

Examination of Relation between Downsizing, Corporate Entrepreneurship and Governmental organizations' Performance

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ABSTRACT

From the beginning of executing some initiatives such as downsizing and corporate Entrepreneurship, several investigations were carried out about their results especially in private sector's organizations. Since there is no specific investigation on interactive effect of downsizing and corporate entrepreneurship on organizations' performance especially in government's sector, this paper aims to examine relation between different downsizing strategies and organization's performance independently and in relation to corporate entrepreneurship in governmental organizations in Iran, province of South Khorasan. Needed data are collected by a questionnaire which is distributed between a 380 persons statistic sample. Results showed that there is no significance relationship between downsizing and organization's performance. Reversely, according to research's results, a significance relationship between corporate entrepreneurship and organization's performance, both as independent variable and as adjusting variable, was confirmed. Of course, interactive effect of downsizing and corporate Entrepreneurship on organization's performance was more than that of each one as independent.

KEYWORDS: Downsizing; Corporate Entrepreneurship; Organizations of Government Sector

INTRODUCTION

Many years are passed after acceptance of big government defeat theory in the world. Britain and USA accepted the theory in Margaret Thatcher's and Donald Reagan's term respectively. International Monetary Fund and World Bank encourage this view in the world. One reason in supporting the view is that private sector aims to increase its profit and government sector aims to increase its budget, therefore main concern for private sector is more efficiency, but this aim has less worth in governmental economy. Similarly, large size of Iran's government becomes one of more important subjects for politicians and thinkers. Regarding this and experiments of other countries and IMF's recommendation, government downsizing are attracted the attention of Iranian politicians and planners. Therefore, downsizing operations were planned and executed from early of 1980s. In this way, surely, third and fourth development plan of Islamic Republic of Iran had specific importance. Aims of these operations are including reduction government interference, decreasing of organizations numbers and their employees for improving the efficiency of governmental organizations, speeding of economic growth and decreasing of government's budget deficit. Despite of these efforts, indicators which determine the government size showed that government sector becomes larger. According to Management and Planning Organization of Iran (MPO), in terms of ratio of government costs to GDP, government size in 1987 was 38.5% which increased to 70.4% in 2001. Regarding to second index, that is ratio of government sector's employees to total employees in the country, in 1976 was 19% which increased to 33.7% in 2001. Also, according to MPO, number of managerial posts is increased about 60% during two past decades. The total of government companies has fourth times growth, and increased from 198 in 1978 to 504 in 2001 (MPO, 6:2002). But, recent experiences in some countries such as South Korea showed that downsizing along with government sector entrepreneurship leads to good results. Regarding above points, this paper aims to examine government organizations' performance in South Khorasan province based on two variables: downsizing and corporate Entrepreneurship.

Problem definition

The relation between government and market arrived in a new era. In one side, a strong private sector needs a strong and effective government, and in other side, offering of better services needs a strong private sector. Private and government sectors are complementary. But, main obstacles are culture and bureaucratic mechanisms which are governing government sector (Mierlo, 2007:116). Nevertheless, because of ignoring the role of entrepreneurship for

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government, neo-classic economists confine the government to policies which are based on market. But, experiments by much of developing countries clearly showing that policy of downsizing without removing bureaucratic obstacles within government and government organizations based on corporate Entrepreneurship can't result in proper consequences. Luedde-Neurath claims that an entrepreneurial government must perform two roles properly:

- 1- Directive entrepreneurial interventions which represents policies that can be applied for producing the goal-directed changes in investment and production patterns.
- 2- Facilitative entrepreneurial interventions which represent policies that are trying to prepare an environment for private companies that allow them to pursue their interests within that.

Luedde-Neurath believes that economic growth in South Korea, Taiwan and Singapore owes to an entrepreneurial government sector (Yu, 1997:50-61).

In Iran's experiment there is no interesting success in this matter, despite of executing the downsizing of government beginning from first development program in 1980s according to four general strategies: privatization, outsourcing of activities, structure modification and labor reduction. Statistic data, despite of executing of downsizing strategies, showed that GDP share of government and, in consequence, budget amount of governmental organizations and corporations is increasing continuously (table 1). According to statistic numbers, also, there are at least 4000 governmental companies that impose themselves on governmental budget and with 55% growth for budget of these companies in 2005, more than two third of budget of government is allocated to those companies. In this year, about 1300-1400 thousands milliard Rials of total budget (1900 thousands milliard Rials) was allocated to governmental companies, this shown that more than 70% of country's budget and 63% of country's GDP belongs to governmental companies still (table 2). Emphasis of Iran's leader on executing of constitution's article 44 for speeding of privatization also is shown that assignments are executed weakly, and shown that if assignments were executed properly, then an outcome of 2500 trillion Rials must be realized (Quds Newspaper, 2007).

Table 1: Government Share in GDP (thousands milliard Rials)

index	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
ratio of current payments to GDP	37.5	37.0	40.3	45.8	41.2	40.0	40.3	42.2	46.5	47.5	61.1
ratio of construction payments to GDP	10.4	11.3	10.4	10.0	10.4	8.9	8.8	10.6	10.8	9.6	11.1
size of public sector	47.9	48.3	50.7	55.8	51.6	48.9	49.1	52.8	57.3	57.1	72.2

Source: (BazMohammadi and Cheshmi, 2006:41)

Table 2: Trends of Governmental Companies' Budget

index	Prosperity of Oil outcomes 1973-78	Revolution and War 1979-88	First Program 1989-93	Second Program 1994-99	Third Program 2000-04	Year of 2005
Ratio of Public section's budget to GDP	67.2	42.5	42.7	59.7	71.9	89.5
Ratio of Governmental companies' budget to GDP	55.0	24.3	26.0	39.0	46.4	63.1
Ratio of Governmental companies' budget to Public section's budget	80.0	53.9	60.5	65.3	64.6	70.5

Source: (BazMohammadi and Cheshmi, 2006:42)

Main causes for this failing are related to weakness of governmental sector. Study of Iran's governmental sector shown that, this sector is bureaucratic, reluctant to cooperation, willing to concentration, inflexible and is reluctant to innovation. In other words, problems' roots are found in failing of governmental sector for corporate entrepreneurship (Hagh Shenan et al, 2007, pp35-36). Experiences in Iran and other countries during two recent decades shown that downsizing without entrepreneurship of governmental sector can't lead to favorite effects. A strong private sector requires a strong governmental sector, and causes for strength of governmental sector are entrepreneurship and removing the bureaucratic obstacles. According to above, main question is that if can we claim that in governmental organizations of under studied society, corporate entrepreneurship can moderate relation between downsizing and performance of organizations significantly? Analyses distinguished two different levels of governmental entrepreneurship: in first level, governmental bureaucratic organizations must move towards more entrepreneurship and in second level, officials and politicians must act within bureaucracies in the direction of entrepreneurship (Mierlo, 2007: 117-118). This paper concentrates on first level of entrepreneurship by governmental section, and examines the role of this variable from two views: first, direct relation between corporate

entrepreneurship and performance of governmental organizations, and second, moderating role of corporate entrepreneurship in relation between downsizing and performance.

Background of research and developing of hypotheses

Hypotheses of our research want to examine the relation between downsizing and organizational performance, effect of corporate Entrepreneurship on performance of organization, and moderating role of corporate entrepreneurship in the relation between downsizing and organization's performance.

A: Downsizing and organization's performance

Throughout the last two decades, many organizations have undergone extensive efforts to reengineer themselves. This reengineering, for the most part, has resulted in massive downsizing. The underlying assumption of these downsizings has been that the bureaucracies, developed by some of these companies, hampered their ability to respond efficiently and effectively against new levels of competition (Gregory, 1999:163). But, studies on relation between downsizing and organization's performance demonstrated different results. For example, findings from studies by Davidson et al(1996) and Wayhan and Werner(2000) state a positive relation between downsizing and organization's performance. Also, studies by Bullon and Bueno(2008) showed that there is no significant relationship between downsizing and Spain's performance of production organizations. However, even the results from some researches such as studies by Lee(1997), Iqbal and Shetty(1995) showed a negative effect of downsizing on organization's performance. Investigations by Dong and Xu(2005) about effect of downsizing on governmental and private companies' performance showed that downsizing has a negative effect on total factor productivity (FTP) and hasn't a significant effect on profitability of companies. There are no specific studies about effect of downsizing on organization's performance in Iran. Since the aim of downsizing was making moveable the organizations and saving in current budget, therefore, there is a hypothesis that states downsizing had a positive and significant effect on governmental organizations' performance in South Khorasan province.

Hypothesis 1: Downsizing has a positive and significant effect on governmental organizations' performance.

B: Corporate entrepreneurship orientation and organization's performance

Although the term of entrepreneurship often used regarding to private sector, but nowadays this term arrived into governmental management discussions also, and mainly this is because of importance of government role in societies and efforts for producing changes in governmental organizations and improving their performance (Hagh Shenas et al, 2007:35). According to Bellone and Goerl, definition of governmental entrepreneurship is adopting an active approach to fulfilling of administrative responsibilities including attempt for preparing new outcome sources, improving services level, and aid to increasing the level of awareness and participation level of citizens. Morris and Jones states that governmental entrepreneurship is a process for producing the value for citizens through unique composition of public and private sources for the purpose of exploitation from opportunities (Fox, 2005:119). For Osborne And Gaebler, corporate entrepreneurship allows governmental organizations to identify opportunities and introduces new processes and services (Fox, 2005:31). According to them, entrepreneurship is "using the sources in a new way in order to maximization of effectiveness and productivity" (Deleon & Denhart, 2000:92).

About importance of governmental entrepreneurship, researchers have different views. According to researchers such as Morris, Lewis, Kuratko and Hogetts, governmental sector entrepreneurship is instrument for economic growth and competitive advantage in the world economy (Scheepers, 2007:3). Grulke & Silber demonstrated that there is a significant relation between lack of entrepreneurship in governmental section and weak economic performance (Scheepers, 2007:3). Many empirical evidences showed that corporate entrepreneurship has positive effect on organizations' performance (Drejer & et.al,2004; Hitt & et.al,2002; Kuratko & Hodgetts,2001; Herbert & Brazeal,1999; Coin & Slevin,1991). Therefore, it is expected that corporate Entrepreneurship shows a significant effect on performance of governmental organizations in South Khorasan also.

Hypothesis 2: corporate entrepreneurship has positive and significant effect on performance of governmental organizations.

C: Corporate entrepreneurship as moderating factor of relation between downsizing and organization's performance

Regarding to performed studies, no research is executed about effect of downsizing on organization's performance with attention to variable of corporate Entrepreneurship especially in governmental section until now. But an assumption said that corporate entrepreneurship can effect significantly on organization's performance by increasing the risk undertaking capacity of organizations, strategic renewal of structures and processes, improving of innovation ability of organizations and their proactiveness, and these attempts can remove some of shortages of downsizing process and act as complementary processes for downsizing.

Hypothesis 3: corporate entrepreneurship adjusts the effect of downsizing on organization’s performance significantly.

As above, hypotheses of our research are shown in figure 1 as a suggested model.

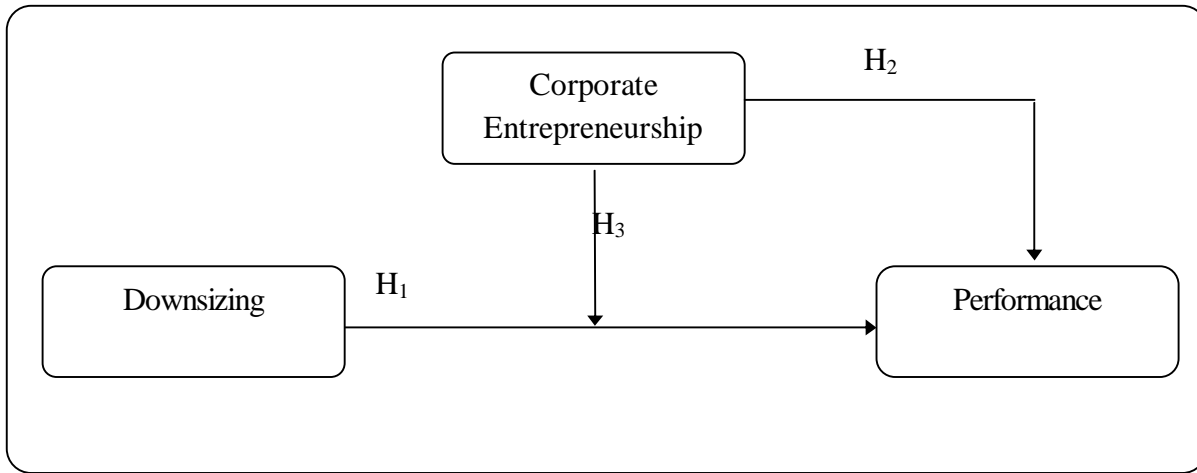


Figure 1: Suggested model for research

METHODOLOGY OF RESEARCH

This research regarding to its goal is an applied research, and in respect to its study method is a descriptive research – a causal kind – which in consistent with it, the relation between downsizing, corporate Entrepreneurship and governmental organization’s performance were examined. Our statistical society was managers and employees from 85 governmental organizations and companies in South Khorasan including 26030 persons. For determination of sample volume in confidence level of 95%, we used Cochran’s formula as follows:

$$n = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{N} \left[\frac{t^2 pq}{d^2} - 1 \right]} = \frac{\frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2}}{1 + \frac{1}{26030} \left[\frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} - 1 \right]} \approx 380$$

Questionnaire based on five questions Liker scale was used for collecting needed field data. Among distributed questionnaires, about 281 questionnaires –return rate was 74%- were gathered which were used for analyzing the data.

Validity and consistency are two criteria which are considered always in relation to research instruments. Using SPSS software and, Cronbach’s alpha was used for assessing consistency of research instrument and for evaluation of its validity -based on construct validity- exploratory factor analysis method was used. In order to determining whether sample volume is proper for factor analysis, KMO test was used to determine adequacy of sample volume and Bartlett’s test was used for determining of significance of test. Quantity of KMO test for variables of downsizing, corporate Entrepreneurship, and performance was 0.73, 0.82 and 0.94 respectively, which these quantities show that sample volume is acceptable. Also, because the quantities of Bartlett’s test for above three variables were (Sig=0.000), therefore it is concluded that the quantity of test has an acceptable significance. Operational definition of research’s variables with coefficients related to validity and consistency are shown in table 3.

Table 3: Operation definition, validity and consistency of research variables

Concept	Components	Indicators	Cronbach Alpha	Variance	Loading
Downsizing	<i>Modification of structure</i>		0.867	24.361	
	-	Amount of decreasing of management and directorial posts comparing to current situation			0.812
	-	Decreasing amount in number of organizational posts comparing to current situation			0.786
	-	Decreasing amount in number of departments and organizational levels comparing to current situation			0.762
	-	Executing duties which are transferred to county departments from provincial departments			0.713
	<i>Outsourcing</i>		0.812	19.652	
	-	Amount of assignation of service and supporting affairs to non-governmental sector			0.804
	-	Assignation amount of handling duties to non-governmental sector			0.862
	<i>Changes in number of employees</i>		0.742	17.703	
	-	Decreasing amount of employees number in comparing to current situation			0.736
-	Ratio of fixed (official) and agreement labor to non-fixed (contract) labor			0.689	
Corporate Entrepreneurship	<i>Risk Taking</i>		0.765	18.147	
	-	Decision making under condition of budget uncertainty			0.793
	-	Amount of supporting by organization's managers from risk taker employees			0.816
	-	Amount of conservative attitude of managers and emphasis on current solutions			0.774
	<i>Innovation</i>		0.741	19.503	
	-	Encouraging the employees to introduce new ideas for works			0.715
	-	Development of services in respect to limitation of sources			0.697
	-	Attempt for finding the new methods of supplying of sources			0.796
	-	Amount of supporting from researches			0.708
	-	Introducing new services			0.785
	<i>Proactiveness</i>		0.706	23.264	
	-	Organization's tendency to innovativeness in comparing to other organizations			0.697
	-	Amount of organization's leading for using new methods in comparing to other organizations			0.731
	<i>Renewal</i>		0.766	26.472	
	-	New arrangement of organization's departments for increasing of innovation			0.725
-	Accordance between departments for increasing of innovation			0.615	
-	Improving self-governing in departments for increasing of innovation			0.824	
-	Establishing some processes for supporting from innovation by employees			0.791	
Performance	<i>Budget performance</i>		0.834	37.308	
	-	Saving in cost credits			0.860
	-	Absorbing capital credits			0.856
	-	Increasing in capital credits			0.812
	<i>Non-budget performance</i>		0.856	35.584	
	-	Amount of changeability			0.843
-	Satisfaction of clients			0.765	

FINDINGS

According to Table 4, descriptive analysis shows that lowest average is related to corporate entrepreneurship ($\bar{X} = 2.36$), and highest of them is related to variable of non-budget performance ($\bar{X} = 2.97$). In other hand, the lowest standard deviation is found in variable of corporate entrepreneurship ($S_x = 0.76$), and highest standard deviation is about modification of organization ($S_x = 3.32$).

Also, analyses produced by Pierson's correlation test shown that there is significant relation, only, between corporate entrepreneurship and budget performance of organizations with confidence level of 0.05, and between corporate entrepreneurship and other variables with confidence level of 0.01. Amongst independent variables, highest significant relationship between corporate entrepreneurship is with outsourcing of activities ($r=0.56$), and

among dependent variables, highest significant relationship is with non-budget organizational performance (r=0.53). Interesting point is that between decreasing of employees and budget performance in studied organizations there is a reverse relation. This means that labor moderating has negative effect on budget performance of organizations, although this relation isn't a significant relation.

Table 4: Average, Standard Deviation, and Internal Correlation between variables of Research

Research's variables		Average	Standard Deviation	Budget Performance	Non-Budget Performance	Structure modification	Outsourcing	Decreasing Employees	Corporate Entrepreneurship
type	Item								
Dependent	Budget performance	2.53	0.81	1.000					
	Non-Budget Performance	2.93	1.38	0.15	1.000				
Independent	Modification of Organization	3.19	3.32	0.19	0.12	1.000			
	Outsourcing	2.87	1.09	0.25	0.18	0.09	1.000		
	Employees Decreasing	2.83	0.84	-0.02	0.17	0.08	0.31*	1.000	
Moderator	Corporate Entrepreneurship	2.36	0.76	0.31*	0.53**	0.38**	0.56**	0.25	1.000

** Significance of correlation in confidence level of 0.01
 *Significance of correlation in confidence level of 0.05

For assessing the hypotheses, 3 stages hierarchical regression analysis was used, and it is useful for identification of direct effects of independent variables, direct effect of moderator variable, and interactive effects between them. As Table 5 shown, in first stage, after considering independent variables in regression equation, determination coefficient is 0.314. This means that, downsizing can explain 13.4% of variance of organizations' performance, although because of $(\Delta SigF = 0.073 > 0.05)$, this amount isn't significance at level of 0.05. Therefore hypothesis 1 isn't confirmed, which stated there is a small significant positive effect by downsizing on organization's performance. In second stage, for examination of hypothesis 2, variable of moderator was entered into equation. Adding moderator variable, determination coefficient R^2 increased to 33.9%. With attention to coefficient of $\Delta SigF$, we can find that this change is significant. Then, we can claim that corporate entrepreneurship can explain 20.5% of changes of organizations' performance. Significance of coefficient's regression for variable of corporate entrepreneurship, also, states that there is a positive relation between corporate entrepreneurship and performance at level of 99%. With attention above, hypothesis 2 was verified.

In third stage, for distinguishing the effect of corporate entrepreneurship variable on organizations' performance, according to hypothesis 3, interactive relations between variable of moderator and components of independent variable were investigated. Under effect of interactive relations of variables, determination coefficient increased to 25.5%. This means that entrepreneurship has positive and significant effect on relation of downsizing and organization's performance.

Table 5: Results of Hierarchical Regression Analysis

Research's Variables	Stage 1 β	Stage 2 β	Stage 3 β
<i>Effect of Independent Variables:</i>			
Modification of Structure	0.137		
Outsourcing	0.213		
Decreasing of Employees	0.015		
<i>Effect of Moderator Variable:</i>			
Corporate Entrepreneurship		1.783**	
<i>Interactive Effect of Variables :</i>			
Modification of Structure*Corporate Entrepreneurship			2.438**
Outsourcing*Corporate Entrepreneurship			3.581**
Reducing of Employees*Corporate Entrepreneurship			0.195*
R^2	0.134	0.339	0.594
Adj R^2	0.119	0.325	0.484
R^2 Change	0.134	0.205	0.225
Sig F Change	0.073	0.001	0.000

**Significance of correlation at confidence level of 0.01
 * Significance of correlation at confidence level of 0.05

Conclusion

During past decades, attempt to downsize pervades from private sector to governmental sector gradually. Results from several investigations that performed about effect of downsizing on organization's performance, showed that downsizing couldn't leads to expected outcomes at all. That matter and also necessary of innovation by organizations- private or governmental- directed our attentions to corporate entrepreneurship. As said above, there are many researches about direct effect of each one of variables of downsizing and corporate entrepreneurship on performance of organizations. But, there is no research about moderating role of variable of corporate entrepreneurship on relation between downsizing and organizational performance, especially in governmental organizations until now. This necessity makes present research to examine that role in governmental organizations in one of Iran's provinces. Results showed that organizations which used the process of downsizing along with improving of corporate entrepreneurship abilities, their organizational performance significantly were better than when processes of downsizing and improving of corporate entrepreneurship were performed independently. In addition, among three strategies of structure modification, outsourcing and employees reducing which are used for downsizing of governmental organizations within provinces, interactive effect of outsourcing and corporate entrepreneurship on performance of organizations was more than other two strategies. Reversely, effect amount of employees reducing on organizational performance, whether direct or by interactive relation with corporate entrepreneurship, was less than other strategies. Another point which was cleared by present research was that although in comparative study, amount of corporate entrepreneurship by governmental organizations in studied society was different, but its level was less than average in the majority of organizations. Obviously, for stating a strong claim about relationship between downsizing, corporate entrepreneurship and performance, more investigations are needed in both of private and governmental sector.

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