

"The Relevance Of The Organization's Entrepreneurial Leader" Case Study - Automobile Sector In The Municipality Of Vila Nova De Famalicão

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ABSTRACT: *Entrepreneurship is a concept increasingly present in business organizations or in educational systems, assuming an incremental prominence in public debate regarding the future of economic policies for competitiveness within the knowledge economy and information society. Its relevance prompted the study in its various aspects, worsened by the structural crisis of capital. The privileged behavioral analysis of the entrepreneur's profile and identification of its role in organizations was supported by a case study on the automotive companies in Portugal, Vila Nova Famalicão. It states a close relationship between the entrepreneurship concept and the fruitful discovery of opportunities, which are based on spirit of change and innovation, central to the entrepreneur. Competitiveness appears as a basic premise in value creation and sustainable progress of organizations. The study also allowed confirming a dissimilarity of concepts and approaches, grounded in empirical and scientific evidence that is still exiguous. The work thus aimed to raise awareness of organizational and academic communities to this issue, contributing to a more comprehensive and current understanding of its relevance within the organizations. The multidimensional paradigm change occurs in a structurally weakened economic and financial situational context, which instigates a transfiguration of the concepts and patterns observed until now. Entrepreneurship and the behavioral profile of the entrepreneurial leader are of paramount importance in the effective value creation process: incremental, distinctive and sustainable.*

Keywords: *Entrepreneur profile, innovation, opportunity, organizational performance, sustainability.*

I. INTRODUCTION

The entrepreneurship concept assumes a significant incremental importance in business and academic structures. The global economic environment is experiencing a period of general crisis whose weakened morphology shows a fracture of the labor market and the rupture of the paradigms in force until then. This weakness and uncertainty era has been giving rise to the study of entrepreneurship; with a special focus on the entrepreneur's profile and ones potential to create one's own business, by introducing an increasingly relevant concept in contemporary society: sustainable entrepreneurship.

The literature suggests several approaches regarding entrepreneur's profile classification and comprises different measurement methodologies of the organizational performance level, intrinsic to business management. Despite the conceptual differences, which constitute a limitation to the research, this work aims at an explanation of the determinant agents and their applicability in organizations under a privileged behavioral perspective, enabling an even greater awareness of the interested or affected communities to this issue. In order to understand the role of the entrepreneur and sustainable entrepreneurship in organizations, it is necessary to refer to some structural conceptual models that allow their multidimensional perception. There are also confirmed limitations to these models, concerning empirical evidence of the applicability of the indicators and their effective impact on economic growth.

When setting future expectations, a conceptual and structural model and a canonical correlation model is suggested so as to allow, through empirical evidence, the characterization of the entrepreneur's profile and surrounding environment, combined with its core competencies and organizational performance in the creation and / or management of a business.

The developed empirical analysis aimed at a holistic understanding of sustainable entrepreneurship in real work environment, based on a case study of entrepreneurs in the automobile sector in Portugal, municipality of Vila Nova Famalicão. The empirical study focused the investigation to a sample of 123 auto repair businesses in four key dimensions: (1) Behavioral profile; (2) Organizational performance; (3) Inhibitors / accelerators of entrepreneurial activity; and (4) Relevance of the role of the entrepreneurial leader.

Statistical inference assents four entrepreneur typologies and surrounding environment, intending that the developed models may eventually allow its applicability and measurement of entrepreneurship impact on the economy in this branch of activity.

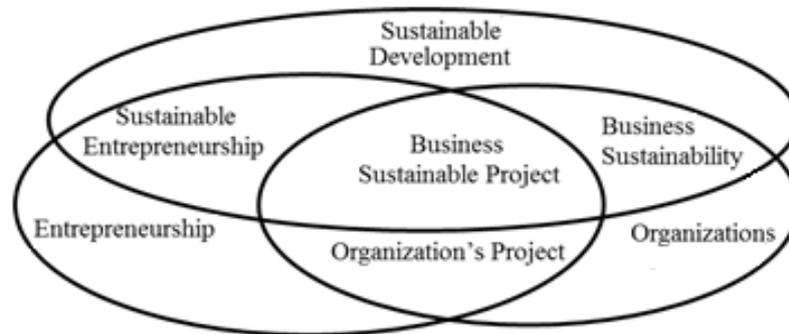


Figure 2: Fields of sustainable entrepreneurship knowledge [13].

A holistic, diligent and operational conduct of the entrepreneur is indeed decisive for the success of the strategic pursuit of sustainability, intra and inter organizational.

2.4 Entrepreneurship and organizational development in a sustainable perspective

The European Parliament and Council [14] highlights the spirit of initiative and enterprise as "the ability of individuals to turn ideas into actions (...) It includes creativity, innovation and risk-taking (...) ability to plan and manage projects to reach goals (...) ". Hockerts & Wüstenhagen [15] attest to a new paradigm of business success potential: social entrepreneurship. The Global Entrepreneurship Monitor – GEM [16] defines the different contexts of entrepreneurship inductors:

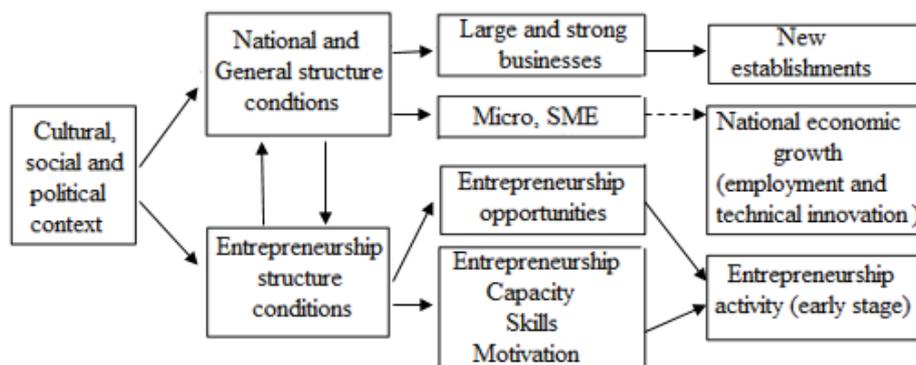


Figure 3: Conceptual and structural model of the determinant factors of entrepreneurship [16].

Entrepreneurship is not only a driving force for job creation, competitiveness and growth, but also a contribution to personal fulfillment and social objective achievement [17]. The OECD-Eurostat [18] demonstrates in the entrepreneurship indicators, three key and interdependent components: determining factors, performance and its effects. The European Commission has the support of entrepreneurship and innovation in businesses as a main objective (CIP 2007-2013).

In Portugal, "The Portuguese government, electing entrepreneurship and innovation as priority objectives for development and increased competitiveness of the national economy, presented (...) the Strategic Programme for Entrepreneurship and Innovation (...)" [19] which aims to promote different measures to support entrepreneurship based on four main pillars: 1. Extension of the competences of the population; 2. Stimulation of innovation; 3. Encouragement of entrepreneurship; and 4. Promotion of these objectives.

Entrepreneurship must understand its environment, business and political culture, and base the proficiency of the entrepreneur's role on the whole process of value creation.

III. DATA COLLECTION

The empirical understanding of the concepts mentioned in the context of sustainable entrepreneurship considered the statistical analysis of a case study – survey – conducted to professionals in the automobile sector in Portugal, municipality of Vila Nova Famalicão, which noted five key parameters: 1. Description of methodological issues related to the survey conducted to professionals in the automobile sector; 2. Conceptual relation between the questionnaire carried out to professionals in the automobile sector and bibliographical research, focusing on correlations between behavioral variables, surrounding environment, and sustainable entrepreneurship dimensions; 3. Generalized typification of entrepreneur's profile in this field and its surrounding environment; 4. Explanation of an econometric study that illustrates the relation of the professionals

in the automobile sector with the concepts of sustainable entrepreneurship; and 5. Development of a conceptual and structural model and a canonical correlation model of the developed analysis.

IV. RESULTS AND DISCUSSION

4.1. Structure of the empirical analysis developed

The descriptive presentation of results intends to translate the relation between the respondents and the four central dimensions in the context of sustainable entrepreneurship: (1) What is the profile of the entrepreneurial leader of a sustainable automobile micro company? Characteristic profile; and Behavioral profile (psychological and cognitions); (2) How is the organizational performance characterized and assessed in this sector? Organizational motivation; Organizational capacity; and Environment; (3) What are the main inhibitors / accelerators of the entrepreneurial activity in this sector, in the Portuguese situational context? Economic; Social; Environmental; and Institutional; (4) How to classify the relevance of the entrepreneur leader's role of a sustainable automobile micro company in Portugal? Current context; and Future expectations.

The correlative analysis of the different variables in study allowed the inference and construction of:

4.2 Generalized typification of the entrepreneur's profile in this sector and its environment;

4.3 Explanation of an illustrative econometric study of the relation between professionals in the automobile sector and the concepts of sustainable entrepreneurship;

4.4 Development of a conceptual/structural/canonical correlation model of the developed study.

4.2 Generalized typification of the entrepreneur's profile in this sector and its environment

Table 1: Generalized typification of the entrepreneur's profile in the automobile sector and its surrounding environment in Portugal, municipality of Vila Nova de Famalicão.

| Characteristic profile | | | | | | |
|---|------------------|--|---------------------------------|---|--|--------------------------------------|
| Gender | | Age | | Academic education | | Professional status |
| Male (84%) | | 50 or more (32%) | | Basic education or secondary (33%) | | Owner (63%) |
| Behavioral profile | | | | | | |
| Motivation | | | Need for fulfillment | | Propensity to risk | |
| Reasonable (54%) | | | Very high (93%) | | High (63%) | |
| Confidence in decision process: determination and independence | | | | | | |
| High (83% and 88%, respectively) | | | | | | |
| Autonomy Internal control locus Planning | | | Persistence Perseverance | | Adaptability | |
| Reasonable (61%) | | | High (88%) | | High (84%) | |
| Competitive aggressiveness | | | | Proactivity Spirit of initiative | | |
| High (74%) | | | | Very High (93%) | | |
| Recognition of opportunities | | | | Tolerance to ambiguity | | |
| High (84%) | | | | Undefined (35%) | | |
| Creativity | | | | | | |
| High (83%) | | | | | | |
| Sociability: coexistence with different opinions and interest in sharing ideas and convictions | | | | | | |
| High (86% and 93%, respectively) | | | | | | |
| Organizational performance | | | | | | |
| Organizational motivation | | | | | | |
| History | | Incentives / Rewards | | | Mission / Culture | |
| * Family business (81%) * Own creation (68%) | | * Personal fulfillment need (84%) * Appropriate business idea (77%) | | | * Sustainability: economic, social and environmental (90%) * Main purpose to generate value (75%) | |
| Organizational capacity | | | | | | |
| Leadership strategy | Structure | Human resources | Financing | Programs Services | Infrastructure and Technology | Interorganizational relations |
| Participative (90%) and | Organized (81%) | * Qualified (70%) * Valued | Undefined (39%) | Undefined (46%) | Continued investment in: | Very good (93%) |

| | | | | | |
|---|------------------------------------|---|--|--|--|
| aware to social responsibility (88%) | | by merit (88%) | | * Technology (65%) * Innovation (70%) | |
| Organizational environment | | | | | |
| Technological | Economic and Administrative | Social and Cultural | Political | Stakeholders | |
| Reduction of investment in technology (70%) | Financial difficulties (39%) | Decrease in the number of customers (67%) | Tax changes with a negative impact on the economy of the companies (75%) | Economic difficulties (67%) | |
| Inhibitors / Accelerators of entrepreneurial activity | | | | | |
| Economic inhibitors | | | Economic accelerators | | |
| * Access to financing discouraging in the growth of the companies (70%) * Insufficient Monetary Fund support (58%) | | | Inexistent | | |
| Social inhibitors | | | Social accelerators | | |
| Portuguese society is very critical to the failure of an entrepreneur (67%) | | | Positive relation between the improvement of the national academic level and business development(74%) | | |
| Environmental inhibitors | | | Environmental accelerators | | |
| Environmental policies as a barrier to business growth: non-pedagogical, unadjusted to the business reality (61%) | | | Measures to encourage sustainable development (67%) | | |
| Institutional inhibitors | | | Institutional accelerators | | |
| * High tax charges (91%) * State initiatives of support for entrepreneurial activity and government policies do not encourage the business creation (49%) and entrepreneurial growth (63%) * Excessive bureaucracy in the governmental system (88%) | | | Inexistent | | |
| Relevance of the entrepreneur leader's role | | | | | |
| Current context | | | | | |
| * The entrepreneurial leader has a central role in the sustainable development of a company (95%) * The value of the entrepreneurial leadership is proportional to its distinctive organizational performance (90%) | | | | | |
| Future expectations | | | | | |
| * Sustainable innovation is a critical factor for the development of companies (81%) * The future success of companies depends on the effectiveness of a multidisciplinary leadership: economic, social and environmental (79%) | | | | | |

4.3 Explanation of an econometric study illustrating the relation of the automobile sector professionals with sustainable entrepreneurship concepts

This study brought an empirical understanding through the methodology of the chi-square test: 1. The relation between the different variables being studied; 2. Comparison between the values observed in the sample and the expected value; and 3. Clarification of positive or negative correlation between the different variables being studied by the methodology of linear regression: the closer the correlation value is to 1 (the square: R^2), the stronger is the correlation between variables (positive correlation value, positive correlation; negative correlation value, negative correlation); it is evidence of a strong correlation: Positive, if $R^2 > 0.65$; Negative, if $R^2 < -0.65$.

Statistical analysis was based on the four main dimensions with greater relevance in the relational study between professionals in the automobile sector and the concepts of sustainable entrepreneurship: Behavioral profile; Organizational performance; Inhibitors / Accelerators of entrepreneurial activity; Relevance of the entrepreneur leader's role.

4.3.1 Behavioral profile (psychological / cognitions)

In the domain of behavioral profile, below are presented relations between the different variables observed that attempted a greater statistical significance for this study:

- Is it possible to confirm the existence of significant differences between: the certainty of achieving difficult tasks and the belief in luck and the help of others in order to achieve them ($P < 0.05$ and $R^2 = 0.7444$).
- It is not possible to confirm the existence of significant differences between: (1) optimism about the future and the predisposition to take risks ($P > 0.05$ and $R^2 = 0.7090$); (2) self-determination in the implementation of own actions and resistance to possible rejection by others in the defense of their decisions ($P > 0.05$ and $R^2 = 0.9169$); (3) the propensity to change something they do not like and the certainty of completing difficult tasks ($P < 0.05$ and $R^2 = 0.7681$); (4) the practice of new ideas and interest in competing with others ($P < 0.05$ and $R^2 = 0.9008$); (5) the creativity and interest in sharing ideas and beliefs ($P < 0.05$ and $R^2 = 0.7842$); (6) the interest in sharing ideas and beliefs and good coexistence with different opinions ($P > 0.05$ and $R^2 = 0.9375$).

Concerning the recognition of opportunities and tolerance for ambiguity, there was no relation between the different variables observed which attempt a statistical relevance to this study, in particular between the fear of achieving success when betting on a new idea and the interest in meeting new challenges.

4.3.2 Organizational performance

In the context of organizational performance, below are presented relations between the different variables observed that found a greater statistical relevance to this study:

- Is it possible to confirm the existence of significant differences between: (1) it is a family business and its origin is of own creation ($P < 0.05$ and $R^2 = 0.7695$); (2) the company's mission is to create wealth and its main purpose is to generate value ($P < 0.05$ and $R^2 = 0.6494$).
- It is not possible to confirm the existence of significant differences between: (1) the establishment of the company arises from the need for personal fulfillment and a sense of appropriate business ($P > 0.05$ and $R^2 = 0.8460$); (2) the main purpose of the company is to generate value and its main objective is the sustainability – economic, social and environmental ($P > 0.05$ and $R^2 = 0.9103$); (3) the company is characterized by an administration aware of social responsibility and its leadership is characterized by the frequent sharing of opinions with employees ($P > 0.05$ and $R^2 = 0.9399$); (4) the company is characterized by an administration aware of social responsibility and the company is an organized structure ($P > 0.05$ and $R^2 = 0.9783$); (5) the qualification of the company's human resources and its valuation by merit ($P < 0.05$ and $R^2 = 0.7511$); (6) the continuous investment in new technology and the innovation being a critical success factor in the company ($P > 0.05$ and $R^2 = 0.7733$); (7) the company is characterized by an administration aware of social responsibility and defines itself by the good relationship with business partners ($P > 0.05$ and $R^2 = 0.8160$); (8) the reduction of investment in the company and financial difficulties presented by the business partners, due to the global economic conjuncture ($P > 0.05$ and $R^2 = 0.8645$).

4.3.3 Inhibitors / Accelerators of entrepreneurial activity

Concerning inhibitors/accelerators of entrepreneurial activity, below are presented the relation between the different variables observed with greater statistical relevance for this study:

- Is it possible to confirm the existence of significant differences between: (1) access to finance as a discouraging factor for the growth of a company and monetary funds business support ($P < 0.05$ and $R^2 = 0.7113$); (2) the influence of governmental policies in business growth and the bureaucracy of the governmental system in the activity of companies ($P < 0.05$ and $R^2 = 0.8949$); (3) the influence of governmental policies in business growth and tax charges in the development of companies in Portugal ($P < 0.05$ and $R^2 = 0.9672$).
- It is not possible to confirm the existence of significant differences between: (1) the impact of environmental policies in business growth and stimulus measures for the sustainable development of a current company ($P > 0.05$ and $R^2 = 0.9516$); (2) the influence of governmental policies in business growth and state initiatives to support entrepreneurial activity on business creation ($P > 0.05$ and $R^2 = 0.8025$);

In terms of inhibitors / social accelerators, there was no relation between the different variables observed with statistical relevance to this study, particularly between stimulating entrepreneurial activity and national culture: (1) Valuation of Portuguese society to sustainable innovation; (2) Criticism of the Portuguese to the failure of an entrepreneur; and (3) Improvement of national academic level as a positive factor in the development of enterprises.

4.3.4 Relevance of the entrepreneurial leader's role

In terms of the relevance of the entrepreneurial leader's role, below are presented the relation between the different variables observed with a greater statistical relevance for this study:

- It is not possible to confirm the existence of significant differences between: the importance of the entrepreneurial leader in the sustainable development of a company and the value of its entrepreneurial leadership to be proportional to its distinctive organizational performance ($P > 0.05$ and $R^2 = 0.8993$).

With regard to future expectations, there was no relation between the different variables observed which attempt a statistical relevance to this study, particularly between sustainable innovation constituting a critical factor for business development and the future success of the companies depending on the effectiveness of multidisciplinary leadership.

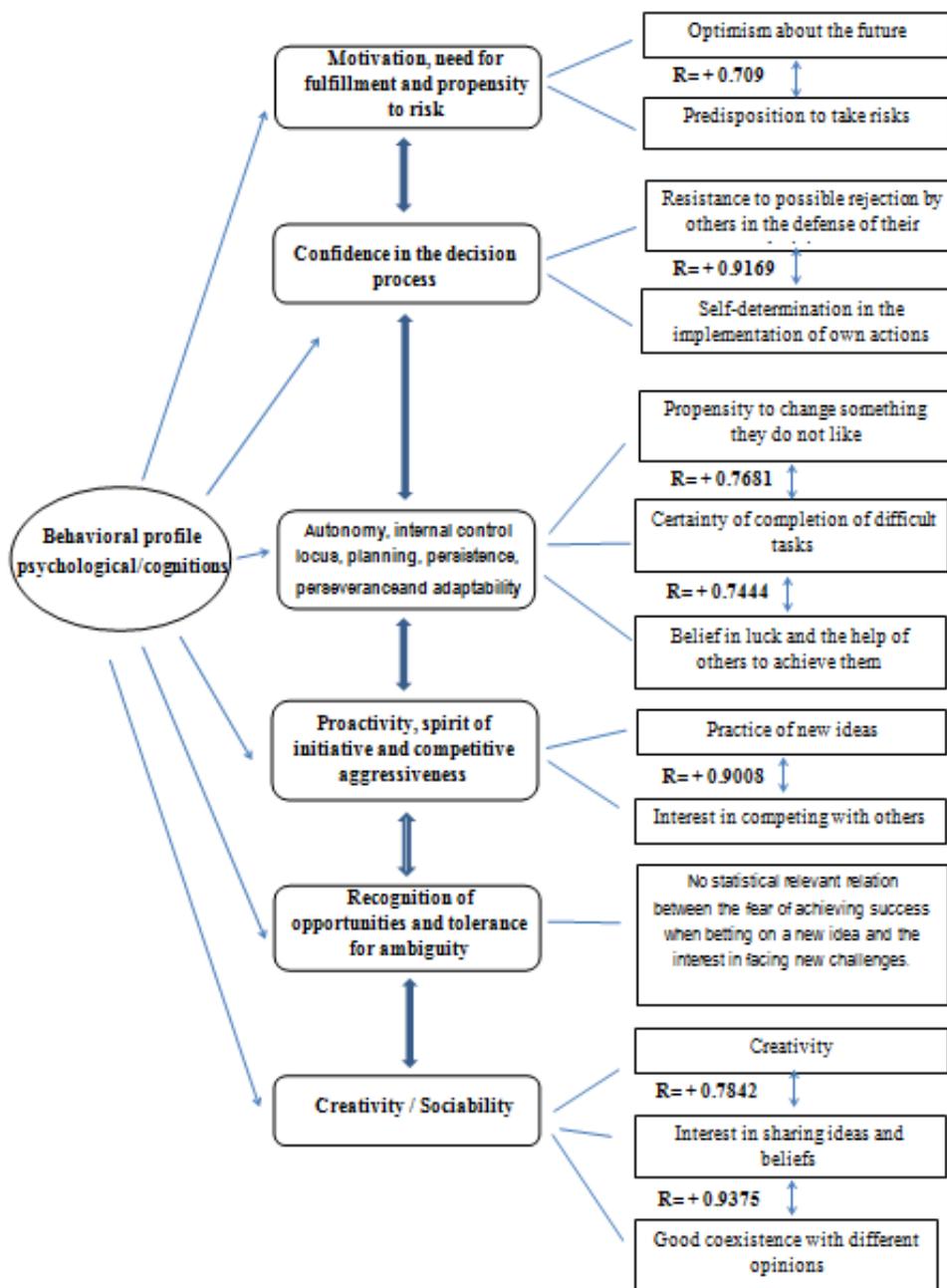
4.4 Development of a conceptual and structural model and a canonical correlation model of the developed study

The results obtained allow us to assent to the correlations of empirical relevance in the relational study of professionals in the automobile sector and the concepts of sustainable entrepreneurship, through the development of a conceptual and structural model and a canonical correlation model.

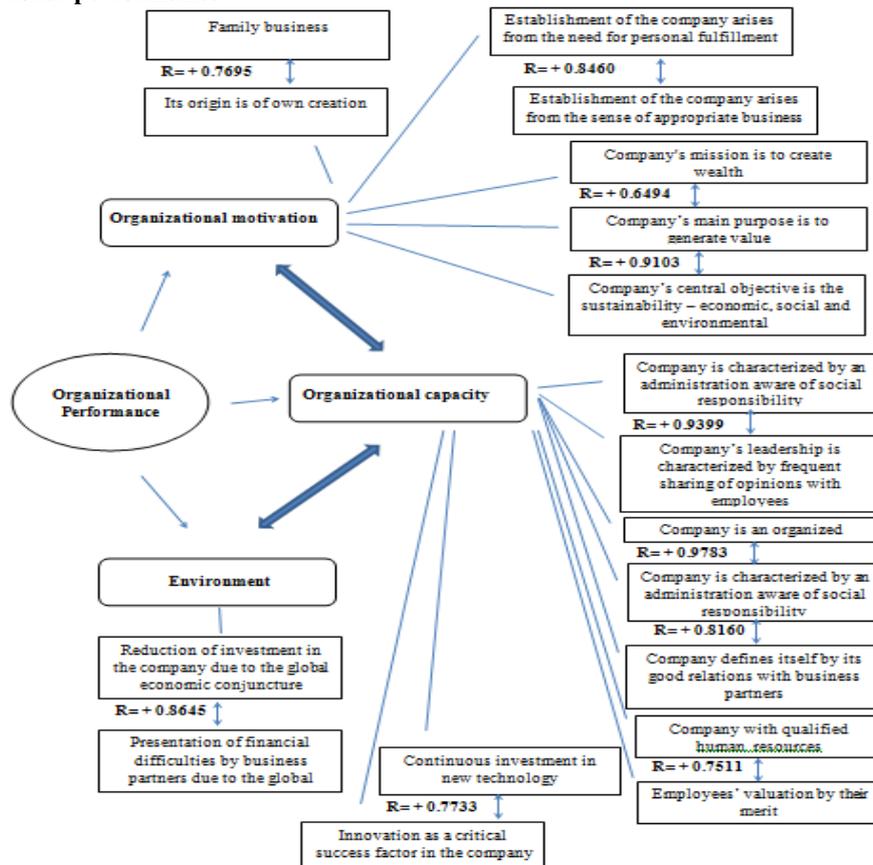
4.4.1 Conceptual and structural model

The interdependence of the different variables in the analysis, at its different dimensions, is first translated into a test of a conceptual structural model, illustrated below:

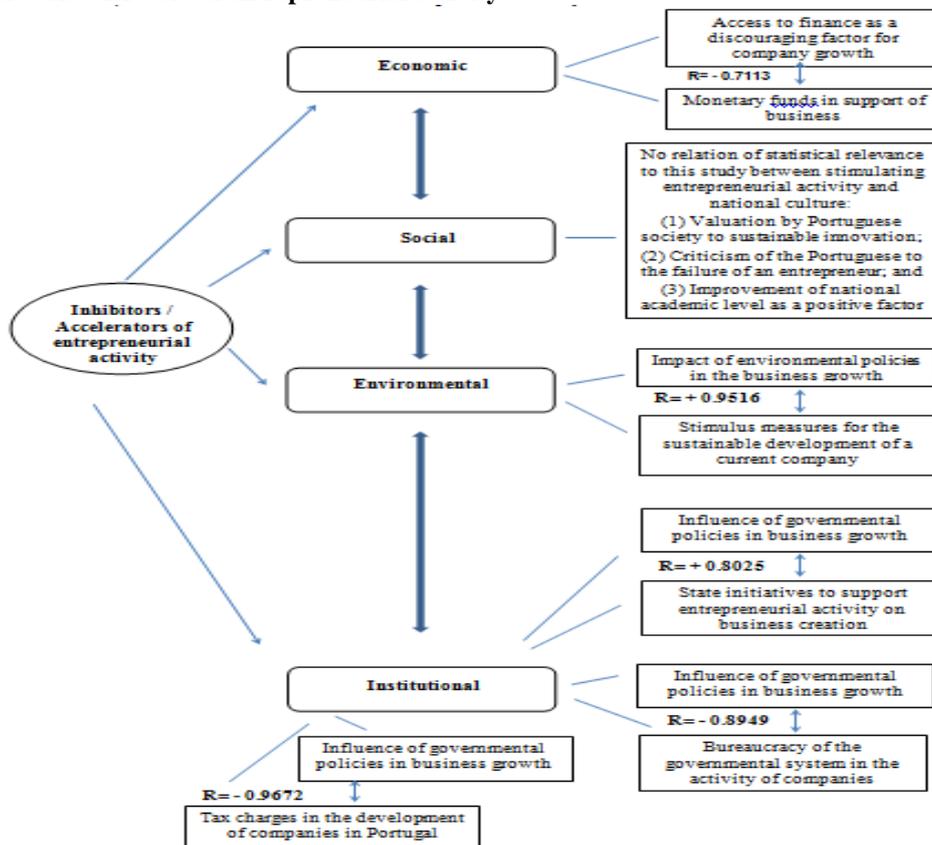
i) Behavioral profile (psychological / cognitions)



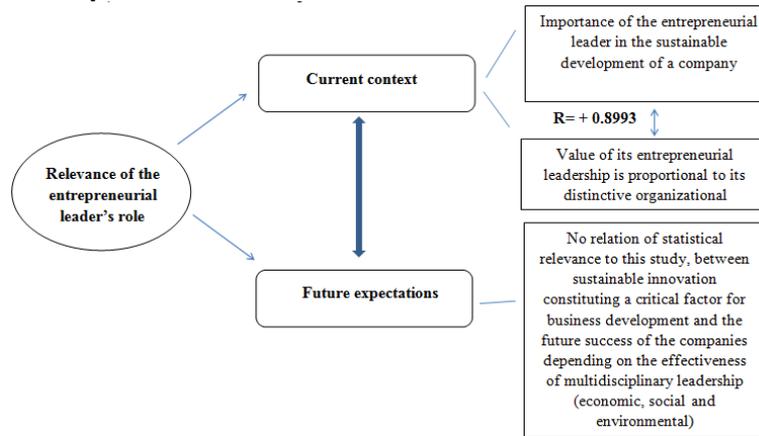
ii) Organizational performance



iii) Inhibitors / Accelerators of entrepreneurial activity



iv) Relevance of the entrepreneurial leader's role



4.4.2 Canonical correlation model

Given the nature of the qualifying data available, we proceeded to its processing through the nonlinear canonical correlation methodology that allowed the determination of the degree of similarity between two or more groups of variables. The objective aimed to represent the maximum variance of the inter-relations between groups of variables in a smaller dimensional space. The final results allowed us to group the variables into four distinct types (clusters):

| Cluster 1 | | | |
|-----------|---|-------------|-------------|
| Variable | | Dimension 3 | Dimension 4 |
| | | - | - |
| Comp21 | Optimism about the future | 1→5 | 1→5 |
| Comp32 | Resistance to possible rejection by others in the defense of their decisions | 1→5 | 5→1 |
| Comp52 | Belief in luck and the help of others to achieve them | 1→5 | 1→5 |
| Comp81 | Creativity | 1→5 | 1→5 |
| Empr61 | Influence of governmental policies in business growth | 5→1 | 1→5 |
| Empr62 | State initiatives to support entrepreneurial activity on business creation | 1→5 | 1→5 |
| Perf042 | Establishment of the company arises from the sense of appropriate business idea | 5→1 | 1→5 |
| Perf061 | Company's mission is to create wealth | 1→5 | 1→5 |
| Perf131 | Continuous investment in new technology | 1→5 | 1→5 |

Table 2: Relation between variables of cluster 1 associated with the centroids of the canonical solution.

| Cluster 2 | | | |
|-----------|---|-------------|-------------|
| Variable | | Dimension 1 | Dimension 2 |
| | | + | - |
| Comp22 | Predisposition to take risks | 1→5 | 1→5 |
| Comp31 | Self-determination in the implementation of own actions | 1→5 | 1→5 |
| Comp41 | Propensity to change something they do not like | 5→1 | 1→5 |
| Comp61 | Practice of new ideas | 1→5 | 1→5 |
| Empr11 | Access to finance as a discouraging factor for company growth | 1→5 | 1→5 |
| Empr51 | Impact of environmental policies in the business growth | 1→5 | 1→5 |
| Empr52 | Stimulus measures for the sustainable development of a current company | 1→5 | 1→5 |
| Lider2 | Value of its entrepreneurial leadership is proportional to its distinctive organizational | 1→5 | 1→5 |

| | | | |
|---------|--|-----|-----|
| | performance | | |
| Perf062 | Company's main purpose is to generate value | 1→5 | 1→5 |
| Perf082 | Company's leadership is characterized by frequent sharing of opinions with employees | 1→5 | 1→5 |
| Perf092 | Company is an organized structure | 1→5 | 1→5 |
| Perf102 | Employees' valuation by their merit | 1→5 | 1→5 |
| Perf182 | Presentation of financial difficulties by business partners due to the global economic conjuncture | 1→5 | 1→5 |

Table 3: Relation between variables of cluster 2 associated with the centroids of the canonical solution.

| Cluster 3 | | | | |
|------------------|--|--------------------|--------------------|--------------------|
| Variable | | Dimension 2 | Dimension 3 | Dimension 4 |
| | | - | + | - |
| Comp42 | Certainty of completion of difficult tasks | 1→5 | 1→5 | 1→5 |
| Comp62 | Interest in competing with others | 1→5 | 1→5 | 1→5 |
| Comp82 | Interest in sharing ideas and beliefs | 1→5 | 1→5 | 1→5 |
| Comp92 | Good coexistence with different opinions | 1→5 | 1→5 | 1→5 |
| Empr12 | Monetary funds in support of business | 1→5 | 1→5 | 1→5 |
| Perf021 | Family business | 1→5 | 1→5 | 1→5 |
| Perf022 | Its origin is of own creation | 1→5 | 1→5 | 5→1 |
| Perf041 | Establishment of the company arises from the need for personal fulfillment | 1→5 | 1→5 | 1→5 |
| Perf072 | Company's central objective is the sustainability – economic, social and environmental | 1→5 | 1→5 | 1→5 |
| Perf081 | Company is characterized by an administration aware of social responsibility | 1→5 | 1→5 | 1→5 |
| Perf132 | Innovation as a critical success factor in the company | 5→1 | 1→5 | 1→5 |
| Perf181 | Reduction of investment in the company due to the global economic conjuncture | 5→1 | 1→5 | 5→1 |

Table 4: Relation between variables of cluster 3 associated with the centroids of the canonical solution.

| Cluster 4 | | | |
|------------------|--|--------------------|--------------------|
| Variable | | Dimension 1 | Dimension 2 |
| | | + | + |
| Empr72 | Bureaucracy of the governmental system in the activity of companies | 1→5 | 1→5 |
| Empr82 | Tax charges in the development of companies in Portugal | 1→5 | 1→5 |
| Lider1 | Importance of the entrepreneurial leader in the sustainable development of a company | 1→5 | 1→5 |
| Perf101 | Company with qualified human resources | 1→5 | 1→5 |
| Perf142 | Company defines itself by its good relations with business partners | 1→5 | 1→5 |

Table 5: Relation between variables of cluster 4 associated with the centroids of the canonical solution.

The inference obtained by the correlation of the different variables associated with the centroids of the canonical solution allows the construction of an interpretive synopsis, which epitomizes 4 typologies of entrepreneur and its environment, defined by the statistical analysis.

V. CONCLUSIONS

The literary and empirical understanding of the different approaches addressed in the context of sustainable entrepreneurship developed in this case study, allow us to conclude:

1. A multidimensional hegemony pattern, based on 4 types of entrepreneurs and surrounding environment;
2. The afference of limitations to its study, at literature review and empirical research level;

3. The outlining of future development strategies of sustainable entrepreneurship, in its statistical and conceptual dimension.

The interpretive synopsis of statistical inference obtained by the canonical correlation model developed comprises the central relations between the different variables observed that attested relevance to this case study, illustrated in the following table:

| Entrepreneur and Environment Type I | Entrepreneur and Environment Type II | Entrepreneur and Environment Type III | Entrepreneur and Environment Type IV |
|--|--|---|--|
| <p>I.I Behavioral Profile:</p> <ul style="list-style-type: none"> - Motivation: Optimism. - Trust in their decision process: I.I.I Entrepreneurs who always stand up to their decisions; I.I.II Entrepreneurs whose power of decision is affected by the possibility of rejection . - Creativity: New ideas. | <p>II.I Behavioral Profile:</p> <ul style="list-style-type: none"> - Propensity to risk: Enjoys taking risks. - Trust in their decision process: II.I.I Entrepreneurs that change undesirable situations; II.I.II Entrepreneurs evidencing uncertainty in changing undesirable situations. - Perseverance and adaptability: Trust in luck and support of others in the accomplishment of difficult tasks. - Autonomy: Enjoy change. - Proactivity and initiative: Practice of new ideas. | <p>III.I Behavioral Profile:</p> <ul style="list-style-type: none"> - Internal control locus, planning, persistence, perseverance and adaptability: Certainty of accomplishment difficult tasks. - Competitive Aggressiveness: Enjoys competitiveness. - Sociability: Enjoys sharing ideas and different opinions. | <p>IV.I Inhibitors / Accelerators of Entrepreneurial Activity:</p> <ul style="list-style-type: none"> - Institutional: Excessive bureaucracy of the governmental system and high tax charges. |
| <p>I.II Organizational Performance:</p> <ul style="list-style-type: none"> - Organizational Motivation: I.II.I Entrepreneurs believe that the company's origin was based on an appropriate business idea; I.II.II Entrepreneurs consider that an appropriate business idea was not the reason for the company's origin. Both entrepreneurs consider that the company's mission is to create wealth; - Organizational Capacity: Continuous bet on technology. | <p>II.II Inhibitors / Accelerators of Entrepreneurial Activity:</p> <ul style="list-style-type: none"> - Economic: Difficult access to finance. - Environmental: Environmental policies are barriers to business growth. - Institutional: Measures to encourage sustainable development are positive. | <p>III.II Inhibitors / Accelerators of Entrepreneurial Activity:</p> <ul style="list-style-type: none"> - Economic: Insufficient monetary funds to support companies. | <p>IV.II Relevance of the Entrepreneurial Leader's Role:</p> <ul style="list-style-type: none"> - Current Context: Entrepreneurial leader's role has a central importance in the sustainable development of a company. |
| <p>I.III Inhibitors / Accelerators of Entrepreneurial Activity:</p> <ul style="list-style-type: none"> - Environmental: I.III.I Entrepreneurs believe that government | <p>II.III Relevance of the Entrepreneurial Leader's Role:</p> <ul style="list-style-type: none"> - Current Context: Value of entrepreneurial leadership is proportional to its differentiated | <p>III.III Organizational Performance:</p> <ul style="list-style-type: none"> - Organizational Motivation: III.III.I Entrepreneurs which created their own | <p>IV.III Organizational Performance:</p> <ul style="list-style-type: none"> - Organizational Capacity: Human resources are qualified and the company is characterized by the |

| | | | |
|---|--|---|---|
| <p>policies do not encourage entrepreneurial growth; I.III.II Entrepreneurs believe that government policies do not influence entrepreneurial growth. Both entrepreneurs consider that state initiatives to support the entrepreneurial activity are important.</p> | <p>performance.</p> <p>II.IV Organizational Performance:</p> <p>– Organizational Motivation: Main business purpose is to generate value.</p> <p>– Organizational Capacity: Participative leadership strategy, organized business structure, employee enhancement by merit and weakened economic situation of business partners.</p> | <p>company;</p> <p>III.III.II Entrepreneurs whose company was originated in its family predecessors;</p> <p>Family business, originated by the need for personal fulfillment and with the central goal of sustainability (economic, social and environmental).</p> <p>– Organizational Capacity:</p> <p>III.III.III Entrepreneurs consider that innovation is a critical success factor in the company;</p> <p>III.III.IV Entrepreneurs consider that innovation is not a critical success factor in the company;</p> <p>Administration aware of social responsibility.</p> <p>– Environment:</p> <p>III.III.V Entrepreneurs state that the global economic conjuncture led to a reduction of investment in the company;</p> <p>III.III.VI Entrepreneurs state that the global economic conjuncture did not reduce the investment in the company.</p> | <p>good relations with partner companies of business.</p> |
|---|--|---|---|

Table 6: Interpretive synopsis of 4 entrepreneur typologies and surrounding environment

The four entrepreneur typologies converge for a common meaning of sustainability.

In terms of limitations to this case study, with particular relevance for future research, the following are highlighted: 1) Exiguous empirical evidence related to the concepts of sustainable entrepreneurship and its applicability in organizations; 2) Dissimilarity of concepts and approaches within the definition of entrepreneurship, organizational performance and sustainability.

Regarding future development strategies of sustainable entrepreneurship, the following are highlighted:

1. Statistical Dimension: Model deepening, intervening causal connection assumptions;
2. Conceptual Dimension: Confluence for the implementation of interventive measures adjusted in multiple fields of action: 1) Educational support programs, useful in policy and funding solutions, adjusted to market needs; 2) Simplification of the business legislative system bureaucracy; 3) Reduction of tax charges applicable to businesses; 4) Creation of an educational and organizational entrepreneurship plan; and 5) Promotion of an intra- and inter-organizational culture oriented to sustainable development.

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