Presenting a model of corporate entrepreneurship with corporate governance approach

Babak Ziyae
Faculty of Entrepreneurship, University of Tehran, Tehran, Iran

Abstract

Purpose – The purpose of this paper is to design a model of corporate entrepreneurship (CE) considering corporate governance in the brokerage industry.

Design/methodology/approach – The research method is qualitative using grounded theory as the method for research operation. The qualitative data were collected using an in-depth interview technique. Using snowball sampling method, 18 chief executive officers of Iranian brokerage listed in Iran's Securities and Exchange organization were selected for the current study.

Findings – The findings of the study showed that CE at inbound, outbound and composition is defined as strategies that enhance corporate governance. Research findings also recommend that by using CE strategies corporate governance will be enhanced in the brokerage industry.

Research limitations/implications – Possibility of proper applying, deploying and implementing CE and its various methods will require the necessary fields and infrastructures in the considered organization. On the other hand, according to the research results, at inbound, outbound and composition levels, CE is defined as a practice or strategy that enhances corporate governance.

Practical implications – This study established that corporate governance in the Iranian brokerage firms is weak. The aforementioned firms do not have particular units to deal with stock market risks. The findings explain why some Iranian brokerage firms either collapsed or were facing financial distress. The research therefore recommends that Iranian brokerage firms should strengthen their governance structure and risk mitigation mechanisms. Therefore, CE practice facilitates the development of appropriate strategic actions for brokerage corporate success.

Originality/value – This study has been conducted due to the lack of theoretical literature in CE to deal with the ultimate goals of corporate governance in the brokerage industry.

Keywords Corporate governance, Corporate entrepreneurship, Brokerage firm

Paper type Research paper

Introduction

Today, changes in the environment where organizations operate have become more and more unpredictable (Adams *et al.*, 2010). In such circumstances, corporate entrepreneurship (CE) is referred as a mean providing for harmonization with the environment. In this respect, CE allows the internal and external ideas to be utilized for solving the problems faced by businesses. In fact, CE establishes formal and informal channels enhancing the capabilities and capacities of an organization (Aguilera and Cuervo-Cazurra, 2009). In a simpler view, CE can also be considered a means of organizational renewal (Aguilera *et al.*, 2008). These two work in harmony as the company undertakes innovations across the entire organizational spectrum, from product and process to technology and administration (Arcot *et al.*, 2010). In addition, venturing is a primary component in the process, pushing larger companies to enhance their overall competitiveness in the marketplace by taking bigger risks (Bebchuk and Weisbach, 2010). Examples of these risks, as seen in a large-scale organization, may include: redefinition of the business concept, reorganization and the introduction of system-wide changes for innovation (Aguilera *et al.*, 2008).

CE approaches include: inbound – utilizing the external innovative resources; outbound – utilizing the external resources to develop and commercialize a product; and combined approach, which involves the partnership of organizations and their closer cooperation to create new knowledge (Bebchuk and Weisbach, 2010). The inbound innovation methods

World Journal of Entrepreneurship, Management and Sustainable Development
Vol. 14 No. 4, 2018
pp. 342-352

2042-5961
DOI 10.1108/WJEMSD-09-2017-0064

include outsourcing contracts for research and development, customer participation, crowdsourcing and employee participation, while the outbound methods involve joint research, joint development, joint purchasing and joint marketing. Consequently, considering the various concept, approaches, methods and functions of innovation suggest that it is endowed with the power to solve the problems of corporate governance (Brown and Caylor, 2009). Further, the essence of an organization is beyond solely achieving such goals as providing product and services (Bebchuk and Weisbach, 2010). In fact, an organization should inevitably meet the expectations and needs of the shareholders and stakeholders including suppliers, customers, government, communities and creditors as well (Al-Azzam *et al.*, 2015). The financial corruptions and discriminative behaviors in the organizations have attracted the attention of both scholars and policymakers in recent years. This leads to need for maintaining strict monitoring and control of organizations in order to protect the interests of shareholders and stakeholders (Brunninge and Nordqvist, 2004). Therefore, strong corporate governance might provide for better access to the capital and facilitate the economic growth. It also has extensive organizational and social aspects. Good corporate governance ensures that the business environment is fair and transparent, and the organizations are accountable. In other words, only good corporate governance might establish a sustainable and optimal business performance (Al-Azzam *et al.*, 2015).

The corporate governance enhances the management of an organization by strict monitoring and control (Chen and Nowland, 2010). However, as the environment is ever changing, CE presents modern and advanced methods to direct the organizations relative to goals of corporate governance (Bebchuk and Weisbach, 2010). These include accountability, transparency, justice, compliance with the stakeholders' interests and risk management (Coates and Srinivasan, 2014). So far, many studies have been conducted either corporate governance or CE, but they have not been investigated in the same study yet. Therefore, this study is to fill the theoretical gap in the body of knowledge by presenting a model of CE with corporate governance approach in the brokerage industry.

Brokerage firms serve a clientele of investors who trade public stocks and other securities, usually through the firm's agent stockbrokers (Kidwell *et al.*, 2007). A traditional, or "full service," brokerage firm usually undertakes more than simply carrying out a stock or bond trade (Ball *et al.*, 2003).

In spite of this growth and development in this market, investors have been left disenfranchised after some stock brokerage firms collapsed resulting in huge loses for many investors. The big questions arise whether Iranian brokerage firms have a strong CE and governance structure and whether they practice good governance and CE practices. The present study determines how CE might improve the corporate governance in the brokerage industry, and as a result, the resulting model.

Theoretical underpinning

"Corporate governance" has various meanings among the experts but based on prevention and supervision concepts, it can be considered as "corporate supervision" and/or "corporate control" and based on the promotion of potential duty, it can be considered as named "corporate management" or "corporate governance" (Ajina *et al.*, 2015). The governance team comprises of the board of directors, CEO and senior management. The major conception of these is the same as those are achieved through legislation to control and monitoring the company and preventing inefficient operations and realizing social responsibilities (Tseng *et al.*, 2013). The task of corporate governance as observed by Solomon is to bring about necessary changes which are responsive to the long-term positive outcomes of all stakeholders.

There is no unique and acceptable definition of "corporate governance" (Ali *et al.*, 2016). Furthermore, there is a significant difference between presented definitions based on the country that it has been investigated (Al-Jaifi, 2017). Corporate governance is limited to the relationship between a company and its shareholders (Al-Rassas and Kamardin, 2016). This pattern is mentioned in the template of agency theory, while this conception may overstep the relationship between company and its shareholders and defined in a network of relationship (Ajina *et al.*, 2015). In this situation, corporate governance is not only involved in the relationship between the company and its shareholders but also between the company and a large number of beneficiaries including staff, customers, sellers and so on that is expressed in the format of stakeholders theory. According to Tseng *et al.* (2013), corporate governance implies corporation management, board members and shareholders, and company can achieve its operational goals via this mechanism. Corporate governance is also defined as structures and processes to control and lead the company. The structure of corporative governance specifies the distribution of the rights and responsibilities among different participation in the organization (An and Zhang, 2013).

On the other hand, CE is a set of activities to enhance a company's ability to innovate, take a risk and seize the opportunities that are allocated in the market (Bierwerth *et al.*, 2015). CE is targeted on the new business establishment, new market allocation with further business pursuing, or both. Brown and Caylor (2009) have defined CE as meaningful use of external and internal knowledge stream to enhance the velocity of internal innovation and developing a market for external use of innovation. The process of such diversification involves new resources to help the firm to extend its activity in the new spheres of opportunities (Alvarez *et al.*, 2013). Such diversification through internal resources development represents the process of individual entrepreneurship in the corporate one (Burg and Romme, 2014). Thus, CE is a result of combining the entrepreneurial activities of multiple participants.

CE is perceived common internal efforts with outsourcing capacity and/or combination of several various methods in order to apply internal and external knowledge for enhancing value of economical chain, accelerating, developing product and compacting idea market along developing product or services, process of CE happen via two important factors.

Opportunities for the internal entrepreneurship exist in any company at any given moments and are accumulated in the pool of unused resources. Increase in knowledge and incentives are the main leverages of internal creativity inside the firm's body (Covin and Miller, 2014). Cullen *et al.* (2014) determined the corporate structure of businesses as an "ingenious, unplanned device that eases the access of entrepreneurial talent to sources of large-scale financing." They emphasized that the "alertness" to opportunity is a basis to the internal impulse for all entrepreneurial activities, internal as well as external.

External entrepreneurship is a line of entrepreneurial activities to combine resources dispersed in the environment with resources hold by the company and create a new unique combination to possess the financial profit. Internal entrepreneurship is realized in the ability to craft new combinations of already existed and utilized in other combinations company's internal resources.

The numbers of current researchers propose a wide range of recommendations about designing and managing entrepreneurial systems (Covin and Miller, 2014). According to Burg and Romme (2014), exploring the process of developing the entrepreneurial environment lies within three main directions of an organization such as: structuring the company for entrepreneurship; establishing efficient control in the area of entrepreneurial activities; and creating an opportunistic culture.

According to Covin and Miller (2014), the provision of innovative ideas and how to commercialize ideas have undergone substantial changes. With the crossing of the twentieth century and arrival of the twenty-first century, paradigm changes have happened in the manner of commercializing industrial knowledge of organizations (Bierwerth *et al.*, 2015). Alvarez *et al.* (2013) determined opportunity recognition, organizational flexibility and firm's ability to initiate entrepreneurial actions to enhance entrepreneurial behavior.

Literature review

There are few studies that addressed the relationship between CE and corporate governance.

Mang'unyi (2011) in a study has investigated the ownership structure and administration of corporation and its effect on Kenyan selective banks. Identified variables of the study include ownership as independent variable and confounding variable include criteria of corporate governance and finally, dependent variable is performance. The study suggested that common organizations should act out to send positive signals to potential investors. Central Bank of Kenya should enhance and encourage companies to adhere good corporate governance in financial institutions for efficiency and effectiveness. At least, regulatory organizations including government should promote and upgrade corporate governance and its relationship with company performance in the industry (Mang'unyi, 2011).

In another major study, Sharma (2007) argued that intellectual capital, including the ability to manage knowledge and create and commercialize innovation, affects CE success. The author observed that one of the most important tasks of CEO is to help the creativity within the minds. This will help firms to experience the kind of innovation required to become a world-class brand.

In another study, Kidwell *et al.* (2007) probed management properties, corporate governance and company performance in Nigerian proposed companies. The study has investigated governance structure in Nigerian corporations and their management features and that how much governance structure (combination, size, number of meetings and so on) and management features (competence, education, nationality of CEO and so on) influence the performance. Undoubtedly, the governance structure of a company (e.g. combination of owners) and management features have an important role in company's ability to respond external factors and its performance. The study focuses on the first-level companies of the stock exchange in Nigeria. The findings show that management features and corporate governance have some effects on company's performance. Also, the importance of quantitative and qualitative indicators of corporate governance and management features are different for low-growth and high-growth companies.

Akbar (2015) investigated the role of corporate governance mechanism in optimizing corporation's performance. Many studies have been implemented about the relationship between corporate governance and company's performance mainly using conventional actions of corporate governance in developing countries such as Pakistan. The results show that corporate governance positively and meaningfully contributes to company's performance. The aim of current study is that some of the important actions related to major actors of corporate governance that has significant importance in creating an effective corporate governance structure are integrated into conventional criteria of corporate governance. Involving these variables help the company creating an efficient corporate governance structure that enhances company's performance. The integrated corporate governance approach in this study, which will result in effective company's performance, finally leads to excellent corporation's performance that itself includes criteria such as concentrated ownership, combination and proper size of board, not being duality of CEO role, audit performance and other committees, board regulations including education of board members, mandatory retirement age, being non-member of ex-CEO in board, compensation of the board due to their services, monitoring of deals with dependents, mandatory presence of board members in the meetings, member of annually selected board and finally, other rules implicating evaluation of executive performance, compensation of senior management's services, compensation of CEO's reasonable services, meeting of the interests of shareholders, auditor rotation policy, special requested meetings of shareholders, considering corporate social responsibility, defined ethical code and instruction, fair disclosure of financial information, revealing executive and senior managers services (Akbar, 2015).

On the other hand, Bagherinegad and Javeed in a study entitled "Innovation model in Iranian banks: Parsian Bank" have identified the innovation factors. The results confirm that internally there is no positive direct relationship between technologic resources and the formation of innovation while there is the positive relationship between the ability to attract ideas and the formation of open innovative. Externally, there is a positive relationship between the external knowledge resource and technologic changes and the formation open innovative. In the dimension of relational factors, there is the positive relationship between "Trust" and the formation of CE.

This study model with related variables and structures can be effective in the banking industry and considered by economic planners. In summary, dimensions of CE approach in this study have identified internal factors including technology resources (internal resources of knowledge and skilled labor, training, skills and motivations of innovation, instruments and internal technology, leadership, intellectual property management), the ability to absorb ideas (research and development, organizational culture, internal integration, strategy of technology, process of selecting proper technology) and external factors including source of external knowledge and networking, changes and technologic opportunities and finally relational factor (interactive), trust.

Elsewhere, Krapez *et al.* (2012) in a study titled "Textual variables of CE paradigm in business environment of Slovenian companies" have investigated elements of open innovative. The study shows that if Slovenia wants to be a success in long term, supportive environment not only be based on the financial support by the government, but it should also be influenced by other elements of technology development. These elements include: organizational culture, values and reward system; law; taxes and social contributions; bureaucratic obstacles; human resources; and favorable bank loans, bank guarantees, investment and so on. The framework of this study includes values and its changes, flattish and decentralized structure, strategy and systematic supports, human resources and skills and adding technological and financial supports. The elements of a closer external environment include contribution to supplier, participation with customer, partnership with educational and research institutions; and the elements of further external environment include economic, political, social and technological environment (Krapez *et al.*, 2012).

Research methodology

In the current study, research method is qualitative using grounded theory as the method for research operation. It should be noted that the grounded-theory research is usually applied to produce the final theory in the cases where the subject suffers a lack or little attention in previous studies (Noori and Mehrmohammadi, 2011). The qualitative data in this study were collected using an in-depth interview technique. Using snowball sampling method and theoretical saturation criterion, 18 CEO of Iranian brokerage listed in Iran's Securities and Exchange organization participated in the current study and their understanding of CE and corporate governance was reviewed and analyzed.

Indeed, Atlas.ti software was applied for analysis of qualitative data. In the present study, it sought the same way for review and validity. Intercoder reliability (repeatability) is the extent to which independent codes evaluate results and reach the same conclusion. To calculate the interview reliability, it utilized the intra-subject agreement method of two coders. In this case, the author and a coder cooperate in this research. Then, they choose and code several random interviews. For the study, the intercoder reliability is about 85 percent.

Findings

Descriptive statistics of the research sample show that the experts participated in the research include 18 CEO whose average age and years of service are 44 and 14 years, respectively. In terms of education level, the respondents had MS and PhD degrees. For inferential section, qualitative data of the interviews were analyzed using the grounded-theory method. The extracted tables of coding are represented as Table I.

In the process of making a grounded theory, the findings indicate identifying six major levels. According to the conducted interviews and analyses in the research, Table I shows results of grounded-theory method as categories and concepts of every hexapod element. The first category includes casual conditions. They refer to conditions that are the main factors causing major phenomenon, which in the present research have been considered as condition of legal, trans-legal and illegal behaviors. Intervening category was the next obtained category by analyzing interview data; it has been named as public conditions of society and organization.

Context (environmental) category was another identified one in this study. As structures, this group has been divided into three factors including managerial, ownership and financial structures.

Corporate governance is the main studied phenomenon in this research that there have been six extracted separate conceptual codes: accountability, responsibility, transparency, fairness (impartiality), respecting rights of stakeholders and risk management. Strategic group is another category that has been referred as organizational and industrial strategies

Categories	Sub-categories	Sub-categories	Conceptual codes
Causal	Behaviors or actions	Legal behaviors	Rules and regulations situation
			Policies and plans
		Trans-legal behaviors	Interventions and supports
		Conditions	Economic conditions
			Cultural and social conditions
		Organizational hard infrastructure conditions	Technology and Systems
			Organizational structure
Context	Structures	Managerial structure	Board of directors features and committee
			Board of directors structure and committee
		Ownership structure	Combination of shareholders
			Ownership concentration
		Financial structure	Bank oriented
			Market oriented
Phenomenon	Corporate governance		Accountability
			Responsiveness
			Transparency
			Fairness
			Observance of rights of stakeholders
			Risk management
Strategies	Organization and industry	Directional strategies	Inside of organization
			Outside of organization
		Control and monitor strategies	Inside of organization
			Outside of organization
			Outside of organization
		CE strategies	Inbound
			Outbound
			Coupled
Consequences	Organization	Improvement of situation	Managerial and financial performance
			Control and monitoring

Table I.
Extracted tables of coding

in the present research. In the grounded theory, the strategies refer to the conducted works about the main category (Bazargan, 2015). Consequences refer to results of strategies (Bazargan, 2015). In the research, the consequential category is divided into two sub-categories: organizational and trans-organizational. In fact, improving financial and managerial performance, as well as controlling, monitoring and promoting brokerage industry through confidence of governmental agencies and stakeholders, can be considered as the end results for designing the CE model with corporate governance approach including cases such as enactment of rules and regulations, policies and programs, involvement and support, corruption state, structure, strategy, and so on.

According to the analyzing of qualitative data, Figure 1 represents the theoretical framework of the current study.

The obtained software output of the research by Atlas.ti software is shown in Figure 2, by taking into account all primary and secondary categories and concepts.

Discussion

As mentioned previously, the present research has been conducted to fill a theoretical gap, namely, examining CE considering corporate governance approach using the grounded-theory method. According to the research, main question on how to relate comprehensive model of CE with corporate governance approach in the brokerage industry results suggest identifying six main categories based on the grounded theory. Results showed that there are wide ranges of internal and external factors affecting formation and implementation of corporate governance. The effective inter-organizational factors in shaping corporate governance include organizational culture, structure, process, strategy, human resources, competencies, skills, support (financial and IT), managerial factors and so on. The effective intra-organizational factors on shaping CE include cooperation with competitors, communicating with customers, agents, macro environment (political, legal, economic, social and technological), communication with universities, suppliers, customers and educational and research institutions.

Therefore, the possibility of proper applying, deploying and implementing CE and its various methods will require the necessary fields and infrastructures in the considered organization. On the other hand, according to the research results, at inbound, outbound and composition levels, CE is defined as a practice or strategy that enhances corporate governance. According to the literature, CE has several methods, which have been introduced in some methods as effective and bound approaches for corporate governance, according to the some conducted interviews. In this study, the identified strategies of CE for the inbound level in this study include outsourcing research

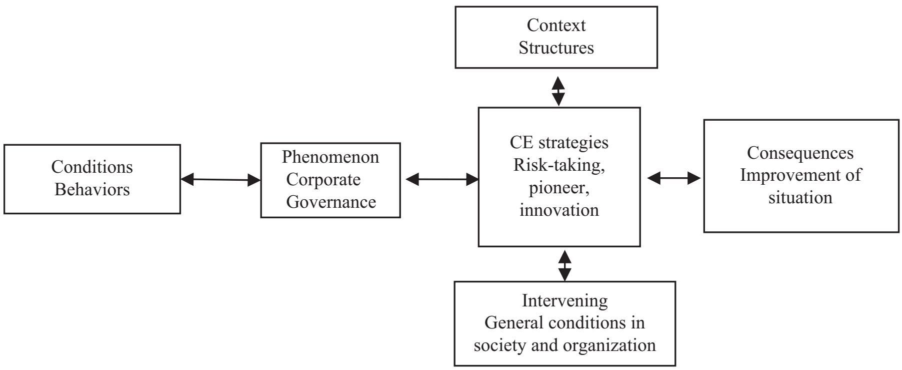

Figure 1.
Research theoretical framework

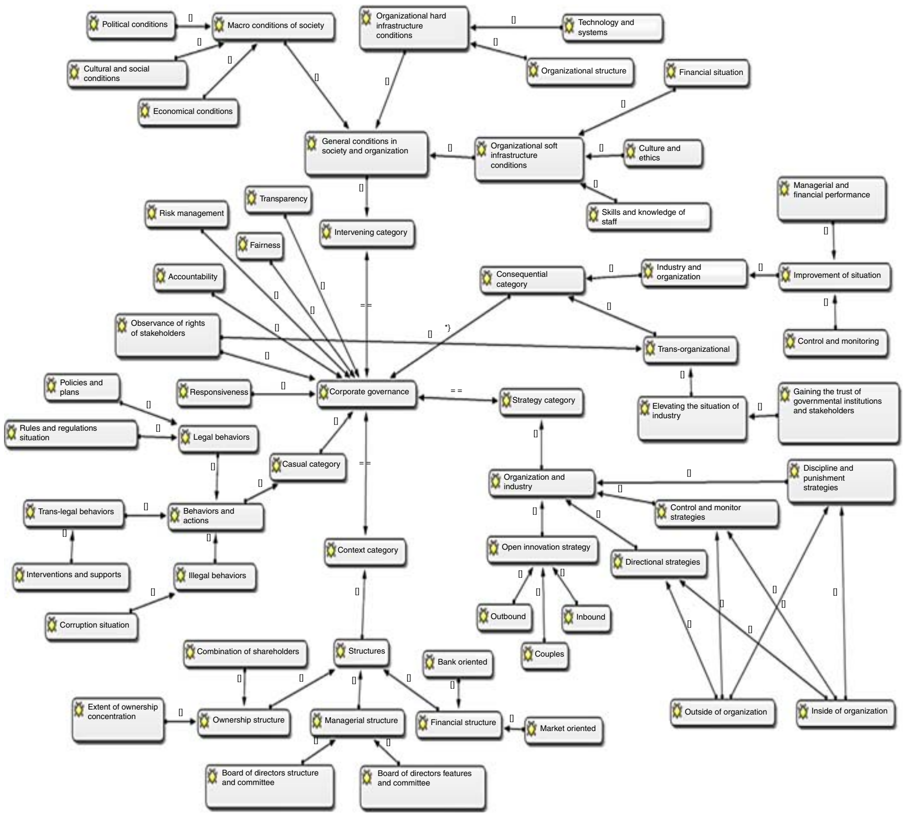

Figure 2. Corporate entrepreneurship model with corporate governance approach

and development contracts, customer participation, crowdsourcing, employees' participation, reverse engineering and consultation. On the other hand, the known synthesis strategies include joint studies, joint development, foreign partnership and staff exchange. Finally, the only recognized strategy in outbound level has been introduced as external rotation.

Conclusion

The research recommendations, which are based on data analysis from interviews, are presented in three categories: executive aspects, policy making and future study.

From the executive aspect and in the brokerage industry level, following recommendations are presented.

Since the internal and external actors play unique roles in the corporate governance, any improvement and enhancement of such should consider human capital based on meritocracy on the industry level, formulate and establish a system without any idealistic and discriminative behaviors associated with assigning the board of directors and managers. Further, open innovation might be one of the most important factors affecting the efficacy of corporate governance. Therefore, it is suggested that the governing entity provides the infrastructure required to enhance the communication with internal and external agents of brokerage companies. Finally, as the environment of this industry becomes more and more complex and the lack of accountability to the existing procedures is felt, the transition from the conventional reporting system of shareholder communities to separate financial and management reporting systems is inevitable.

From the policy-making aspect and at the macro level, the following recommendations are presented.

Due to the dominance of the state on the economy of Iran and government thinking among the directors, particularly the privatized organizations, any fundamental change and improvement of corporate governance requires much more effort from the external actors of governance entities. Therefore, if the government, parliament and other governance institutions (most of which have their affiliated organizations and companies) take innovation-based thinking into their structure, it will be facilitated to implement such in many other industries, sectors, and as a result, companies and organizations. However, there are various basic problems and challenges faced by many industries and organizations, particularly the state organizations. Further, it is felt the lack of capability, ability, experience and expertise necessary in governance institutions is felt. These might be eliminated by utilizing the CE methods, including crowdsourcing through various routes (such as cyber space), and as a result, facilitating the application of experiences and ideas from society to enhance the processes, procedures and so on. In the end, there is an increasing number of stakeholders and their demands in the brokerage industry, on the one hand, and various problems and challenges faced by the industries (particularly brokerage), on the other hand. This leads us to find the gaps in regulations and laws, directives and polices. Unfortunately, this demonstrates the unilateral and biased approach, and weakness and lack of expertise in governance institutions for formulating the guidelines, directives and so on. Therefore, it is suggested that by establishing the infrastructure necessary to attract the participation of stakeholders and obtaining their feedbacks in such institutions, the needed steps are taken to protect and meet their interests and rights.

This study established that corporate governance in the Iranian brokerage firms was weak. The aforementioned firms do not have particular units to deal with stock market risks. The findings explain why some Iranian brokerage firms either collapsed or were facing financial distress. The research therefore recommends that Iranian brokerage firms strengthen their governance structure and risk mitigation mechanisms. Therefore, CE practice facilitates the development of appropriate strategic actions for brokerage corporate success.

The last group of suggestion related to researchers for future studies is as follows.

As the concept of CE is novel in the service sector, the future studies should examine the subject in other service industries with more detailed interviews. Additionally, considering the previous studies and known variables associated with the corporate governance, it is suggested that the corporate governance is evaluated using several of CE (including customer participation, employee participation, shareholder participation, etc.) from the stakeholders' point of view in the brokerage industry.

References

Adams, R., Hermalin, B. and Weisbach, M. (2010), "The role of boards of directors in corporate governance: a conceptual framework and survey", *Journal of Economic Literature*, Vol. 48 No. 5, pp. 58-107.

Aguilera, R.V. and Cuervo-Cazurra, A. (2009), "Codes of good governance", *Corporate Governance: An International Review*, Vol. 17 No. 3, pp. 376-387.

Aguilera, R.V., Filatotchev, I., Gospel, H. and Jackson, G. (2008), "An organizational approach to comparative corporate governance: costs, contingencies, and complementarities", *Organisation Science*, Vol. 19 No. 3, pp. 475-492.

Ajina, A., Lakhal, F. and Sougné, D. (2015), "Institutional investors, information asymmetry and stock market liquidity in France", *International Journal of Managerial Finance*, Vol. 11 No. 1, pp. 44-59.

Akbar, A. (2015), "The role of corporate governance mechanism in optimizing firm performance: a conceptual model for corporate sector of Pakistan", *Journal of Asian Business Strategy, Asian Economic and Social Society*, Vol. 5 No. 2, pp. 114-131.

Al-Azzam, Z., Al-Qura, A. and Al-Mohameed, H. (2015), "How the corporate governance affects organizational strategy", *Journal of Business and Management*, Vol. 17 No. 4, pp. 90-116.

Al-Jaifi, H.A. (2017), "Ownership concentration, earnings management and stock market liquidity: evidence from Malaysia", *Corporate Governance: The International Journal of Business in Society*, Vol. 17 No. 3, pp. 490-510.

Al-Rassas, A.H. and Kamardin, H. (2016), "Earnings quality and audit attributes in high concentrated ownership market", *Corporate Governance: The International Journal of Business in Society*, Vol. 16 No. 2, pp. 377-399.

Ali, S., Liu, B. and Su, J.J. (2016), "What determines stock liquidity in Australia?", *Applied Economics*, Vol. 48 No. 35, pp. 3329-3344.

Alvarez, S.A., Barney, J.B. and Anderson, P. (2013), "Forming and exploiting opportunities: the implications of discovery and creation processes for entrepreneurial and organizational research", *Organization Science*, Vol. 24 No. 1, pp. 301-317.

An, H. and Zhang, T. (2013), "Stock price synchronicity, crash risk, and institutional investors", *Journal of Corporate Finance*, Vol. 21 No. 3, pp. 1-15.

Arcot, S.R., Bruno, V.G. and Faure-Grimaudc, A. (2010), "Corporate governance in the UK: is the comply or explain approach working?", *International Review of Law and Economics*, Vol. 30 No. 2, pp. 193-201.

Ball, R., Robin, A. and Wu, J.S. (2003), "Incentives versus standards: properties of accounting income in four East Asian countries", *Journal of Accounting and Economics*, Vol. 36 Nos 1/3, pp. 235-270.

Bazargan, A. (2015), *An Introduction to Qualitative and Mixed Methods Research*, Didar Press, Tehran.

Bebchuk, L.A. and Weisbach, M.S. (2010), "The state of corporate governance research", *Review of Financial Studies*, Vol. 23 No. 3, pp. 939-961.

Bierwerth, M., Schwens, C., Isidor, R. and Kabst, R. (2015), "Corporate entrepreneurship and performance: a meta-analysis", *Small Business Economics*, Vol. 8 No. 2, pp. 78-99.

Brown, L.D. and Caylor, M.L. (2009), "Corporate governance and firm operating performance", *Review of Quantitative Finance and Accounting*, Vol. 32 No. 2, pp. 129-144.

Brunninge, O. and Nordqvist, M. (2004), "Ownership structure, board composition and entrepreneurship: evidence from family firms and venture capital backed firms", *International Journal of Entrepreneurial Behavior and Research*, Vol. 10 Nos 1/2, pp. 85-105.

Burg, E. and Romme, A.G.L. (2014), "Creating the future together: toward a framework for research synthesis in entrepreneurship", *Entrepreneurship Theory and Practice*, Vol. 38 No. 2, pp. 369-397.

Chen, E.T. and Nowland, J. (2010), "Optimal board monitoring in family-owned companies: evidence from Asia", *Corporate Governance: An International Review*, Vol. 18 No. 6, pp. 3-17.

Coates, J.C. IV and Srinivasan, S. (2014), "SOX after ten years: a multidisciplinary review", *Accounting Horizons*, Vol. 28 No. 3, pp. 627-671.

Covin, J.G. and Miller, D. (2014), "International entrepreneurial orientation: conceptual considerations, research themes, measurement issues, and future research directions", *Entrepreneurship Theory and Practice*, Vol. 38 No. 2, pp. 11-44.

Cullen, J.B., Johnson, J.L. and Parboteeah, K.P. (2014), "National rates of opportunity entrepreneurship activity: insights from institutional anomie theory", *Entrepreneurship Theory and Practice*, Vol. 38 No. 4, pp. 775-806.

Kidwell, R.E., Nygaard, A. and Silkoset, R. (2007), "Antecedents and effects of free riding in the franchisor-franchisee relationship", *Journal of Business Venturing*, Vol. 22 No. 4, pp. 522-544.

Krapez, J., Skerl, M. and Groznik, A. (2012), "Contextual variables of open innovation paradigm in the business environment of Slovenian companies", *Economic and Business Review*, Vol. 14 No. 1, pp. 38-52.

Mang'unyi, E. (2011), "Ownership structure and corporate governance and its effects on performance: a case of selected Banks in Kenya", *International Journal of Business Administration*, Vol. 2 No. 3, pp. 54-69.

Noori, A. and Mehrmohammadi, M. (2011), "Model to take advantage of grounded theory in educational research", *Journal of Curriculum Studies*, Vol. 23 No. 6, pp. 34-56.

Sharma, R. (2007), *Leadership Wisdom, The Eight Rituals of Visionary Leaders*, Jaico Publishers, New Delhi.

Tseng, C.-Y., Wu, Z.-J. and Lin, C.-Y. (2013), "Corporate governance and innovation ability: empirical study of Taiwanese electronics manufactures", *International Business Research*, Vol. 6 No. 7, pp. 104-123.

Further reading

Creswell, J.W. and Miller, D.L. (2000), "Determining validity in qualitative inquiry", *Theory into Practice*, Vol. 39 No. 3, pp. 65-83.

Corresponding author
Babak Ziyae can be contacted at: bziyae@ut.ac.ir