The Role of National Culture on Entrepreneurship: An Assessment on the Entrepreneurial Culture of Turkey

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Entrepreneurship constitutes the most important dynamic of economic growth and development. With growing importance all over the world, entrepreneurship is also closely related to the social and cultural structure of a society. As the culture is a remarkable element of entrepreneurship and entrepreneurial environment, a country desiring to promote the development of entrepreneurship and emergence of more entrepreneurs would need a culture supporting entrepreneurship. Entrepreneurship is discussed in cultural context and the role of national culture in entrepreneurship is analyzed in the study. In this framework, cultural characteristics and entrepreneurial culture of Turkey are evaluated.

Keywords: Entrepreneurship, Entrepreneurial Culture, National Culture.

Introduction

Entrepreneurs undertaking important roles for the development of social life and revival of economic life have gained more importance after the notion of dynamic entrepreneurs by Schumpeter. Dynamic entrepreneurs ensuring the transition from industrial society to information society have also become a highly important element of economic growth process in information society. Thus, the basis of the entrepreneur’s strength in modern societies is the capacity of making innovation and transforming these innovations into concrete products while performing the main function of constantly realizing innovations. The importance attached to entrepreneurship has increased particularly after the Global Crisis in 2008 and taken place in the prescription of international organizations to overcome the crisis. Entrepreneurship has also been specified as one of the most effective methods for the unemployment that increased particularly during the crisis to go back to the levels before crisis. The culture affecting the attitudes and perceptions regarding entrepreneurship is in the position of values reflected on doing business and entrepreneurship. The cultural environment of a country plays an effective role in shaping and development of entrepreneurial identity and behavioral patterns. Social and cultural values of a country are the determiners for the development and proliferation of entrepreneurship in the country. In this regard, it is a necessity to create a society giving importance to the values concerning the entrepreneurship and encouraging the entrepreneur. In this study, national culture and its classification are discussed and the role of national culture in entrepreneurship is analyzed. Besides, the cultural characteristics and entrepreneurial culture of Turkey is evaluated.
National Culture

Hofstede refers to culture as “the collective programming of the mind which distinguishes the members of one human group of people from another and includes systems and values” (Hofstede et.al, 2004: 171). Cultural values are shaped in the early ages of the individual, are conveyed from one generation to another and tend to turn into long-term behavioral patterns in accordance with the cultural environment.

Culture plays a key role in the formation of individuals’ values, attitudes and behaviors with respect to business in different societies. Cultural values and attitudes vary from one society to another, and within the framework of different values and attitudes, different cultural groups behave differently under similar conditions (Sargut, 2001: 138). Although cultural values vary from one society to another, they can remain stable in one society for a long time. This stability is an outcome of the system of dominant cultural values. Cultures will certainly change in the long term but they shift in formation, thus differences between them remain intact (Hofstede 2001: 34,255).

The most commonly used method in the comparative cultural studies predicates on the classification of nations based on the basic cultural variables. One of the most important studies on this subject is the cultural analysis of Hofstede. In this analysis, cultures are classified on the basis of the dominant values affecting the society. Numerous behavioral studies drew on Hofstede’s study on the conceptualization of national culture, and the culture typology suggested by Hofstede is commonly used in the literature. His comprehensive study on the culture clearly demonstrated the differences among the countries in terms of values, beliefs and roles (Pinillos and Reyes, 2011: 24). Classification of cultural dimensions is of great importance in order to explain the behavioral preferences of individuals in the enterprises (Hayton, George and Zahra, 2002: 34).

Hofstede addresses cultural differences across countries along five dimensions: uncertainty avoidance, individualism–collectivism, power distance, masculinity-femininity and long versus short-term orientation.

- Uncertainty Avoidance: This dimension is a cultural feature with a strong connection with individual attitudes concerning risk and uncertainty and explains to what extent the society tolerates uncertainty. It also implies to what extent the members of the society feel themselves uncomfortable in uncertain circumstances and they avoid of uncertain circumstances. When its members feel themselves threatened in uncertain and unknown situations, that culture is characterized by a high level of uncertainty avoidance. In countries with low levels of uncertainty avoidance, job switches and engaging in activities whose rules are not known are accepted as risks. Tolerance to low level of uncertainty, therefore, points out the willingness of engaging in unknown risks (Hofstede, 2001: 146,148,164).

-Individualism-Collectivism: Individualism shows to what extent the individual self-concept integrates with the group in the society. In individualistic societies, independence is important and individual values and aims are the main determinants of behavior and self-identity. In collectivist societies, on the other hand, group values and aims prevail, individual desires serve group values and self-identity stems from the membership of the group. Individualism is a feature of the societies where the connections among individuals are loose while collectivism is a characteristic of the close-knit societies where people have strong connections as of birth and preserve them for life (Hofstede, 2001: 76,225).

-Power Distance: Power distance dimension which is related to the distribution of power among individuals and organizations of the society shows the degree of acceptance and adoption of the inequalities in this distribution by the members of the society. In the societies where power distance is low, individuals are independent, the inequalities in the society have reduced, the
hierarchy has been constructed in a proper manner, everybody has equal rights and social system can be questioned. In the societies where power distance is high, on the other hand, individuals are interdependent, power is the fundamental reality of the society and those who have power have privileges (Hofstede, 2001: 83,97,107).

-Masculinity-Femininity: This dimension of the culture refers to the roles attributed to the genders in the society. While assertive and competitive group represents masculinity, humble and humanist group represents femininity. In the societies attaching importance to masculine values, people focus on working and such concepts as success, competition and performance are in the forefront. In the societies where feminine values are important, such values as equality, solidarity and harmony come to prominence (Hofstede, 2001: 286,312,318).

-Long versus Short-Term Orientation: In the cultures with a dominant tendency towards long term orientation, determination, prudence, feeling of embarrassment, regulation of relations on the basis of statuses and individual adaptability are important values. People make their investments in the future. On the other hand, in the cultures with a dominant tendency towards short term orientation, individual stability, respect to tradition and neglect of status in relations are listed among the fundamental values. Past and present day are more important than future (Hofstede, 2001: 260,351).

National Culture and Entrepreneurship

Conceptual discussions on the impact of culture on entrepreneurship are present for almost one century now. However, empirical findings on this matter have emerged only recently. The relations among cultural values and beliefs, motives and behaviors concerning entrepreneurship have been frequently addressed in the literature in recent years. Due to its impact on beliefs, motives and behaviors, culture either increases or decreases the impact of institutional and economic conditions on the entrepreneurial activity. Understanding the impact that national culture makes on its own or in interaction with conceptual factors is of great importance in order to figure out how entrepreneurs think and behave (Hayton and Cacciotti, 2013: 708).

Defined as the entirety of common values, beliefs and expected behaviors; culture synchronously reflects and reinforces the political institutions, social and technical systems and values and beliefs that are shaped by these rooted and unconscious common values. Cultural values determine to what extent the society respects such entrepreneurial behaviors as risk taking and independent thinking. Cultures appreciating and rewarding such behaviors encourage the tendency to introduce and develop radical innovations whereas risk taking and entrepreneurial behavior are seen less frequently in the cultures promoting behaviors subject to traditions and rules, group interest and control over the future (Hayton, George and Zahra, 2002: 33).

“Entrepreneurship is a dynamic process of vision, change, and creation. It requires an application of energy and passion toward the creation and implementation of new ideas and creative solutions” (Kuratko, 2014: 5). Entrepreneurship means starting a work, organizing the necessary sources and undertaking the risks and rewards (Daft, 2003: 170). Entrepreneur considers the change as a norm and healthy fact. In general, entrepreneurs don’t directly cause the change; however, they always seek the change, reply and benefit as an opportunity (Drucker, 1993: 27,28). In this regard, entrepreneurship is a way of thought that emphasizes the opportunities more than threats (Krueger JR, Reilly and Carsrud, 2000: 411). Entrepreneurship is a mentality and refers to the process of creating and developing an economic activity by blending sound management and risk taking, creativity and innovation (CEC, 2003: 6). In this respect, entrepreneurs who are willing to take risk and make innovation
due to the fact that uncertainty is a part of economic life should be considered as main actors
coping with the uncertainty in the economy (Wennekers et. al., 2007: 137,138). With respect to
entrepreneurship, culture serves as the conductor and the entrepreneur as the catalyst (Lee and
Peterson, 2000: 403).
Entrepreneurship indicates the motivation and capacity of an individual to determine an
opportunity and to tend towards the above-mentioned opportunity in order to create a new value
or obtain an economic success. The entrepreneurial behaviors exhibit such common features as
being prepared to take risks and independence (CEC, 2003: 5,6). Even though there are
individuals motivated by such factors as an appropriate environment, financial rewards, success
and targets that can be achieved in social, professional and personal terms, a national culture
supporting and encouraging the entrepreneurship is required in order for these conditions or
motives to be included in entrepreneurship (Lee and Peterson, 2000: 403).
Although the impact of culture on entrepreneurship is a generally accepted conviction, a
consensus on the severity and form of this impact has yet to be reached. According to Morrison
who purports that culture substantially determine the attitudes towards entrepreneurship, culture
encompasses motives that initiate and trigger entrepreneurship. For instance, democratic
cultures encourage individuals to try innovations and to make new attempts, and this
couragement reinforces entrepreneurial tendencies in a natural manner. More egalitarian and
democratic societies like North America and Northern Europe, in particular, greatly contribute
to the emergence and progress of entrepreneurial identity. According to a study conducted in
Sweden, although the income level at the early stages of entrepreneurship is typically lower
than the income level in a paid employment, cultural structure promotes entrepreneurship and
motivates individuals for being entrepreneurs (KB, 2014:12).
Values and norms constitute an influential force that controls and directs human behaviors.
Culture shapes cognitive schemas which attribute value and meaning to motivational variables
and guide the choices, commitments and behavioral standards. Thus, since culture, as the
entirety of values peculiar to a specific group and society, will enable that group or society to
evolve and will shape the personal characteristics of individuals; behavioral patterns will vary
from one society to another. Entrepreneurial activity is one of those behaviors varying by
countries due to the differences in the cultural values and beliefs. As culture strengthens
personal characteristics and exclude the others, some cultures become more inclined to
entrepreneurial orientation when compared to other cultures (Mueller and Thomas, 2001:
58,59). Therefore, “entrepreneurial culture is described as one where a positive social attitude
towards personal enterprise is prevalent, enabling and supporting entrepreneurial activity”
Entrepreneurial culture is the combination of personal values, management skills, experiences
and behaviors describing the entrepreneur in terms of entrepreneurial spirit, risk tendency,
innovation capacity and managing the relations of company with the circle. Entrepreneurial
culture is composed of two main components involving the personal quality and cultural
proportion of entrepreneur. Personal quality of entrepreneur represents the management skills
and educational background; and cultural proportion represents behavioral characteristics of
entrepreneur regarding being open to change (Minguzzi and Passaro, 2001: 182-184).
The question concerning the type of the relationship between national culture and
entrepreneurial activity level is shaped by the observations of economists, sociologists and
psychologists on the differentiation of entrepreneurial activity level by countries. Entrepreneurial
activity is regarded as an important source of technological innovation and
economic growth. Hence, understanding the impact of national culture on the entrepreneurship
creates a considerable theoretical and practical value (Hayton, George and Zahra, 2002: 33).
Also, culture influences economic creativity, and economic creativity positively influences
innovation implementation, which positively influences national prosperity (Williams and McGuire, 2010: 409).

Entrepreneurial behavior is related to cultural values and this relation is based on the framework of the cultural dimensions of Hofstede. In highly individualistic cultures (e.g. United States, United Kingdom, Australia), freedom of acting individually and independence are highly appreciated. Therefore, entrepreneurs who display high levels of self-confidence, courage and competence are appreciated and encouraged (Mueller and Thomas, 2001: 59). As a result, cultural dimensions turn into tools used in defining the key aspects of culture which creates a potential for entrepreneurial behavior.

The first wave of research on this subject focused on the impact of national culture on innovation and entrepreneurship while the second wave of research focused on the relation between culture and beliefs, motives and values of entrepreneurs (Hayton and Cacciotti, 2013: 708).

Some researchers assume that cultures where individualism and masculinity are high but uncertainty avoidance and power distance are low offer more opportunities for entrepreneurship. Other factors being equal, entrepreneurship level will reduce as the society moves off this ideal type (Hayton, George and Zahra, 2002: 34). However, individualism-collectivism contrast corresponds to the profound structure of cultural differences. A large number of studies have taken this dimension as basis in order to examine the relation between culture and entrepreneurship (Triandis and Suh, 2002: 140).

Countries with similar economic development levels differ exceedingly in terms of entrepreneurial activity. While some of the developed countries, e.g. Japan, France and Belgium, have low entrepreneurial activity levels, USA, Canada and South Korea have high levels of entrepreneurial activity. Nonetheless, a high entrepreneurial activity level can be seen in developing countries as well, e.g. Thailand and India. Different entrepreneurial activity levels of countries with similar income levels originate from their cultural differences (Stel, Carree and Thurik, 2005: 313).

Individualistic culture of the USA and its success has dominated the entrepreneurship perspective of the whole world (Thomas and Muller, 2000: 290). This points out to a highly self-confident, determined and patient individual in respect of starting a new business and expanding it. Thus, individuals having internal locus of control and innovation orientation frequently emerge in the societies with a high level of individualism. While these cultures support high level of independence and determination, which are two fundamental features of entrepreneurial behavior, they promote creativity in coping with uncertainty and being innovative in solving problems. While individualist cultures nurture and enhance strong entrepreneurial values, this is not the case in collectivist cultures (Muller and Thomas, 2001: 62,66).

Pinillos and Reyes argued that the relation between individualism and entrepreneurial activity differs on the basis of the degree of economic development. They reached the following findings as a consequence of their research: (1) Development level of the country is the main factor determining the relation between culture and entrepreneurship. (2) Individualistic-collectivist culture of a country is associated with its development level. (3) In countries with low/moderate development levels, entrepreneurship level (measured as TEA-Total Entrepreneurial Activity) will rise as the collectivist orientation increases. (4) In the developed countries, entrepreneurship level will rise as the individualist orientation increases (Pinillos and Reyes, 2011: 34).

Davidsson and Wiklund report that cultural differences affect the rates of starting new business and in countries where the majority of the population has entrepreneurial values, the prevalence of entrepreneurial activity will be higher. Thus, those who have higher entrepreneurial values
and beliefs will be the individuals starting new businesses (Davidsson and Wiklund, 1997: 193,195).

In some studies, the relationship between national culture and features of entrepreneurship has been analyzed. Mueller and Thomas examined the connection between locus of control and innovativeness, which are the characteristics of entrepreneurs, and individualism and uncertainty avoidance. They addressed innovativeness and internal locus of control as the two main elements of entrepreneurial disposition. Being innovative and having internal locus of control are two characteristics by which individuals with entrepreneurial orientation are qualified. In societies where individualism is high but power distance is low, innovativeness and internal locus of control are two common and essential features (Muller and Thomas, 2001: 64). Entrepreneurial disposition is a tendency that brings forth the behaviors related to entrepreneurial activity. Cultures where individualism is established and uncertainty avoidance is low are associated with the development of institutional arrangements, psychological traits and cognitive processes, which are also associated with the entrepreneurship (Pinillos and Reyes, 2011: 26).

**Entrepreneurial Culture in Turkey**

Fundamental dynamics of national culture and entrepreneurial culture in Turkey have been addressed in a large number of studies. In this way, dimensions of national culture affecting the entrepreneurial activity in Turkey and features of the entrepreneurial culture have been presented.

Cultural dimensions are the basic psychological dimensions or value constructs used to describe a specific culture. Hofstede Centre determined dimensions and rated 102 countries on indices for each dimension. The scores of Turkey for the dimensions of national culture determined by Hofstede (Graphic 1) and its features related to each dimension are demonstrated in the following figure (The Hofstede Centre, 2015):

The score of Turkey in the dimension of power distance is 66. Outstanding features of the Turkish case are independence, hierarchical structure, seniors usually being inaccessible and ideal boss resembling to a father figure. Power is centralized and executives are subject to their bosses and rules. Employees expect to be told what to do. Control is also expected and the general attitude towards executives is formal. Communication is indirect and the flow of communication is selective. The same structure can be observed in the family units where the father is the head of the family.

Turkey’s score in the dimension of individualism is 37, which means that Turkey has a collectivist society. “We” is important and individuals belong to groups (family, clan, and organization) where people care for one another in exchange for loyalty. The harmony of the group should be maintained. Open conflicts are prevented. Relationships are based on moral values and this understanding is dominant in the fulfilment of the duties. Investing in time should be of first priority for establishing a trust relationship. Nepotism can be frequently encountered. Feedback is always indirect and is also valid in the working environment.

Turkey’s score in the dimension of masculinity-femininity is 45 and thus, takes part in the feminine side of the scale. Softer aspects of the culture such as being intimate with the others, consensus, sympathizing with the weak are appreciated and promoted. Conflicts are prevented both in private life and business life since consensus is of paramount importance. For the Turkish people, leisure times when family, clan and friends come together are highly important. Status is presented and this takes place outside the high power distance.
Turkey’s score in the dimension of uncertainty avoidance is 85. There is a great need for laws and rules. People use an excessive number of rituals with the aim of minimizing anxiety. Foreigners tend to attribute this situation to religion and quote the word of “moral” too often. However, this is a traditional social pattern used to reduce tension in special situations rather than a religious outcome.

The societies that have low scores in the dimension of long term orientation are skeptical about social changes and prefer maintaining traditions and norms while the societies with high scores in that dimension display a more pragmatic approach and support attempts for modern education as a way of preparation for modern future. The fact that Turkey’s score in this dimension is 46 indicates that there is not a dominant cultural preference.

It was reported in different studies -although their validity is still disputable- that high individualism and masculinity and low uncertainty avoidance and power distance pave the way for a better cultural environment for entrepreneurship. Assessments made on the basis of the cultural dimensions of Hofstede show that Turkey’s score in the dimension of “Power Distance” is high while its scores in the dimensions of “Individualism” and “Masculinity” are low and that the Turkish people refrain from “Uncertainty” as much as possible. The Graphic 1 where the scores Turkey gets in the dimensions of national culture are given in comparison with the USA and United Kingdom that take place near the top in terms of entrepreneurship clearly demonstrates the abovementioned cultural structure of Turkey.

Success of the steps taken by Turkey for entrepreneurship and support expectations of entrepreneurs from public and private sectors constituted the focal point of the G-20 Entrepreneurship Barometer 2013 Report of Ernst&Young (EY), the international audit and consultancy firm. This report prepared with the participation of entrepreneurs in the G-20 countries was based on access to funding, regulations and taxes, education and training, coordinated support as well as the criteria of entrepreneurial culture. These criteria are also the components of the entrepreneurial ecosystem (Figure 1).

In this report, Australia, Canada, South Korea, United Kingdom and the USA are listed as the countries offering the best ecosystem for entrepreneurship while the countries with the weakest entrepreneurial ecosystems include Argentina, India, Indonesia, Italy and Turkey.
When countries are examined in terms of entrepreneurial culture which is one of the components of the ecosystem, the United States, South Korea and Canada ranks first, second and third, respectively, while Turkey ranks 15th among the G-20 countries (Table 1).

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Source: (EY, 2013a: 8)

Culture is a significant part of entrepreneurial environment. Countries need a set of beliefs and habits in order to encourage a higher number of people to start new businesses and make entrepreneurship a more valid and preferable career choice. However, since undertaking an enterprise is a risky activity, entrepreneurs want to feel themselves safe and secure in receiving support for their attempts and they should not be penalized provided that they fail. Success rates of the entrepreneurs having failed in the first attempts are higher than those undertaking an entrepreneurial activity for the first time (EY 2013a: 8). The fear of failure that the entrepreneurs experience when they do not feel themselves safe and secure is valid for the Turkish entrepreneurs as well.

High confidence coefficient, which is one of the distinguishing features of an entrepreneurial culture, is of paramount importance. According to the World Values Survey, Turkey is one of the countries where the lack of trust among people is considerably high. While only one-tenth
of the Turkish people stated that they could trust other people, this rate reaches around 80% in the Scandinavian countries (The World Values Survey: 2011).

In Turkey, failing in the entrepreneurial activity is considered to be negative and being entrepreneur is not regarded as a valid career option. 82% of the entrepreneurs in Turkey request more government aids for the training of entrepreneurs, funding and strengthening of entrepreneur profiles. 78% of the Turkish entrepreneurs think that tolerance towards failure should be improved for the creation of an entrepreneurial culture. Turkey needs to encourage risk taking and innovation (EY, 2013b: 7). The fact that Turkey ranks 68th in the Global Innovation Index (GII, 2013: XX) explains this need quite well.

According to the global tracking research report of GlobeScan which examines the entrepreneurial culture, the countries with the best cultures allowing people to start new businesses are Indonesia, the USA and Canada while Colombia, Egypt and Turkey are the least friendly countries with respect to innovation and entrepreneurship (Graphic 2). The research in question is based on certain questions aiming to figure out how difficult starting a new business is; to what extent the countries appreciate innovation and creativity; how important the entrepreneurs are; and to what extent the people with good ideas can put them into practice (GlobeScan, 2011: 1). These questions help the researchers present the components of the entrepreneurial culture of the relevant country.

Graphic 2
Entrepreneurial Culture Scores of Selected Countries

![Entrepreneurial Culture Scores of Selected Countries](source.png)

Source: (GlobeScan, 2011: 10)

According to the results of the report, Turkey is one of the countries attributing the least importance to innovation and creativity. Two thirds of the Turkish participants report that although they have new ideas for starting their own businesses, they meet with obstacles in putting them into practice and also, entrepreneurs are not appreciated in Turkey (GlobeScan, 2011: 7,8).

The opinion of the experts with respect to Turkey is that social and cultural norms are not supportive enough for entrepreneurs and these norms have had an even more negative impact on entrepreneurship as of 2008 (Graphic 3). Experts have an increasingly negative view in the following points: (1) Turkey’s national culture does not promote entrepreneurial risk taking and the Turkish people do not want to take risk since they perceive failure as an unacceptable
outcome; (2) National culture does not promote creativity and innovation; young people are not allowed to develop bright ideas or to create simple products and the creative ideas are not financially supported. It is also thought that the Turkish people have a positive attitude towards entrepreneurship although the Turkish national culture does not support entrepreneurship prominently and starting a new business is considered as a convenient way of being rich (GEM, 2010: 50,51).

According to the Eurobarometer survey of the European Union, the rate of people agreeing with the proposition of “Entrepreneurs only think about their own wallet” in Turkey is higher than that of people disagreeing with it. In other words, it is widely believed that entrepreneurs only think about their own wallet (Flash Eurobarometer 283: 2010). This perception is considered as an obstacle to the formation of an entrepreneur-friendly social culture.

According to the report titled the Tenth Development Plan (2014-2018) Development of Entrepreneurship, despite recent improvements, there is little evidence to argue that Turkey’s culture is entrepreneur-friendly (KB, 2014: 64).

Positive or negative perceptions of the society towards entrepreneurship strongly influence the motivations of individuals for being entrepreneur (GEM, 2012: 18). In this regard, positive attitudes among the Turkish people with respect to entrepreneurship are important for the future. The Amway Global Entrepreneurship Report of 2013 ascertains that people have a positive approach towards entrepreneurship despite the economic uncertainty and the rate of the Turkish people having a positive approach is 61 %. However, it is reported that the biggest obstacle for an individual to start his/her own business is the fear of failure (Amway, 2013).

In a survey conducted by the OECD, culture, which is a major component of the entrepreneurial ecosystem, is assessed in terms of risk perception, entrepreneur perception, willingness to have a business and education (OECD, 2013: 13). When attitudes towards risk taking are examined, it is seen that the Turkish people prefer being prudent to risk taking. Since they want to avoid all kinds of risks, guarantee turns out to be the main criterion they look for in a job (TÜSİAD, 2002: 188).

Even though there are individual examples indicating that entrepreneurial skills and capabilities are satisfying in Turkey, it is difficult to assert that entrepreneurial skills and capabilities are adequate considering the general profile of entrepreneurs. Weak cultural aspects of Turkey can be listed as (1) negative image of entrepreneurs in the society, (2) low level of awareness as regards to what entrepreneurship is and (3) low level of awareness about entrepreneurship in media (KB, 2014: 80,81).

Some of the countries have realized that the distinguishing feature of the USA is its entrepreneurial culture and thus, currently try to contribute to cultural changes in their societies by preparing certain programs (TÜSİAD, 2002: 128). In Turkey, improving the entrepreneurial culture and encouraging the establishment of new successful businesses were determined as the strategic goals of KOSGEB. In line with these strategic goals, promoting and supporting
entrepreneurial spirit has been the prerequisite for making progress in the fields of employment, business, growth, competition and innovation. In this sense, education is considered as an important tool for spreading the entrepreneurial culture. The objective of the education is to develop such personal characteristics as creativity, entrepreneurial spirit, responsibility, capacity of resisting to risks and independence which form the basis of entrepreneurship among the young people. Promotion of the skills and behaviors related to entrepreneurship will offer significant benefits to the society as well (KOSGEB, 2011: 56,57). “Culture is not innate; it is learned. It derives from one’s social environment rather than genes” (Hofstede and Hofstede, 2005: 4).

One of the main targets of these strategic goals of KOSGEB is to ensure that entrepreneurial environment is improved at comparable levels with the developed countries by enabling the spread of the entrepreneurial culture to the whole society. Development of an entrepreneurial spirit and culture is indispensable for the encouragement of new businesses. A new culture is needed for the emergence of entrepreneurial personalities or formation of entrepreneurial spirit. It is, therefore, compulsory to change the structure and perspective of the society as well. In Turkey, the difficulty of doing business and challenging economic conditions necessitate people to be more creative, competitive, enterprising and venturous. The fact that only one person out of 27 uses the business opportunity in undertaking an enterprise (KOSGEB, 2011: 57,58) reveals this necessity.

European Union has focused on the entrepreneurial culture, training and entrepreneurial skills for the development of entrepreneurship. One of the objectives of the European Commission is to encourage an entrepreneurial culture throughout Europe. Components of the entrepreneurial culture are risk attitude of the society, attitudes towards entrepreneurs, desire for business ownership and entrepreneurship education (EC, 2012: 3,10,24).

Considering the development level reached by Turkey as well as the 2023 targets, promoting and improving entrepreneurship has become an obligation for Turkey as well. Actions aiming at creating an entrepreneur-friendly culture will play a crucial role in making the relationship between society and business world more constructive (KB, 2014: 101). Thus, spreading of the entrepreneurial culture to the society constitutes the focus in the management of the process towards the 2023 targets of Turkey.

**Conclusion**

Today’s global economic structure promotes entrepreneurship. Entrepreneurship gaining momentum with the changing economic structure actually supports this change thanks to the revealing dynamics. In this process, it is not possible for entrepreneurship not to be affected from the cultural values of the society into which it was born and this effect has been generally accepted. Thanks to the cultural environment’s feature of providing entrepreneurs with the opportunity and initiative for holding on the market, positive influence, learning and knowledge, a meaningful relation is observed between the level of entrepreneurship activity and culture. Culture is of great importance for determining the behaviors of individuals and their motivation. Moreover, the attitudes of society towards business life and entrepreneurs can be determiner. Every culture has its own dynamics and social dynamics are not the facts that can easily change in short-term. However, values and attitudes change together with the rapidly changing external environment. Not all the individuals in the society fully comply with the cultural norms; but, there are trends and tendencies. In a multicultural world, it is impossible for every individual to think and behave in the same way and cultural differentiation becomes obvious.
Culture decreases or increases the effect of corporate and economic conditions on entrepreneurship activity. Every culture has weak and strong aspects regarding entrepreneurship and can feed the entrepreneurship. It is necessary to correctly determine the dynamics related to culture and to support the missing parts with strategic moves.

Economies become more productive, innovative, competitive, creative and flexible thanks to the individuals and companies with entrepreneurial thought and behavior. Moreover, entrepreneurs accelerate the proliferation of welfare in all parts of the society by producing products and service. However, it is a fact that an entrepreneurial spirit will develop in an economy in which the society is in a complete harmony with all parts. Therefore, it is an obvious necessity to realize this structural change in order to ensure such an economic environment. So Turkey has preferred the strategy of entrepreneurial economic structuring.

Ensuring social support, motivating individuals and providing them with the necessary-appropriate skills, incentive and support mechanisms for entrepreneurs are at the center of the policies regarding the development of entrepreneurship. In order for the companies established through the entrepreneurs to maintain their existence and ensure development, it is necessary to create encouraging and supportive conditions.

Due to the fact that the entrepreneurial culture is not at the required level in Turkey and there are deficiencies in cultural characteristics that will trigger particularly entrepreneurship, it is highlighted that the priority regarding the creation of conditions encouraging and supporting the entrepreneurship would be given to the formation of a society that values entrepreneurship and provides the necessary cultural infrastructure in order to reveal the elements of entrepreneurial personality.

References


