowerment of individuals and the organization itself to accomplish activities effectively through organizing of knowledge.

Various models have been represented for evaluation of knowledge management by the experts. These models include two to eight phases and most of them are similar in terms of content. Creation, storage and distribution processes have been mentioned as major processes of knowledge management in several models. For instance these processes constitute major elements of models of Despres and Chauvel [12], Wiig [43], Alavi and Leider [4], Jashapara, [16] and Rao [34]. Knowledge creation or development contains a group of fast and creative, programmed and organized activities that are intended to extend scientific recognition borders and human's knowledge treasury [36]. Knowledge distribution means sharing of the existing knowledge, accessibility and the manner of its distribution from individual level to group level and at last organizational knowledge. Knowledge storage is maintaining and up-to-dating of knowledge in order to prevent its destruction and provide possibility of its utilization [3].

The relation between knowledge management and corporate entrepreneurship:

Knowledge is a factor through which entrepreneurs can distinguish themselves from their competitors. Besides, the business environment with weak structure can be structured well through knowledge. Thus the complex world can be managed and ambiguous factors can be perceived. Knowledge management can be defined as obtaining purposes of the corporation by creating the knowledge production factor. This process is mainly realized through motivating the people inside the corporation to develop and improve their key capabilities and guide their attitudes towards entrepreneurship [35]. Therefore, knowledge management can be regarded as the facilitating factor of corporate entrepreneurship.

Data analysis:

Research methodology, research questions and applied statistical methods are described in this section.

Research Methodology:

The present survey was conducted using descriptive-field methodology. Statistical population included all managers and experts of Hexa Consulting Engineers Company in Tehran province and the research sample consisted of forty-seven of them who were selected randomly.

Tools of data collection:

Data was collected through questionnaire. Corporate entrepreneurship was studied in four Dimensions including creating new units, innovation in products/services, innovation in technology/process and Self-renewal. Questions related to innovation in products/services were selected from Darroch [10] questionnaire. Questions
related to innovation in technology/process and self-renewal were designed through eleven items used in Antoncic and Antoncic [1]. Generally, corporate entrepreneurship was studied with 17 questions. Cronbach alpha coefficient was calculated equal to 0.73 for questions of corporate entrepreneurship components of knowledge management were studied with 15 questions. Cronbach alpha was calculated equal to 0.92 for questions of knowledge management which showed strong reliability of the questionnaire. Likert five-option scale was used to score options of the questionnaire (from 1 = very low to 5 = very high). Data was collected in cross-sectional form in July-August 2011. Content validity of the questionnaire was confirmed through professors and experts’ views.

Statistical methods:

Data analysis was carried out using both descriptive and inferential statistics (Spearman Correlation) and Spss ver.15 software. Spearman correlation test was used because of qualitiveness of the studying variables.

Findings:

According to descriptive results, 53.2% of respondents were in age group 20-35 year old. Among them 36.2% (the highest number) had work experience of 5 to 10 years; 83% of respondents were male and 40.4% had manager or supervisor positions.

Spearman correlation coefficient was used to study the relation among knowledge management components and corporate entrepreneurship. According to the findings, there is a positive significant relation between knowledge creation, knowledge dissemination, knowledge storage and corporate entrepreneurship with correlation coefficients equal to 0.522, 0.386 and 0.512 respectively. There is a positive significant relation between sums of three Components of knowledge management and corporate entrepreneurship with correlation coefficient equal to 0.589.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<th>6</th>
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<tbody>
<tr>
<td>1. Corporate entrepreneurship</td>
<td>15.72</td>
<td>9.30</td>
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<td>2. Knowledge creation</td>
<td>16.65</td>
<td>4.26</td>
<td>0.522*</td>
<td></td>
<td></td>
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<td>3. Knowledge transfer</td>
<td>15.54</td>
<td>3.77</td>
<td>0.386</td>
<td>0.438 *</td>
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<td>4. Storage of knowledge</td>
<td>10.93</td>
<td>3.002</td>
<td>0.512</td>
<td>0.458</td>
<td>0.403</td>
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<tr>
<td>5. Knowledge management</td>
<td>42.93</td>
<td>9.12</td>
<td>0.589</td>
<td>0.805</td>
<td>0.807</td>
<td>0.687</td>
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Discussion and conclusion:

According to the results of the present study, knowledge management can be regarded among the factors, which facilitate corporate entrepreneurship. Knowledge creation in knowledge-based economy is considered as the most important determinant of life standards and creating new jobs. Since knowledge-based economy is, an economy in which knowledge production and dissemination play a main role in wealth creation, hence, the purpose in such economy is not just to develop knowledge rather developing knowledge utilization in all economic activities is in the priority. On the other side, entrepreneurship in economy looks highly for issues related to knowledge innovation. Therefore, developing the modern technologies such as information technology as well as knowledge management plays an important role in creating the modern entrepreneurship although entrepreneurship can help develop modern technologies [5].

Corporate entrepreneurship requires corporate learning. This process is extremely dependent on individual participations. Thus, the people who look for enhancement of corporate entrepreneurship need special individual capabilities to be able to combine the existing and the new knowledge and achieve entrepreneurial opportunities [15]. If the entrepreneurial corporation uses information and communications technology and human capital dynamism along with its capabilities and advantages of knowledge and has the idea of innovation and converting the acquired knowledge from entrepreneurship into ability, it will be able to have access to a totally new viewpoint known as “knowledge-oriented entrepreneurship” with unique capabilities and characteristics [5].

References

35. uitBeijerse, R.P., 2000. Knowledge management in small and medium-sized companies: