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# The Moderator Role of Generations X and Y in the Effect of Resource Dependency Management Strategy on Corporation Entrepreneurship: Ankara OSTİM Industry Case

*Kaynak Bağımlılığını Yönetme Stratejisinin Şirket Girişimciliğine Etkisinde X Ve Y Kuşaklarının Düzenleyici Rolü: Ankara OSTİM Sanayi Örneği*

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## ÖZET

The purpose of this study is to determine whether the "X-Y" generations have a moderator role in the relationship between resource dependency management and corporate entrepreneurship. Within the research scope, the question "Do generations X and Y have a moderator role in the effect of resource dependency management strategies on corporate entrepreneurship" is tried to be answered. The research is designed according to the quantitative research method. Research data were obtained by simple random sampling method in the sample of family business managers (Generations X - Y) operating in Ankara OSTİM Industrial Zone Manufacturing Sector. In analyzing the data, descriptive analysis and difference and relationship tests were performed using AMOS and SPSS programs. According to the findings obtained from the analysis of the research data, it was determined that there is a positive relationship between the strategy of managing resource dependency and corporate entrepreneurship and that the strategy of managing resource dependence has a positive effect on corporate entrepreneurship. On the other hand, the X and Y generations' moderator role in the relationship between these two variables has been determined. As a result, the strategy of managing resource dependency strengthens corporate entrepreneurship, and it has been determined that the X generations have a higher perception than the Y generation in this interaction.

## ABSTRACT

Bu araştırmanın amacı, kaynak bağımlılığını yönetme stratejisi ile şirket girişimciliği ilişkisinde "X-Y" kuşaklarının düzenleyici rolünün olup olmadığı belirlenmeye çalışılmıştır. Araştırma kapsamında "Kaynak bağımlılığını yönetme stratejilerinin şirket girişimciliğine etkisinde X ve Y kuşaklarının düzenleyici rolü bulunmakta mıdır" sorusu cevaplandırılmaya çalışılmıştır. Araştırma nicel araştırma yöntemine göre tasarlanmıştır. Araştırma verileri Ankara OSTİM Sanayi Bölgesi imalat sektöründe faaliyet gösteren aile işletmeleri yöneticileri (X – Y Kuşakları) örnekleminde basit tesadüfi örneklem yöntemiyle elde edilmiştir. Verilerin analizinde AMOS ve SPSS programları kullanılarak betimsel analizler ile fark ve ilişki testleri yapılmıştır. Araştırma verilerinin analizinde elde edilen bulgulara göre kaynak bağımlılığını yönetme stratejisi ile şirket girişimciliği arasında pozitif yönde ilişki olduğu, kaynak bağımlılığını yönetme stratejisinin şirket girişimciliği üzerinde pozitif yönlü etkisinin bulunduğu belirlenmiştir. Diğer yandan bu iki değişken arasındaki ilişkide X ve Y kuşaklarının düzenleyici rolü belirlenmiştir. Sonuç olarak kaynak bağımlılığını yönetme stratejisi şirket girişimciliğini güçlendirmekte ve bu etkileşimde X kuşaklarının Y kuşaklarına göre daha yüksek algıya sahip oldukları belirlenmiştir.

It is known that the most basic purpose of organizations in their establishment is to generate profit. On the other hand, it is impossible to find an organization founded today and wants to suspend or terminate its activities after a certain period. At this point, it is seen that the organizations' second establishment aims are also sustainable. Especially in today's business

world, where competitors are getting stronger, organizations need to reach critical resources. On the other hand, organizations' failure to access resources or continue their activities with fewer resources may cause their competitive advantages to disappear. In this context, dependence on critical resources can be seen as a problem in organizations. In this context, resource dependency tries to find answers to organizations' problems in reaching critical resources in general in the relevant literature.

Within the research scope, strategies for managing resource dependency are discussed, and the effects of these strategies on corporate entrepreneurship are examined. On the other hand, this interaction is considered within the scope of family businesses. Studies addressing resource dependency at entrepreneurship and organization level in the literature (Özkoç and Batman, 2012; Sharma, 2013; Kisaka and Anthony, 2014; Tepthong, 2014; Karademir, 2015; Qian et al., 2016; Chambers and Munemo, 2019; Roundy and Bayer, 2019; Pla-Barber et al., 2021; Yılmaz and Karademir, 2021), although it is seen that these studies are quite limited, no study has been found in the family business sample and addressing the interactions between generations. In this context, it is thought that the research will contribute to the literature.

In the research, an application was made for family business managers. In this context, the research's main problem is that family businesses encounter their dependency on their resources because managing resource dependence negatively affects organizations. In this context, the research's main purpose is; To examine the effect of resource dependency management strategies on corporate entrepreneurship. The research's main question was determined as "Do generations X and Y have a moderator role in the effect of resource dependency management strategies on corporate entrepreneurship." The main reason family business managers are considered within the study's scope is that family businesses' main problems are sustainability. In this context, it is known that the most important factor in the sustainability problem of family businesses is the difficulty of reaching critical resources. The transfer of management and ownership from generation to generation in family businesses also facilitates the study of Generation X research (born before 1980) and Generation Y (born between 1980-2000).

## 1. RESOURCE DEPENDENCY THEORY

The environment in which organizations operate is complex and dynamic. The organization, which wants to make its activities sustainable, must closely follow the changes and developments in the environment and change their structure and processes. By making some changes in its structure and processes, the organization can achieve harmony with the environment, which can be observed in all environmental adaptation approaches (Koçel, 2015, p.414-415). The dependency theme is emphasized in the vast majority of efforts to define power in mainstream organizational studies. In this sense, Resource Dependence Approach; provides a fertile ground for understanding and interpreting power within the organization's context (Dikili, 2014, p.154). The foundation of the resource dependency theory, which increased the importance and power of organizations between 1950 and 1970, was laid by Thompson in 1967, and Pfeffer and Salancik developed this theory in 1978 (Meydan, 2012, p.163). The resource dependency theory, which especially deals with resources outside the organization (Meydan, 2010, p.22), predicts that organizations need resources to sustain their lives and not create these resources themselves. They will obtain them from the environment, and that other organizations want to have the same resource in the environment (Pfeffer and Salancik, 2003). Resource dependency theory; is based on an open system; organizations cannot provide resources by themselves, and that there are resources or resources that the organization constantly needs and must provide; These are necessitated to provide from outside (Eğilmez, 2011, p.17). The sources focused here are sources outside the organization. Organizations also aim to secure these resources' flow and reduce uncertainty in the environment (Oliver, 1997). Organizations achieve their goals and stand; It should manage the capital, labor force, and organizational resources it has and should have (Hüseyinkioğlu, 2009, p.26). Simultaneously, as the part of the resources supplied by other organizations increases, the dependency on these organizations increases. Accordingly, critical, scarce, scarce organizations have no substitutes and have valuable resources have more power (Barney, 1991, p.100). Resource dependence theorem in the literature; Inter-organizational relations, environmental strategies, intra-organizational relations, power, and dependence exist with organizations' entrepreneurial and shaping status (Özder, 2011, p.24). Pfeffer and Salancik (2003) mention three basic ideas that make the resource dependency approach different in their proposition. These; resource dependence, external social constraints, and organizational adaptation.

In the resource dependency approach, it is an approach that organizations make efforts to protect their resources against their frontiers and try to explain the behavior of organizations towards the environment (Hillman et al., 2009). It is significantly similar to the contingency approach that emerged in the middle of the 20th century. This situation draws attention to the importance of organizations' environment actively rather than dealing only with organizations' internal structure (Üsdiken, 2005).

## 2. RESOURCE DEPENDENCY MANAGEMENT STRATEGIES

Pfeffer and Salancik (1978) and Kotter (1979) strategies for managing resource dependency; determined as domain selection, controlling who operates in the chosen domain and how, establishing beneficial relationships with external factors and organizational design (Yılmaz and Karademir, 2021, p.124). Özkoç and Batman (2012) stated that there are three different strategies in measuring the resource dependency management strategies; It states that there are influence and control strategies, external linking, and organizational design. These strategies are listed below (Kotter, 1979; Özkoç and Batman, 2012; Yılmaz and Karademir, 2021);

- **Impact and Control Strategies:** In this strategy, which is defined as a way of managing the dependence of organizations on the external environment, determine products or services, how they will provide them, and to whom. Organizations can further develop their sphere of influence by seeking environmental actors for whom external dependency is easy to manage. Organizations face little environmental dependency due to the lack of competitors and regulators in their external environment, and in this context, they gain significant power over customers and suppliers.
- **Strategy for Building External Connections:** It is known that organizations have external dependencies. In order to reduce this link, they should establish relationships with external environmental factors and alternative sources. In this case, organizations attach importance to promotional activities, establishing individual connections, providing employment from the external environment, creating an external linkage strategy, such as forming a coalition.
- **Organizational Design Strategy:** In this strategy to reduce dependence by adapting to the external environment, separate sub-units are formed to deal with external resources.

### 3. CORPORATION ENTREPRENEURSHIP

The concept of entrepreneurship, first used by the French economist Say, refers to the verb meaning to undertake (Covin and Slevin, 1989). It is traditionally considered an individual effort that transforms a vision into a successful business enterprise (Stopford and Baden-Fuller, 1994). An entrepreneur is traditionally defined as a person who brings together production factors such as natural resources, capital, and labor and activates them (Tuncer et al., 2008). Corporation entrepreneurship provides many gains by enabling effective use of internal resources, creating more accurate approaches in the market, and being more innovative, proactive, and taking risks (Kaya and Arkan, 2005, p.8). According to Drucker (2014), entrepreneurship is an innovative activity that combines existing resources with the capacity to generate new wealth. Lumpkin and Dess (1996) defined corporate entrepreneurship as "new entry," which refers to entering new or established markets for the first time with new or existing products/services. According to Covin and Slevin (1991), entrepreneurial behaviors and product service innovations exhibited at the firm level refer to taking risks and acting proactively.

On the other hand, Kuratko et al. (1990) state that corporation entrepreneurship expresses starting a new business and being organizational. Corporation entrepreneurship aims to develop new technologies in a specific field and to establish partnerships to develop new businesses based on these technologies, to invest in start-up companies in order not to take on all the risks arising from corporate entrepreneurship, to make joint ventures to reach new technologies, to enter new markets, to enter new markets. It also includes limited partnership methods to venture capital companies to be aware of technologies and markets (Markham et al., 2005, p.50). According to many authors, corporate entrepreneurship states that the organization is proactive, innovative, and takes risks (Miller, 1983; Zahra, 1991; Barringer and Bluedorn, 1999).

By emphasizing the developments in technology with innovation, product and service innovation is created, reflecting the tendency to engage in activities resulting in new ideas and experiences that may result in new processes, products, or services (Antonicic, 2007, p.311; Moriano et al., 2014, p.105; Müller et al. 2020). Since entrepreneurship includes developing existing products or new product development and new production methods and procedures, innovation is an important part of organizational innovation (Antonicic and Hisrich, 2001; Vargas-Halabi et al., 2017, p.498). Although taking risks is the sum of the resources that entrepreneur companies can lose due to their desire to take advantage of opportunities to gain competitive advantage, it can tolerate a certain amount of risk, despite being aware of the risk. Proactivity is the behavior of pioneering and active companies that can detect the future demands of the environment, respond to these potential demands before competitors, and predict that they can change the environment. At the core of the entrepreneur is the drive to take action to seize the opportunities. Therefore, to anticipate future demands and act by taking advantage of opportunities, businesses need to carry out intensive environmental scanning. So, it would be appropriate to expect passive or reactive enterprises' performance in these matters to be lower (Erçan et al., 2005; Alpkan et al., 2011; Verzat et al., 2017).

### 4. METHODOLOGY

#### 4.1. Research Design

Research is research designed according to the quantitative research method. The research was conducted according to cross-sectional scanning, one of the general survey models (Fraenkel and Wallen, 2008). In the research, generations X and Y's

moderator role in the relationship between resource dependency management strategies and corporate entrepreneurship was examined.

#### 4.2. Participants and Sampling

The data were collected from a sample of family business managers operating in the OSTIM Industrial Zone manufacturing sector in Ankara (Turkey) to answer the research question. According to the random sampling method, the sample determined includes 225 (110 X generation 115 Y generation) managers. The random sampling technique was chosen because every possible unit of the universe's elements will occur in the sample with equal probability.

#### 4.3. Data Collection Instruments

In order to collect research data, the "Tendency to Manage Resource Dependence Scale" with 20 items developed by Özkoç (2009) and "Corporate Entrepreneurship Scale" with 21 items developed by Ermiş (2007) were used.

#### 4.4. Measurement Model and Hypotheses

In this research, the following models and hypotheses have been developed considering that managing resource dependency and corporate entrepreneurship will interact positively. The model assumes that the X generation and Y generations will perform a moderator function. In the model, "resource dependency management strategies," the independent variable "corporate entrepreneurship" is considered as the dependent variable and "X-Y generations" as a moderator variable.

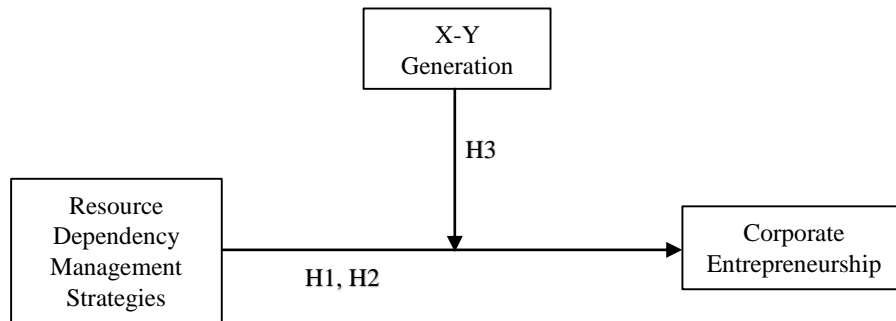


Figure 1. Research Model

In line with the research model, the following hypotheses have been developed;

H1: There is a positive and significant relationship between managing resource dependency and corporate entrepreneurship.

H2: The resource dependency management strategies have a positive effect on corporate entrepreneurship.

H3: In the relationship between resource dependency management strategies and corporate entrepreneurship, generation X and Y managers have a moderator role.

#### 4.5. Validity and Reliability of Research

Within the scope of the research, firstly, reliability analyzes of the scales were made. The values of  $\alpha = 0.847$  to manage resource dependency scale and  $\alpha = 0.857$  for the corporate entrepreneurship scale were obtained. These values show that the scales are reliable. Confirmatory factor analysis (CFA) was applied to the measurement model to determine the reliability and validity of resource dependency management strategies and corporate entrepreneurship scales in the research model. According to the CFA result, the fit indices  $\chi^2/DF$ , GFI, NFI, CFI, TLI, RMSEA values, good fit indices, and validity values are shown in Table 1.

Table 1. Model-Data Fit Values

Data-Model Fit Indices	Acceptable Indices	Single Factor Model Indices
Chi-Square ( $\chi^2$ ) = 862,58		Chi-Square ( $\chi^2$ ) = 1688,48
DF= 554, $p < 0.01$		DF= 779
GFI= 0.901	GFI>0.90	GFI= 0.421
NFI= 0.936	NFI>0.90	NFI= 0.350
CFI= 0.946	CFI>0.90	CFI= 0.447
TLI= 0.931	TLI>0.90	TLI= 0.439
RMSEA= 0.051	RMSEA<0.08	RMSEA= 0.107
$\chi^2/DF$ = 1.557	$\chi^2/DF < 5$	$\chi^2/DF$ = 2.168

Resources: Hu and Bentler, 1999; Munro, 2005; Schreiber et al., 2006; Hooper et al., 2007; Schumacker and Lomax, 2010; Waltz et al., 2010; Wang and Wang, 2019.

According to the 2-factor model specified in Table 2, it is seen that the value of  $\chi^2$  is significant ( $p < 0.01$ ). Besides,  $\chi^2/DF$  value (1.557) below 5 indicates that the model meets the fit criteria. It is seen that the data are consistent in terms of GFI = 0.90, CFI = 0.946, NFI = 0.936, TLI = 0.931 and RMSEA = 0.051. The comparative harmony table between the single-factor model and the multi-factor model is given in Table 1. As a result of CFA, the "Chi-Square Difference Test" was applied to determine the difference between the two-factor model (self-efficacy perception and decision-making strategy) and the one-factor model in terms of fit, and it was found that the difference between  $\chi^2$  values was significant. According to this result, it was determined that there was no common method deviation in the data (MacKenzie and Podsakoff, 2012). According to this finding, it was concluded that the 2-factor model data were compatible.

Among the scale questions considered within the scope of the analysis, the 2, 4, 14, 16, and 20 questions of the tendency to manage resource dependence scale and the second question of the corporate entrepreneurship scale were excluded from the analysis because the factor loads were less than 0.5. In the study, divergence and convergence differential validity analyses were conducted to determine the variables' values by measuring the scale expressions. In this framework, it was observed that all variables of the validity-oriented structure of a model that was investigated showed low correlation with other variables, providing the convergent validity, which showed a high correlation with the discriminant validity (Table 2).

**Table 2.** Average, Standard Deviation, Reliability and Correlation Values of the Variables

Variables	Mean	SD	CR	AVE	1	2
1. Resource Dependency Management Strategies	3.95	.834	.873	.641	-	
2. Corporate Entrepreneurship	4.10	.813	.845	.624	.679**	-

Note: SD, Standard Deviation; \*Significant at 0.05 level (bi-directional), \*\* Significant at 0.01 level (bi-directional)

In Table 2, the convergence validities for the data obtained in the research scales are indicated according to the AVE (Average explained variance) values. According to Kline (2015), for a research model to provide convergent validity, the correlation level between scales must be found. The fact that the AVE values of the research model are higher than 0.5 indicates that the relevant items are valid in the implicit variable. As shown in Table 2, convergence validity is provided with AVE values higher than 0.5 (Fornell and Larcker, 1981; Hu and Bentler, 1999; Abubakar et al., 2016). To determine discriminative validity, the correlation value between scales should be less than 0.80 (Kline, 2015). The correlation values between the study variables are lower than 0.80, and the significant relationship shows that the divergence discriminant validity is provided. However, Hair et al. (2006), the standardized factor loadings must be higher than 0.5 to be compatible with the research model. The standardized factor loadings of the research scale expressions range from 0.557 to 0.756. The parametric test t values of these factor values between 5.711 and 10.056 show that the research model adapts.

## 5. RESULTS

### 5.1. Demographic Findings

The study participants' demographic information, such as gender, marital status, education level, age, and X-Y generation, are explained in Table 3.

**Table 3.** Demographic Findings

Gender	Frequency (n)	Percent (%)	Marital Status	Frequency (n)	Percent (%)
Female	73	32,4	Single	101	44,9
Male	152	67,6	Married	124	55,1
Age	Frequency (n)	Percent (%)	Education Status	Frequency (n)	Percent (%)
20-30	38	16,9	High school	62	27,6
31-40	72	32,0	License	120	53,3
41-50	34	15,1	Postgraduate	43	19,1
51-60	63	28,0	Generation	Frequency (n)	Percent (%)
51 - above	18	8,0	X	110	48,9
			Y	115	51,1
Total	225	100,00	Total	225	100,00

32.4% of the participants are women, and 67.6% are men. 44.9% of the participants are single, and 55.1% are married. It is observed that the participants are mostly between the ages of 31-40. According to their education level, 27.6% of the participants are high school graduates, 53.3% are license graduates, and 19.1% are postgraduate. 48.9% (110) of the participants are from generation X, and 51.1% (115) are from generation Y.

### 5.2. Testing Research Hypotheses

Pearson Correlation analysis was applied to test the research hypotheses. In this analysis, a positive and significant relationship ( $r = .195$ ,  $p < .001$ ) was found between resource dependency management strategies and corporate entrepreneurship (Table 2). When the correlation values are examined, it is seen that there are significant relationships between variables. The *H1 hypothesis is supported*.

In order to test the second hypothesis of the research, the structural equation model was applied to the research data. Table 4 shows the direct impact results as a result of the Structural Equation Model analysis.

**Table 4.** Direct Impact

Variables	B	t	SE	P
Resource Dependency Management Strategies - Corporate Entrepreneurship	.889	28.364	.031	***

Note: SE, standard error; Significant at \*0.05, \*\*0.01, \*\*\*0.001 level (bi-directional)

Table 4 shows that resource dependency management strategies have a positive and significant effect on corporate entrepreneurship ( $\beta = .889$ ,  $t = 28.364$ ,  $p < 0.001$ ). According to this result, it was seen that self-efficacy perception positively affected the decision-making strategy. The *H2 hypothesis is supported*.

In the third hypothesis of the study, the structural equation model was applied for the old Y generation's moderator role and the new Y generation (Table 5).

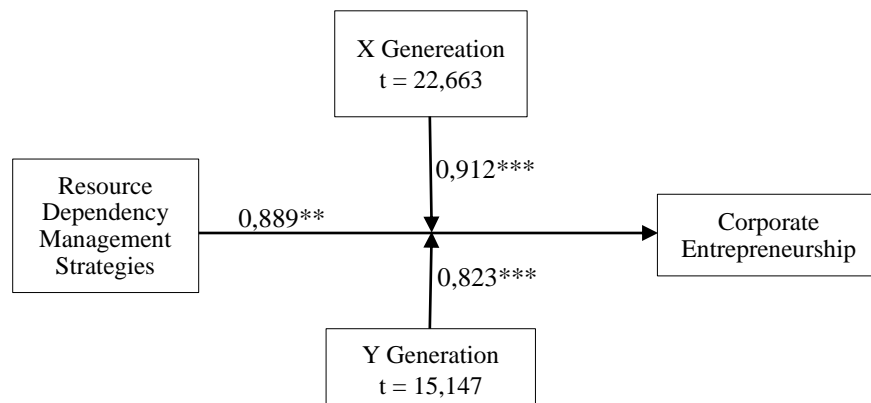
**Table 5.** Moderate impact results for X and Y generations

Variables	X Generation (n = 105) $\beta(t)$	Y Generation (n = 110) $\beta(t)$	p
Resource Dependency Management Strategies – Corporate Entrepreneurship	.912 (22,663)	.823 (15,147)	***

Note:  $\beta$ , Standard Beta; S.H, Standard Error; \* Significance at  $p < 0.1$  (two-sided)  $t \geq 2.71$ , \*\* Significance at  $p < 0.05$  (two-sided)  $t \geq 3.84$ , \*\*\* Significance at  $p < 0.01$  (two-sided)  $t \geq 6.63$

According to Table 5, between the resource dependency management strategies and corporate entrepreneurship, generations X ( $\beta = 0.912$ ;  $t = 22.663 > 6.63$ ;  $p < 0.01$ ) and Y ( $\beta = 0.823$ ;  $t = 15.147 > 2.71$ ;  $p < 0.01$ ) is seen. According to this result, it is concluded that the old Y generation has 1.5 times more moderator effect than the new Y generation in the relationship between self-efficacy and decision-making strategy. The *H3 hypothesis is supported*.

According to the research findings, self-efficacy had a significant positive effect on the decision-making strategy, while the old Y generation's moderator effect and the new Y generation was determined in this interaction (Figure 2).



**Figure 2.** Research model results

## 6. CONCLUSION

Strategies to manage resource dependency are important for organizations to maintain their sustainability and compete against their competitors. Research A research has been conducted for enterprises operating in the Ankara province OSTİM Industrial Zone in the manufacturing sector. There is a significant positive difference between resource dependency management strategies and corporate entrepreneurship ( $p < .001$ ). It was also determined that managing resource dependency strategies positively affects corporate entrepreneurship ( $p < 0.001$ ). Karademir (2015), in his research on the textile industry, determined that resource dependency management strategies have a positive effect on corporate entrepreneurship. Yılmaz and Karademir (2021) determined in their research in the Istanbul textile sector that resource dependency management

strategies positively affect financial performance. Tepthong (2014) determined that social entrepreneurship increases performance in organizations within the scope of resource dependency. Findings in the literature and findings obtained as a result of the research show similarities. On the other hand, in the research, it was determined that the X ( $t = 22.663 > 6.63$ ;  $p < 0.01$ ) and Y ( $t = 15.147 > 2.71$ ;  $p < 0.01$ ) generations have a moderator role in the relationship between resource dependency management strategies and corporate entrepreneurship. In other words, it has been determined that the perceptions of managing resource dependency and corporate entrepreneurship are 1.5 times more than the generations X are. No research has been found to compare this finding in the literature.

Within the scope of the research, it was concluded that resource dependency management strategies strengthen corporate entrepreneurship. According to this finding, it is seen that organizations that can manage resource dependency can also be successful in entrepreneurship activities and perform entrepreneurial activities positively. On the other hand, it was concluded that resource dependency management strategies also strengthen the proactivity, innovation, and risk-taking dimensions that form the corporate entrepreneurship scale. Another finding of the study, the moderator role of generations X and Y, is that generation X individuals' strategies of managing resource dependency and corporate entrepreneurship perceptions are stronger than generations Y.

In this research, it is limited to examine whether the X-Y generations have a moderator function in the effect of resource dependency management strategies on corporate entrepreneurship. The research is limited to managers of family businesses operating in manufacturing sectors in Ankara. The research can be repeated with resource dependency management strategies and other organizational subject variables in different samples. On the other hand, it can be looked at whether managers' gender also plays a moderator role. Since the research subject can be better understood and the subject is an organizational theory, determining a mixed research method supported by qualitative researches and repeating it in different samples is also a suggestion for future research.

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