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Institutional Profiles and Entrepreneurship Orientation: A Case of Turkish Graduate Students

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Executive Summary

In this study I aimed to describe and explain which factors affect entrepreneurship orientation. I expect that proactivity and entrepreneurial behavior is directly related, and country's institutional factors play very important role on the entrepreneurship orientation. Therefore, I defined institutional profiles and entrepreneurship's characteristics. Institutional profiles are classified into three main dimensions which are based on Kostava's (1997) research; cognitive, regulatory and, normative dimensions. On the other hand, following Kostova, I modified questionnaire to adopt Turkish culture and I articulated and measured these dimensions. To define operationally the perceived institutional profiles for entrepreneurship, I generated a large pool of items, as well. The institutional profile dimensions include thirty-four items; eleven for regulatory dimension, eight for cognitive dimension and fifteen items for normative dimension. On the other hand, my focus in this study is on the measurement and correlation of proactive behavior as a personal disposition relative to the stable behavioral tendency. Proactive person searches for opportunities, takes initiative, acts, but the proactive dimension of behavior is essentially rooted in people's needs to manipulate and control the environment. At the same time, the prospective entrepreneur's interpretation of the environment is also moderated by his/her beliefs about the environment. From this point of view, I selected my research sample among graduate students who are included 170 person, accepting them as potential investors. For the proactive personality measurement, which includes seventeen items, Bateman and Crant's (1993) questionnaire was used. Furthermore, data reliability was tested before the analysis has begun. To conclude, the findings of the research were discussed.

Introduction

Over the last decade, there has been a dramatic increase in both the volume and sophistication of studies exploring issues related to entrepreneurship. According to Hofer and Bygrave (1992), entrepreneurship is a process, which has been described as holistic, dynamic, unique and sensitive to a number of antecedent variables. But entrepreneurship is also an enigma, each entrepreneurial event is unique and probably idiosyncratic and the entrepreneurial process is the crystallization of complex and

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contingent variables. The entrepreneurial event is therefore unpredictable and could be perceived as a phenomenon (Sarah L. J. and Alistair R. A, 1999: 112). Entrepreneurship has long been viewed as an engine that drives innovation and promotes economic development i.e. by the Reynolds, 1997., Schumpeter, 1934 (Busenitz, W. L, Carolina G., Jennifer W. S., 2000: 994). On the other hand, the term "entrepreneur" has often been applied to the founder of a new business, or a person "who started a new business where was none before". In this view, anyone who inherits or buys an existing enterprise, or manages a turnaround as an employee is by definition not an entrepreneur. Others reverse the term to apply only to the creative activity of the innovator (Barton C., Joe L., 1991: 45). Barton and Lischeron (1991) have identified six major school of thought on entrepreneurship and each of these schools of thought can be according to its interests in studying personal characteristics, opportunities, management, or need for adapting an existing venture. These are "Great Person School", "The Psychological Characteristics School", "Classical School", "Management School", "The Leadership School", and "Intrapreneurship School".

The great person and the psychological characteristics school view an entrepreneur as a person whom born with intuition, vigour, energy, persistence and self-esteem, classical school identifies entrepreneurship with innovation, creativity, and discovery. The management school describes an entrepreneur as one who organizes, owns, manages and assumes risk. In a similar manner, the leadership school views an entrepreneur as one who motivates, directs and leads. In contrast, the intrapreneurship school focuses on skilful managers within complex organizations (Hian C. K., 1996:13). Another viewpoint developed by the Littunen (2000: 296) for the entrepreneurship studies. According to Littunen (2000: 296) entrepreneurship studies are possible to differentiate between two schools of thought: one based on trait model and the other on contingency thinking. In studies using the trait model, the basic question is why certain individuals start firms and are successful as entrepreneurs. In these studies the personality traits of the successful entrepreneur are not looked at in the context of the prevailing situation. Following the models based on contingency thinking, the characteristics needed in entrepreneurship are bound up with the firms' environment and prevailing situation. Personality characteristics are formed by the interplay between the individual and the environment. In this interplay, life situation, experiences, and changes in the individual's life play a central role. Thus becoming an

entrepreneur can amount to a change in one's life, which is profound enough to have effect on one's personality characteristics (Littunen H.,2000: 296). In addition to those mentioned above, Hansemark (1998: 31) was interested in a different view. To Hansemark there are two general directions of entrepreneurship researches. These are functional and indicative approaches. The functionalistic approach explains the concept of entrepreneurship as dependent on what an entrepreneur intends to do, does or has done, that is to specify a distinct function, and all who accomplish this function are to be considered as an entrepreneur. Each theory in this area has to be based on some assumptions about intention or behavior. Cognitive oriented intentions could be aimed at creating new business or new values in established companies. A behavior could be invention, innovation or a broader sense do something better than others, for example develop a new production process or open a new market. The indicative approach describes entrepreneurs in a way they could be recognized, for example the description could consist of position in society or legal status (Hansemark O. C., 1998: 31).

On the other hand, many of the cross cultural studies are simplistically employing entrepreneurial measures previously developed for studies in the United States without adequately examining the validity of the international settings. This ethnocentrism is becoming increasingly problematic (Kreiser P. M., Marino L. D., Weaver M. K., 2002: 71). According to Kreiser and others (2002: 71) Steensma, Marino, Weaver and Dikson (2000) found that contemporary management theories might not be applicable in all international research due to differences in national culture. On the other hand, much of the researches depend on the role of culture and cross-cultural differences of entrepreneurship analysis. Their researches have specially focused on Hofstede's (1980) dimensions of culture to countries' entrepreneurial tendencies. Many of these research findings suggest that Hofstede's measures of culture, alone, do not adequately describe cross country differences in entrepreneurial activity and I believe that cross national differences in entrepreneurship is best explained by a broader set of institutionalized phenomena* and peoples' attitudes. Mueller and Thomas (2001) theorized that national culture was responsible for causing individuals to engage in behaviors that were not as prevalent as in other cultures. Therefore, in this paper, I didn't employ multi country sample although multi country sample commonly used measurement in the entrepreneurship literature: entrepreneurial

orientation (EO). In addition to questioning the applicability of contemporary theories, the validity of measures, which are used to apply empirical techniques to these theories, should also be examined.

Culture is defined as a set of shared values, beliefs, and expected behavior. In other words, deeply embedded, irrational shared values shape political institutions as well as social and technical system and unconscious, all of which simultaneously reflect and reinforce values and beliefs. Cultural values indicate the degree to which a society considers entrepreneurial behaviors, such as risk taking and independent thinking, to be desirable. Cultures that value and reward such behavior promote propensity to develop and introduces radical innovation, whereas cultures that reinforces conformity, group interests, and control over the feature are not likely to show risk taking and entrepreneurial behavior (Zahra A. S., George G., Hayton C. J., 2002:33). Meanwhile, cultural values affect the perception of an individual or a group through cognitive schema, interpretation, and sense making (Chrisman J. J., Chua H. J., Steier P. L., 2002: 114). Therefore it is important to understand the behavioral research on national culture and its potential influence on entrepreneurship. Hofstede's research explains significant cultural dimensions of the behavioral preferences of people in an organization related to the society. These dimensions of culture for the Hofstede (1980) are individualism-collectivism, uncertainty avoidance, power-distance and masculinity-femininity. In general, researchers have hypothesized that entrepreneurship is affected by cultures (i.e. high individualism, low in power-distance, high in masculinity and uncertainty avoidance are facilitated to start up business). Meanwhile according to Zahra and others (2002: 37), relationship between the majority of entrepreneurship characteristics and traits and national culture are classified as two distinct approaches to the question of culture's consequences for entrepreneurship. The first group addresses the research question of whether national culture is associated with different entrepreneurial characteristics (i.e. Mitchell at al., 2000; Thomas &Mueller. 2000, Shane at al., 1991). The second group (i.e. Baum at al., 1993) seeks to determine whether entrepreneurs are similar to or different from their nonentrepreneurial counterparts across cultures (Zahra A. S., George G., Hayton C. J.,2002: 37-41) and they found that for the first group of entrepreneurs from each country, emphasize each dimension differently. In a second group of studies, researchers investigated whether entrepreneurs differed from nonentrepreneurs regardless of culture.

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This research extended earlier studies within cultures that compared the characteristics of entrepreneurs and nonentrepreneurs. (i.e. Baum et al 1993, McGrath et al. 1992) Second group of studies highlighted some differences between entrepreneurs and nonentrepreneurs across cultures. First, entrepreneurs as a group appeared to be similar in their beliefs, and this finding appeared to be consistent across cultures. Second, when compared to nonentrepreneur, entrepreneurs appeared to report higher scores in power distance, individualism, and masculinity and lower scores in uncertainty avoidance (Zahra A. S., George G., Hayton C. J.,2002: 44).

On the other hand, the most widely utilized operationalization of EO in the both the entrepreneurship and the strategic management literature was developed by Covin and Slerin (1989) based on the earlier work of Khanduwalla (1977) and Miller and Friesen (1982). In developing this measure, Covin and Slevin theorized that three dimensions of EO -innovation, proactiveness, and risk taking- acted together to "comprise a basic, unidimensional strategic orientation"(Covin and Slevin, 1989: 79). The EO, one of the personality trait approaches, basically depends on McClelland's theory of need to achievement. McClelland's theory of need for achievement is strongly related to the entrepreneurship behavior. According to this theory, individuals who have a strong need to achieve are among those who want to solve problems themselves, set targets and strive these targets through their own efforts. The theory suggests that individuals with a strong need to achieve often find their way to entrepreneurship and succeed better than others as entrepreneurs. On the other hand, with respect to Littunen (2000: 296) and Hansemarh (1998:35-36) whose assumptions were referred to Rotter's (1966) researches, the locus of control of an individual can be seen as either internal or external. An internal control expectation refers to control one's own life, where the results of one's actions are considered to be dependent either on one's own behavior or on one's permanent characteristics. An external control expectation refers to the kind of attitude, which focuses on the actions of other people, or on fate, luck or chance (Littunen H.,2000:296). From this point of view, based on McClelland and Rotter, proactivity is accepted as entrepreneurship traits.

Research methodology

From the literature review, it can be seen that theoretical and empirical research in the academic and professional entrepreneurship literature has associated psychological characteristics with entrepreneurship. In particular, evidence shows that as compared to non-entrepreneurs, entrepreneurs

have greater need for achievement, more internal locus of control, higher propensity to take risk, greater tolerance of ambiguity, more self-confidence and greater innovativeness. Lumpkin and Dess (1996) have outlined five silent dimension of entrepreneurship orientation consisting of autonomy, innovativeness, risk taking, proactiveness and competitiveness. On the other hand environmental factors like as uncertainty and turbulence can prevent new business creation and innovations. Casson (1990) argued that an infrastructure that enhances cooperation between a country's entrepreneurs would facilitate problem-solving activities and increase entrepreneurial activity. Others have studied how patent rights, societal norms, and shared cognitive schemas affected the level of entrepreneurship within an economy (Busenitz et al, 2000: 995).

Kostova (1997) introduced the concept of a three-dimensional country institutional profile to explain how a country's government policies (constituting a regulatory dimension), widely shared social knowledge (a cognitive dimension), and value systems (a normative dimension) affect domestic business activity (Busenitz et al,2000: 995).

The regulatory dimension of institutional profile consist of laws, regulations, and government policies that provide support for new business, reduce the risks for an individual starting a new company, and facilitate entrepreneurs' efforts to acquire resources. (i.e. financial assistance, encourage individuals to make their own investments by allowing new firms to be legally incorporated with ease, protecting investors from the full extent of investment risk and government-sponsored programs) (Busenitz et al, 2000: 995).

The cognitive dimension consists of the knowledge and skills possessed by the people in a country pertaining to establishing and operating new business. Within countries, particular issues and knowledge sets become institutionalized, and certain information becomes a part of a shared social knowledge. For instance, in some countries, knowledge about how to found a new business may be widely dispersed. In other countries, individuals may lack the knowledge necessary to understand even the most basic steps required to start and manage a new or small business (Busenitz et al,2000: 995).

The normative dimension measures the degree to which a country's residents admire entrepreneurial activity and value creative and innovative thinking. International entrepreneurship researches have argued that a country's culture, values, beliefs, and norms affect the entrepreneurial orientation of its residents (Busenitz et al, 2000: 995).

The important dimension of EO is proactiveness. Cultures that emphasize entrepreneurial initiative by encouraging entrepreneurs to pursue and anticipate opportunities and to participate in new or emerging markets are classified as proactive. Proactiveness is crucial to EO because it is concerned with the implementation stage of entrepreneurship. Proactive persons do what is necessary to bring their concepts to fruition and gain an advantage by being the first to capitalize on new opportunities (Sang L. M., Peterson J. S.,2000:406). Proactive dimension of behavior is rooted in people's needs to manipulate and control the environment. Many other writers have alluded to similar processes whereby individuals can behave proactively (Bateman, T. S., and Crant M. J.,1993:104). This construct emerges from the work of the interactionist research, which holds that person, environments, and behaviors represent interdependent and reciprocal causal relationships. To some extent, they believe that individuals create their own environments. As an entrepreneurial disposition, proactivity is very appealing. It represents a construct at the interface between the potential entrepreneur's individual orientation and his/her view of the environment (Becherer C. R., and Maurer G. J.,1999:30).

Hypotheses:

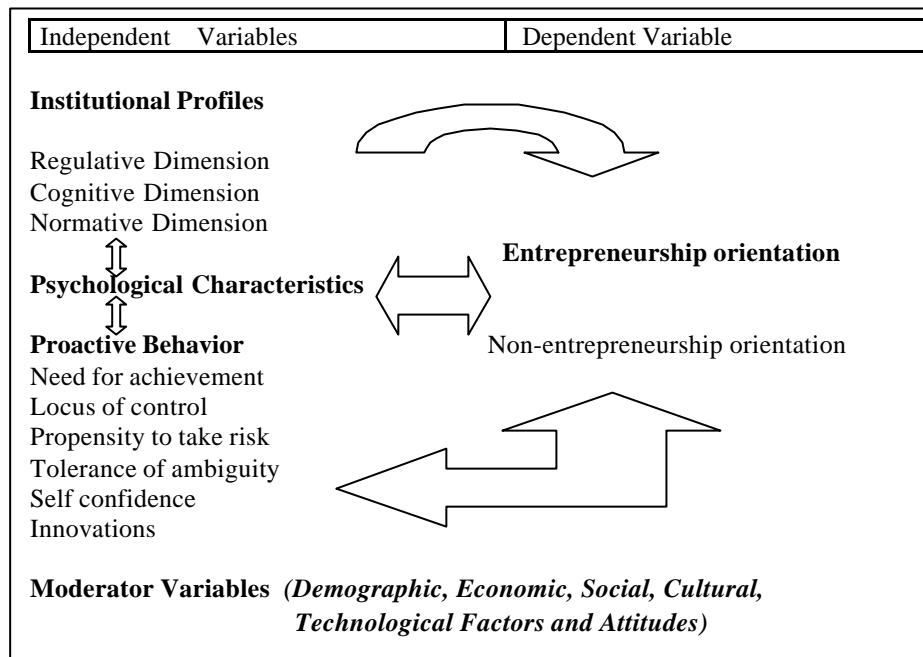
The objective of the study is to investigate whether these psychological characteristics (only proactiveness) can adequately be distinguished between those who are entrepreneurially inclined and those who are not (i.e. whether entrepreneurs and non-entrepreneurs have systematically different psychological characteristics, especially in terms of proactive behavior or personality). At the same time this trait could be affected by institutional factors and it could be any relationship those whether variables (institutional factors, entrepreneurship orientation and proactiveness) with respect to perception differences among potential entrepreneurship. The following methodology is employed in the study.

Research framework and the selection of variables

The research framework used in the study is adapted from the entrepreneurship model proposed by Kostova (1997), Bateman and Crant (1993), Busenitz, Gomez, Spencer (2000), and Hian (1996). The model suggests, among other things, that certain entrepreneurial characteristics predispose entrepreneurs towards entrepreneurial activities and these characteristics make them different from non-entrepreneurs. The research framework employed in the study is presented in Figure 1. The variables selected for investigation are reflected in the null hypotheses developed in the previous section (see also

Figure 1). In particular, the independent variables included in the study are proactive personality behavior, institutional profiles (sub-dimensions are regulative, cognitive and normative). The justification for selecting these variables has been discussed in the literature review section and hence is not repeated here. The dependent variable in the study is entrepreneurship orientation.

Figure 1. The Cycle of Entrepreneurship Orientation*



* This model is developed by the author.

Sample

The sample used in this study was chosen from graduate students at the DEU, Institute for Social Sciences (here after SSI). It is important that potential entrepreneurs are restricted or encouraged to create new business, because their previous experience if any as entrepreneurs effects their perceptions. The sample for the study is drawn randomly from SSI students. The choice to participate was free; no psychological test was used in the selection of students. A research questionnaire was administered for 170 Social Science Institute students and total of 165 usable responses were received by the end of April 2003. This yields a usable response rate of 97 per cent.

Measure and Questionnaire Development

Only a few empirical studies have examined the relationship between dimensions of institutional profiles, proactive personality trait and entrepreneurship orientation. Most of empirical

research has examined the association between Hofstede's dimensions instead of institutional profiles and personality characteristics of entrepreneurs. Therefore, we also investigated the relationship between institutional profiles and entrepreneurship orientation.

The questionnaire is comprised of four major sections. The first section measured Institutional Profiles, second is included Proactive Behavior, third is Entrepreneurship Orientation and final section is Demographic Characteristics.

Institutional Profiles are assessed by using three items (regulative, normative and cognitive sub-dimensions) and included thirty-four of the statements depend on the Kostova's research (1997) and these items rearranged to adopt Turkish culture and thus enlarged. On the other hand proactive personality trait, which includes eighteen statements for measuring, Bateman and Crant's (1993) original questionnaire is used. Entrepreneurship orientation items are measured two independent statements, one of them are interested in present intention to begin or start up a business, and the others for future expectations.

Institutional profiles and proactive personality trait items are measured using a five-point Likert scale. Respondents are asked to indicate their degree of agreement or disagreement with each statement on a five-point Likert scale, from strongly disagree to strongly agree. On the other hand to measure entrepreneurship orientation, respondents are asked to indicate their probability of starting a business in the next years or so. Respondents who have a high or very high probability of starting a business are classified as entrepreneurially inclined; the others (i.e. those with a low probability of starting a business over the next years or so) are classified as non-entrepreneurially inclined. This measurement is consistent with the definition of an entrepreneur as one who favors self-employment or going into a business of his/her own.

Before administering, the questionnaire was pilot-tested on a small sample and minor revisions are made to improve its readability and format.

The level of alpha can be used to measure a model's reliability and the extent to which items are interrelated to one another (Kreiser P. M, Marino L. D., Weaver M. K,2002:81). Alpha levels above 0.70 are typically considered acceptable when conducting organizational research. The overall alpha level for the institutional profiles measure used in this study was 0.86 for full sample. Alpha levels for sub-dimensions of institutional profiles; regulative (alpha = 0.82), cognitive (alpha = 0.80) and

normative dimensions ($\alpha = 0.83$) were above 0.70 in the total sample and the proactive personality trait alpha level was 0.83.

Final section of the questionnaire is included demographic characteristics of the sample. These demographic factors have also been associated with entrepreneurship in the literature and help to ensure that the results are not confounded by extraneous factors. For this purpose, questions on gender, age, level of education and department, income, his/her family's professional background (whether the family owns a business) are asked at the end of the final section of the questionnaire.

Statistical methods

Descriptive statistics (e.g. means, standard deviations and frequency distribution) are computed to develop a profile of the sample and regression variance analysis (step wise method) used between dependent and independent variables for correspondence between cause and effect. To analyze the data and test the null hypotheses specified in the study and univariate test are conducted. At the univariate level, t-tests of significant differences are performed to investigate if respondents who are proactive, entrepreneurship oriented and those who are not differ significantly the others like as gender, income and his/her family professionals.

Results and Implications

As mentioned earlier, 165 usable responses were returned from a random sample of SSI students in Dokuz Eylül University and yielding a response rate of 97 per cent. Of the 165 participants who were asked for their present attitude to understand entrepreneurship orientation in question (Q53), 112 (i.e. 67.9 percent) were found to be entrepreneurially inclined and 34 (i.e. 23 per cent) non-entrepreneurially inclined. On the other hand the other entrepreneurship orientation item, participants probably starting his/her business next year that is called Q54, 41 (i.e. 24,9 per cent) was found to be entrepreneurial inclined and 55 (i.e. 33,4 per cent) non-entrepreneurially inclined. For the same question 38,8 percent of participants (64) were indifferent to start a business for the next year. Descriptive statistics of the variables are presented in Table 1 for the total sample as well as two subgroups of entrepreneurship orientation and non-entrepreneurship orientation for the present (Q53) and the next (Q54). As can be seen, among the respondents 98 (59,4 per cent) are males, 67 (40,6 per cent) are females and there aren't any significant difference between this participants to perceive for institutional profiles dimensions and entrepreneurship orientation. On the other hand this participants who are

represented the sample less than 30 years of age 131 (79,4 per cent) and the others 30 (18,2 per cent) more than 30 age. As for the institutional dimension, the mean score ranges from 2.21 for regulative dimension to 3.34 for normative dimension. Proactive personality trait mean score is 3.54, and also participants probability to start his/her business (his/her preferences) mean score is 2.90 and the other entrepreneurship orientation item mean is 3.75. The mid-point of each of the six scales is three on a five-point Likert scale, which ranges from one to five. According to age scale, there are significant difference for his/her preferences his/her business start up to present (Q 53) which is used independent samples t-test, F value is 4.98 and statistically significant (significant level of 0.02). The same result can be said for normative dimension and age (F value is 3.63 and significant t is 0.05). On the other hand there are not any statistically significant consequence to his/her family professional and income for institutional dimensions of normative and cognitive dimension, proactive trait and entrepreneurship orientation item for Q53 (present preference). The next preference of participants and income are statistically significant, especially group tree different from group one (mean difference is -1.30) and group two (mean difference is 0.58). The mean difference is significant at the level of .05 for this dimension. This means high-income group is different from others and One Way Anova test is used for this analysis.

The other result for next preference item of entrepreneurship dimension and family professional that this item is included tree groups; group one is self-employed, second is salaried men or clerk and thirty is retired, significantly different. Group one, that is called self-employed different from the retired for the One Way Anova test findings. Mean difference is significant at the .05 level and mean score is 0.44. For the present preference (Q53) group one is different from group two, this means self-employed are different from salaried man or clerk and the mean is significant at the .05 level.

Table 1. Descriptive statistics of samples and variables

Variable	Total Sample (N=165)		
Means (Std. Deviation)			
Enterprenuership Orientation			
For the present (Q53)+	3.75 (1.16)		
For the next (Q54)*	2.90 (1.00)		
Institutional Profiles			
Regulative Dimension	2.21 (0.54)		
Cognitive Dimension	2.57 (0.58)		
Normative Dimension*	3.34 (0.52)		
Proactive Trait	3.54 (0.48)		
Frequency Distribution			
Gender	Male	Female	
	98 (59.4)	67 (40.6)	
Age *+	Below 30 years	30 years and above	
	131 (79.4)	30 (18.2)	
Income (N=162)	Low*	Middle*	High*
	7 (4.2)	132 (80.0)	23 (13.9)
Family Professionals (N=157)	Self-employed*	Clerk	Retired*
	83 (50.3)	40 (24.2)	34 (20.9)

*The mean difference is significant at the .05 level. +Different significant at the level .02

A series of analyses were run to test for relationship among the key variables in this study. First, relationships among the personality trait, institutional profile dimensions and entrepreneurship orientation for Q53 and Q54 were assessed using correlation and analysis of variance and a number of significant findings were produced. Table 2 shows below these findings. Next relationships among the dimensions were addressed. And finally, we investigate how different dimensions of institutional profiles- regulative, cognitive and normative- effect entrepreneurs' perceptions for create own business or entrepreneurship orientation and proactive personality disposition are considerably impacted on these factors. Therefore we investigated cause and effect relationships among these dimensions. The first dependent variable is present preference for (Q53) entrepreneurship orientation dimension and second dependent variable is preference for the next (Q54). Independent variables are accepted regulative, cognitive, normative dimensions of institutional profiles and proactive behavior of the person. We used stepwise method for analyzing these dimensions. Each dimension is step by step analyzed by this method. The findings are given in Table 3. The results show that the null hypotheses for entrepreneurship orientation for Q53 only explained by proactive personality trait and regulative dimension of institutional profiles

Table2: Correlation findings for each dimension.

Variable	EO Q53	EO Q54	PB	RD	CD	ND
Entrepreneurship Orientation						
EO for Q53	1	.335**	.283**	-.253**	---	----
EO for Q54		1	.251**	-.148*	----	----
Proactive Behavior (PB) Institutional Profile			1	----	----	.368**
Regulative Dimension (RD)				1	.317**	.207**
Cognitive Dimension (CD)					1	
Normative Dimension (ND)						1

** . Correlation is significant at the 0.01 level (1-tailed)

* . Correlation is significant at the 0.05 level (1- tailed)

Tablo3: Regression Analysis Findings to Entrepreneurship Orientation for Q53 among The Institutional Profiles and Proactive Behavior (Stepwise Method)
First Step (n=152)

Dependent Variable Q53 Independent Variable	β	t	t significant
Proactive Behavior	.279	3.560	0.000
$R^2=0.07$ $R=.279^a$ $F=12.670$ $F \text{ significant}:0.000^a$			

Second Step (n=152)

Dependent Variable Q53 Independent Variables	β	t	t significant
Proactive Behavior	.632	3.458	0.001
Regulative Dimension	-.488	-2.966	0.004
$R^2=0.12$ $R=.360^b$ $F=11.065$ $F \text{ significant}:0.000^b$			

* Cognitive and Normative dimensions are excluded variables for the analyze.

In this regression analysis, respective steps in table 3 give the solution. According to table 3 results of proactive behavior and regulative dimension of institutional profiles explain the entrepreneurship orientation. F value for the first step is 12.670 and F value is 11.065 for second step and this value is statistically significant .On the other hand, relationship between regulative dimension and entrepreneurship orientation has a negative slope. This means regulative dimension has negative effects on participant's intention to start up his/her own business and its impact is very important. And we can say that these dimensions are together explain only the 0.12 per cent of the total model.

Tablo4: Regression Analysis Findings to Entrepreneurship Orientation for Q54 among The Institutional Profiles and Proactive Behavior (Stepwise Method) First Step (n=148)

Dependent VariableQ54 Independent Variable	β	t	t significant
Proactive Behavior	.552	3.203	0.002

$R^2=0.06$ $R=.256^a$ $F=10.262$ $F \text{ significant}:0.002^a$

*Institutional Profiles dimensions are excluded variables for the analysis.

On the other hand, above finding shows that dependent Variable Q54 and independent Variable for proactive behavior are related. This means only proactive behavior explains entrepreneurship orientation for the next preference of participants and the other dimensions are excluded. There is a strong relationship between these dimensions, but proactive behavior poorly explains the total model. Because of F value results in this analysis are 10.262 and t value is statistically significant. Therefore we can say that this dimension is affected by other conditions and we don't know what are these conditions and we need to know why are not these factors included in the model? In the light of this finding we can say that participants' decisions to start up their business are affected by his/her expectations about future.

Conclusion and discussion

The objective of this study is to test the hypotheses of entrepreneurship traits, which accepted that proactiveness, and institutional profile dimensions are related to entrepreneurship orientation. In particular, the study investigates if entrepreneurship orientation is significantly associated with the individual characteristics of proactiveness. On the other hand, the other factors, explaining the entrepreneurs orientation are tested. Regression analysis findings are only explained by regulatory dimension of institutional profiles and personality trait items of proactiveness. One way ANOVA test results at a 0.05 and 0.01 level of significance indicate between age and income that those who are entrepreneurs orientation for present preference and future expectation. The regression model has overall holdout accuracy rate of very little (i.e Q54 is 0.06 and for Q53 is 0.07). But there are significant correlation between these dimensions while interpreting the results of the study, a few limitations should be borne in mind. First, the survey questionnaire was used to determine 54 institutional profile items and proactiveness was calculated according to 18 items. However, the items were mitigated by the alpha value because of high validity. The study focuses only on MBA students at SSI in Izmir. Although the sample comes from a population that can be considered as interesting and appropriate to investigate

entrepreneurship characteristics and institutional profiles, the external validity of findings may be limited. In other words, other population (i.e. Non MBA students) may yield findings that are different from those reported in the study. Therefore, there is a need for greater attention to theory building in future studies about the linkage between institutional profiles and entrepreneurship orientation. In addition, alternative measures of entrepreneurship orientation and culture should be considered. Future research may benefit from a closer examination of the context of country profiles and entrepreneurship relationship. This relationship has an important temporal dimension and researchers would benefit from exploring the strength and direction of this relationship at different point in time. Also, changes in political, technological, and economic environments might co-influence this dynamic relationship. Therefore, researchers need to consider these variables in their analyses.

And finally, entrepreneurship education programs have to develop abilities, knowledge, skills, attitudes, and personal attributes for the entrepreneurial activity.

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