



## Investigate Relationship of National Culture Dimensions with Entrepreneurial Performance in Pakistan: An Empirical Study

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### Abstract

Many companies have recognized the importance of cultural dimensions influencing overall organizational performance for their aggressive advantage. The aim of this study is to examine the relationship of national culture with entrepreneurial performance in Pakistani manufacturing companies. This was a cross-sectional study with a descriptive research design conducted among staff and managers from the Lahore Chamber of Commerce. A total of 307 respondents were conveniently selected to participate in this study and completed a series of questionnaires. A questionnaire was developed, distributed and collected as the main method of data collection. Descriptive statistics and SEM were used to analyze study data from SPSS and Smartpls4. The study results show that there is a significant correlation between national cultural dimensions and entrepreneurial performance. This study found that power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism were significantly and positively correlated with organizational performance. Research has shown that subculture has an impact on how commercial company sport is conducted in a company. Therefore, it affects the overall performance of the company as a whole. Even if managers and their employees have similar attitudes about how performance should be made, this leads to good results in the workplace. The study concluded that all 5 cultural dimensions were drastically and unequivocally correlated with the organization's overall performance.

**Keywords:** National culture, power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and short-long term orientation, entrepreneurial performance

### 1. Introduction

In highly uncertain economic times, entrepreneurship is one of the essential components that enable effective business growth. An entrepreneur should be able to spot growth opportunities immediately. One of the essential components that will contribute to effective business development in highly unstable economic situations is entrepreneurship (Cho and Lee, 2018). Entrepreneurial action requires initiative. Because people act to seize opportunities, the entrepreneurial process takes place. Because of individual differences, people have different willingness and ability to take advantage of these opportunities. We contend that individual differences in willingness and capacity to act have significant implications for the entrepreneurial process (Shane et al., 2003).

A country's national culture affects an entrepreneur's decision to start a new business. When it comes to perceived feasibility and desirability, different cultures have different ways of influencing ambition for companies. Each nation has a unique culture, a set of standards, conventions and beliefs that influence the company's intentions. In certain places, culture is a significant factor in decision-making. The national culture of each nation is represented by what its citizens believe in, how they live their lives, what they do and what they defend. For me, Pakistan is no exception. Despite the diversity of socio-political viewpoints and cultural differences, it has a cohesive national culture. Despite minor differences in their rights and the distribution of the nation's wealth, people from all four major ethnic groups and provinces remain unit

Entrepreneurs with a low level of collective identity are encouraged to be more adventurous in a society with a high power distance culture. This is based on the hypothesis that the entrepreneur can overcome the hierarchical systems of a culture remote from power due to a low collective identity. On the other hand, entrepreneurs' desire to try new things is diminished if they rely primarily on their collective identity. In high power distance cultures, flexibility is the same. Entrepreneurs who are willing to separate from their own group or who have low collective identification perform better in a collectivist society (Strau et al., 2021). However, nobody has empirically examined the influence of national culture on entrepreneurial performance in manufacturing companies in Pakistan. Our research aims to fill this gap.

#### 1.2. Research Question

- What is the impact of national culture on entrepreneurial performance in manufacturing companies of Pakistan?

#### 1.3. Research Objectives

- To analyse impact of national culture on entrepreneurial performance in manufacturing companies of Pakistan.

### 2. Literature review

#### 2.1. National culture

The correlation between individualism and bank risk appetite is negative, according to our findings. The cushioning hypothesis, which holds that individuals in collectivist societies take on greater risk because they anticipate support from others in their social networks in the case of failure, is supported by this data (Illiasenko and Laidroo, 2020). According to a prior study, user retention is higher when the content development technique reflects the national culture of the fans. Our research's primary contribution is its demonstration of the gradational effects of power distance, individualism, and collectivism on user engagement. Previous research demonstrates how country culture affects online review creation (Prakash and Majumdar, 2021).

The findings of the current study somewhat support the idea that national culture affects trust through readiness to trust. The current study's findings show, however, that not all relationships between cultural factors and trustworthiness are mediated by a person's propensity for believing in things, and that national culture can also have a direct impact on how trustworthy a

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given online store is perceived in a given context. Since cultural orientations that mirror Hofstede's cultural dimensions might have a distinct impact on attitudes about trust and trustworthiness, it appears that national culture and trust interact in a variety of ways (Hallikainen and Laukkanen, 2018). Cultures that prioritise equality and harmony encourage social equality, compassion for others, and peaceful interactions with the natural and social environment, which makes them favourable to CSR engagement (Cheung et al., 2020).

IPOs in countries with higher levels of uncertainty avoidance tend to be less undervalued, while IPOs in countries with higher levels of collectivism, masculinity, and power distance tend to be undervalued higher are rated underprice levels (Chourou et al., 2018). It has been found that the size of the national cultural power distance and the level of R&D expenditure in developing countries are significantly inversely correlated. However, we have discovered a favorable correlation between long-term thinking and entrepreneurial innovation (Attah-Boakye et al., 2020).

The link between FinTechs and SME efficiency also shows a negligible moderating influence of power distance, uncertainty avoidance and forbearance cultures. Furthermore, we note that our results hold if we use a different definition of SME efficiency (Abbasi et al., 2021). The impact of a country's culture on a code of ethics' standard, as determined by Hofstede's six dimensions. To be more precise, we looked at how factors like power distance, individuality vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and forbearance vs. constraint influenced the quality of the code from an organisational control perspective. The cultural setting establishes norms and attitudes that businesses must unquestionably take into account when conducting their operations (Vitolla et al., 2021).

PD has a significant and detrimental impact on IRTCCPM (Gokmen et al., 2021). A positive correlation between higher IPO activity and high power distance, strong collectivism, and long-term orientation (Gupta et al., 2018). When attempting to comprehend and enhance the adoption rates for new technology, cultural values should also be taken into account in addition to nation of origin (Zhang et al., 2018).

## **2.2. Power distance**

If power distance is low, social and environmental projects are more likely to originate and be publicly addressed. Additionally, low power distance ought to benefit prompt identification and mitigation of social and environmental hazards. It can make workplaces safer for stating the truth and blowing the whistle (Ringov and Zollo, 2007; Vitolla et al., 2021).

## **2.3. Uncertainty avoidance**

Since rule- and routine-oriented cultures minimise uncertainty, they should generally find it more difficult to adjust to new social and environmental needs and practises (Ringov and Zollo, 2007). The control philosophy is influenced by this cultural aspect. Reduced uncertainty and risk-taking can be achieved by controlling the evolution of the phenomenon. Though less adaptable than other cultures, those with high levels of uncertainty avoidance tend to use strong standards, laws, and regulations as means of control in order to reduce the fear of the unknown (Vitolla et al., 2021).

## **2.4. Masculinity/femininity**

The third cultural factor, masculinity vs femininity, examines whether people in a community choose achievement, bravery, assertiveness, and humility, caring for the weak, and quality of life (Abbasi et al., 2021). High-masculinity civilizations place little priority on helping others, being inclusive, working together, and standing together (Ringov and Zollo, 2007). The masculinity dimension shows how unequally treated men and women are. Male success, ambition, control, and power are highlighted by higher masculinity ratings. When a company goes public, the management are more inclined to seek success by boosting private assets and earnings in more male cultures (Chourou et al., 2018).

## **2.5. Individualism/collectivism**

Businesses in highly individualistic countries may be expected to show less concern for the wider influence of business on society unless it is in their recognised self-interest (Ringov and Zollo, 2007). People's preferences for the social structure are determined by their individualism or collectivism (Chourou et al., 2018)

## **2.6. Short/long term orientation**

The ethical code assumes a major importance in short-term cultural situations. Organizations can enforce rules and sanctions, monitor the work of subordinates, and prevent opportunistic behavior's negative effects on corporate operations by implementing a code of ethics. To discourage opportunistic behaviour, businesses must create clear, high-quality ethical codes (Vitolla et al., 2021).

## **2.7. Entrepreneurial performance**

In other words, the ability to discover possibilities, the readiness to start projects, the accomplishment of goals, and the introduction of economic changes within the business can all be used to explain entrepreneurial performance. However, it is clear that entrepreneurial performance is a multifaceted phenomenon that is difficult to define due to the large number of interrelated factors affecting performance.

It is crucial to consider how knowledge management techniques associated to SMEs' dynamic capacities and opportunity recognition affect the performance of sustainable entrepreneurship. The results also show that opportunity recognition moderates the association between dynamic capabilities and entrepreneurial success, which is crucial for SME performance (Tshiaba et al., 2021). It is discovered that the new generation of migrant workers' psychological capital has a greater impact than social capital on how they perceive their entrepreneurial environment and their ability to recognise business opportunities (Ma et al., 2018).

In addition to conducting 17 interviews with entrepreneurs, we also collected data from 227 businesses using a structured questionnaire. According to the study's conclusions, intellectual capital, entrepreneurial strategy, and competitive advantage all significantly improve the performance of new ventures. Comparably, entrepreneurial strategy and intellectual capital provide large beneficial contributions to competitive advantage (Anwar et al., 2018).

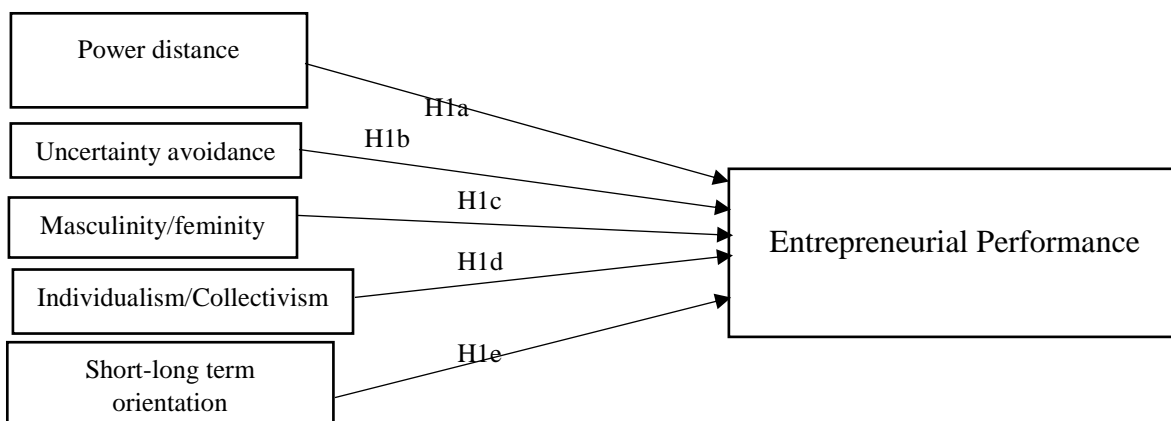
Small and medium-sized businesses have earned a reputation for being one of the engines behind economic growth. In the meantime, SMEs are crucial in fostering the entrepreneurial spirit, which is a crucial component in the growth of small and medium-sized businesses. Human capital includes qualities like entrepreneurship as well as other resources, and when managed well, it may be a source of excellence for small and medium-sized businesses. According to this study, funding strategies for working capital and corporate investment could boost entrepreneurial success as evidenced by a corresponding rise in sales and profits.

This indicates that SMEs must set aside money for both business expansion through long-term investment and strengthening working capital. The ability to invest and grow a business with adequate funding, particularly for human capital, also has a favourable and significant effect on entrepreneurial performance (Nohong et al., 2021).

Most new businesses are started in an effort to improve entrepreneurship. Conclusion: There is a favourable correlation between entrepreneurial performance and entrepreneurial capital, entrepreneurial knowledge, and entrepreneurial capacity (SEBIKARI, 2019). Entrepreneurial competency is positively impacted by entrepreneurial skills, market orientation, and networking. Then, networking, entrepreneurial competency, and abilities have a favourable impact on business performance. The results indicate that entrepreneurial competency significantly mediates the links between entrepreneurial skills, market orientation, and networking, as well as firm performance (Al Mamun et al., 2019).

One of the most crucial components for business success, in addition to having a technical edge over competitors, is the capacity to recognise and cater to consumer needs. In the long run, companies must strive for excellence in every area of their operations to maximise profit, including providing superior value to customers, gratifying employees, fostering better working conditions, gathering resources for future innovation, and engaging in social responsibility activities. Additionally, the ability of an organisation to adapt to changing external conditions, such as earnings, productivity, employee satisfaction, social responsibility, and corporate survival, is referred to as business performance (Cho and Lee, 2018).

## 2.8. Conceptual model and hypothesis development National culture



The findings revealed a strong link between employee performance, organisational commitment, and power distance. Because they feel that there is inequality in the workplace, employees who perceive a high level of power distance in the organisation have lower levels of commitment and organisational performance (Rafiei and Pourreza, 2013). The degree to which a person in a society accepts ambiguity and uncertainty in the environment is referred to as uncertainty avoidance. The level of the uncertainty avoidance culture affects how motivated the employees are to do well at work.

The survey came to the conclusion that the majority of government workers still rely largely on the guidelines and rules established by the company to carry out their duties. They do not take risks, thus they favour more organisation in all circumstances and adhere to social conventions (Hasan et al., 2020). Firm innovation and avoiding uncertainty are two of the five cultural characteristics that have a significant direct impact on a company's financial performance, while market culture has an indirect impact (Silwal and Appiah, 2021). The association between national culture and entrepreneurial performance suggested by the aforementioned considerations leads to the following hypothesis being proposed.

H1: National culture dimensions is positively related with entrepreneurial performance.

H1a: Power distance is positively related with entrepreneurial performance

H1b: Uncertainty avoidance is positively related with entrepreneurial performance

H1c: Masculinity/feminity is positively related with entrepreneurial performance.

H1d: Individualism/collectivism is positively related with entrepreneurial performance

H1e: Short-long term orientation is positively related with entrepreneurial performance.

## 3. Methodology

### 3.1. Sample

The following study will investigate a small-sized firm (N=307) using the basic random sampling method. Email questionnaires were issued to the management of a few chosen businesses. 30 percent of the 320 questions that were returned had usable answers, or 307 of them in total.

### 3.2. Variables and measures

Entrepreneurial success is a dependent variable that captures opinions about how well a company is performing in comparison to its rivals. It is operationalized and assessed using a five-level Likert scale. The Covin and Slevin (1989) scale, which reflects two dimensions of entrepreneurial performance—financial or non-financial performance and operational success—is operationalized and used to quantify entrepreneurial performance as an independent variable. On a Likert scale with five levels, respondents will indicate how much they agree or disagree with each statement.

National culture is used as an independent variable and is often quantified using a Hofstede scale (1980). The five factors listed below reflect the national culture: Power distance is one of five factors, along with uncertainty avoidance, individualism-collectivism, masculinity-femininity, and short-term versus long-term orientation. A five-point Likert scale will be used to operationalize aspects of national culture.

### 3.3. Data collection and data analysis

Simple random sampling is utilised to gather data for this study's SEM; data was collected through a structured questionnaire utilising a five-point Likert scale. From the Lahore Chamber of Commerce, a sample of 307 businesses is taken.

## 4. Results and analysis

### 4.1. Relationship between national culture and entrepreneurial performance

The method considers the national culture's features of power distance, avoiding uncertainty, masculinity and femininity, individuality and collectivism, and short-term and long-term orientation. The study included both entrepreneurial and operational performance that was based on either financial or non-financial success. The objects were determined using a five-factor Likert scale with the statements "strongly disagree" and "strongly agree."

### 4.2. Assessment of Measurement Model

The theoretical underpinning of this examination is comprised of the seven elements stated below. This demonstrates how each building has a reflecting connection to zero-order constructs. In order to compare a reflective latent variable version, it was suggested that one compare the latent reflective variable to the layout in order to assess the layout's validity. Construct validity evaluations look at how well the signals reflect the underlying factors that underpin them.

### 4.3. Construct Validity Analysis

In order to establish convergent validity, it is necessary to confirm that the indicator satisfies the criteria for indicator reliability. The literature suggests that for an assembly to have convergent validity, indicator loading, composite reliability, and AVE should all be at least 0.7. Contrarily, discriminant validity is classified by the heterotrait-monotrait correlation ratio, the Fornell-Larcker criterion, and assessing move loadings (HTMT). The dimension version and item loadings of the distinct signs inside the research version at the relevant latent constructs are shown in Table 2.

### 4.4. Convergent Validity

Each loading satisfies the recommended 0.7 level, according to Table 1. Six items have been dropped due to low or poor thing loading, including financial or non-financial performance (FNF3, FNF4, FNF5, FNF6, FNF7, and FNF8), Power distance (PD3, PD4, PD5, PDD7), uncertainty avoidance (UA3, UA4, UA5), Masculinity/femininity (MF3, MF4, MF5), Individualism/collectivism (IC3, IC4, IC5, IC6), and brief The most recent assembly measures were closely tied to their respective structures. The AVEs and composite dependability of the constructs identified in the observe version are both listed in Table 2. The suggested composite reliability values, which contrast how well the signs make up the underlying assembly, do not, therefore, satisfy the suggested minimal requirement of 0.7. Thus, the requirements for convergent validity were met.

**Table 1: Factor Loadings**

	Fnf	OP	Pd	Ic	mf	sl	ua
fnf1	0.535						
fnf2	0.533						
ic1				0.574			
ic2				0.485			
mf1					0.464		
mf2					0.628		
op1		0.411					
op2		0.362					
op3		0.373					
pd1			0.562				
pd2			0.517				
sl1						0.540	
sl2						0.527	
ua1							0.391
ua2							0.348
ua3							0.433

**Table 2: Measurement Model**

	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
Fnf	0.860	0.860	0.935	0.878
OP	0.844	0.847	0.906	0.763
Pd	0.834	0.839	0.923	0.858
Ic	0.878	0.896	0.942	0.890
Mf	0.801	0.853	0.908	0.831
Sl	0.860	0.861	0.935	0.878
Ua	0.808	0.820	0.887	0.724

#### 4.5. Discriminant validity

The discriminant validity's findings are presented in Table 4. Examine how the Fornell-Larcker criterion is used. The conditions for discriminant validity have been satisfied, as demonstrated in Table 4, where the inter-correlations within the version with unique constructs are bigger than the diagonal values reflecting each assembler's rectangular root of the AVE. Table 4 shows the HTMT ratio in respect to the study's constructs. The HTMT cutoff value of 0.85 was not met by any of the outcomes previously presented, proving that discriminant validity had been reached.

**Table 3: Fornell-Larcker Criterion**

Fornell-Larcker criterion	Fnf	OP	Pd	ic	mf	sl	ua
Fnf	0.937						
OP	0.295	0.873					
Pd	0.429	0.743	0.926				
Ic	0.573	0.287	0.373	0.944			
Mf	0.561	0.472	0.392	0.781	0.912		
Sl	1.000	0.295	0.429	0.574	0.561	0.937	
Ua	0.421	0.517	0.613	0.611	0.401	0.422	0.851

**Table 4: Heterotrait-monotrait ratio (HTMT)**

Heterotrait-monotrait ratio (HTMT)	Fnf	OP	Pd	ic	mf	sl	ua
Fnf							
OP	0.343						
Pd	0.507	0.878					
Ic	0.653	0.337	0.434				
Mf	0.659	0.567	0.469	0.948			
Sl	1.162	0.343	0.507	0.653	0.659		
Ua	0.505	0.625	0.744	0.724	0.513	0.505	

#### 4.6. Structural equation Modelling

The previous step's completion of the first level of the two-element PLS-SEM assessment procedure confirmed that all desired conditions for the validity of the dimension version had been satisfied. This phase addresses the second cycle element. The evaluation of the structural version covers the following processes: assessment of collinearity, assessment of the courting importance of the structural version, assessment of the R2 stage, assessment of the effect length, and assessment of the predictive relevance of the version

#### 4.7. Path Coefficients

Together with their t-values, p-values, and f2 values, the course coefficients ( $\beta$ ) are shown in Table 5 as a group. The table displays the good-sized, high-quality correlations for seven routes. Individualism/collectivism had the highest well-sized high quality course coefficient ( $\beta=0.078$ ,  $t= 6.185$ ,  $p.000$ ) and operational overall performance, whereas strength distance had the lowest ( $\beta=0.016$ ,  $t= 6.706$ ,  $p.009$ ). The findings demonstrate that a variety of variables, such as strong distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism, and short- or long-term orientation, all have a favourable impact on the execution of entrepreneurial overall performance.

#### 4.8. Coefficient of Determination (R2)

Table 5 shows that the latent endogenous assembly inside the structural model is only marginally impacted by the three exogenous components ( $R^2=0.677$ ). This demonstrates that approximately 68 percent of the volatility within the latent endogenous assemble is accounted for by the combined influence of the latent exogenous constructs. This suggests that business entrepreneurship has a joint role in enforcing entrepreneurial performance through innovation, new business ventures, strategic renewal, and autonomy.

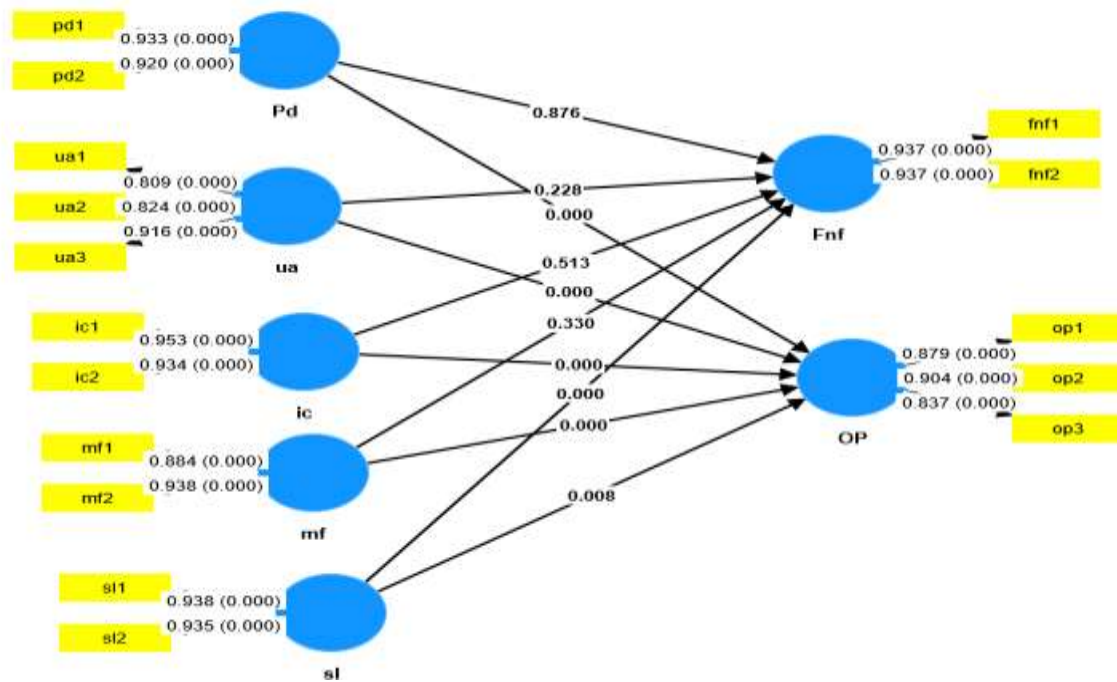


Figure 1: Structure Equation Model

Table 5: Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values	R-square
Pd -> Fnf	0.110	0.109	0.016	6.706	0.000	0.671
Pd -> OP	0.579	0.574	0.061	9.476	0.000	
ic -> Fnf	0.103	0.104	0.028	3.658	0.000	
ic -> OP	-0.480	-0.480	0.078	6.185	0.000	
mf -> Fnf	-0.046	-0.045	0.021	2.190	0.029	
mf -> OP	0.575	0.578	0.065	8.863	0.000	
sl -> Fnf	0.914	0.913	0.017	52.513	0.000	
sl -> OP	-0.115	-0.112	0.044	2.633	0.008	
ua -> Fnf	-0.048	-0.047	0.017	2.811	0.005	
ua -> OP	0.273	0.274	0.053	5.131	0.000	

## 5. Discussion

Risk-taking and autonomy are significantly influenced by culture, while proactivity or competitive hostility are not (Victor, 2011). According to Petrovin et al. (2015), all aspects of national culture are important predictors of corporate performance. Culture has an impact on how an entrepreneur operates. The firm's overall financial and non-financial performance will be significantly impacted by culture assessments, both internally positioned and those that are externally planned (Munyanyi et al., 2018). The adoption of "standard" corporate administration practises by enterprises is influenced by national culture, and the effect of these practises on company performance depends on whether a firm is evaluated inside its own country or in comparison to other countries (Griffin et al., 2014).

The findings of this study are in line with several earlier investigations into the relationship between national culture and entrepreneurship performance. Munyanyi et al. (2018) indicates that cultural factors have a positive effect on the entrepreneurial success of SMEs (Petrovin et al., 2015; Farooq et al., 2019; Boubakri et al., 2017; Nazarian et al., 2017; Cetenak et al., 2017; Wahjudi et al., 2013; Steensma et al., 2000; Petruzzella et al., 2017). Culture influences risk-taking and autonomy, but not proactiveness or serious forcefulness, and has little impact on originality (Victor, 2011).

Subordinates are heavily dependent on leaders in nations with long lines of command. Subordinates thus either favour or consciously seek out such dependency. Surprisingly, social orders with less power gaps are more decentralised; administrators/heads and workers receive the same treatment (Hofstede 2010). The following are characteristics of strong distance: affiliation movement displays existential uniqueness between higher and lower levels; centralization is noticeable; managers rely on supervisors and regular principles; there is more visible pollution; there is more regulatory personnel; the staggering should have benefits; and so forth (Hofstede 2010).

Custom or family, offer, and one's ability to exercise authority all play a role in determining one's capacity to hold power. Many private businesses have consistently strived to maintain an appropriate power distance when making profitable

economic judgments (Ibrahim and Irfan, 2016). Workgroup agents' degrees of power distance inside workgroups varied, according to Durán-Brizuela et al. (2016), indicating that workgroups have different levels of power distance. The findings demonstrate a fundamentally favourable relationship between power distance and hands-on execution under the condition of preparation, as well as each respondent's attitude toward control distance and assessment of his or her presentation (Shahwan and Usamah, 2016). The results of our research reveals that there is a strong positive and significant relationship between power distance and entrepreneurial performance.

Different sections of the world view innovation and uncertainty as surprise ideas. In these nations, odd ideologies, different types of people, and unconventional lifestyles are shunned. They would prefer not to be exposed to unusual occurrences and potential conflicts. Countries with a high level of uncertainty shun it more than others. On the other side, other cultures—known as low uncertainty avoidance nations—do not care about novel ideas and circumstances.

For instance, a company in a nation where people avoid high levels of uncertainty is unusually well-run, with effective channels for communication and comprehensive job ads. People in high-risk countries are interested in taking over an existing business with current products, a share of the pie, and an established partnership (Hancolu et al., 2014).

Entrepreneurs are viewed as key specialists in dealing with economic uncertainty. There is some consensus that business visionaries are less risk averse, although contrary views contend that they are more optimistic than risk averse or that they ignore crucial information, minimising exposure and risk (Wennekers et al., 2007). According to the findings of our study, there is a strong, positive, and significant connection between entrepreneurship performance and avoiding uncertainty.

The pursuit of one's own passions and goals drives people in an individualistic atmosphere. They would rather enjoy than profit from the labour of others, thus they will not take part in group activities until their contributions are recognised. No matter if they are being taken advantage of or if others are paying their fair share, collectivists are aware of their value as members of the group and will step up straight away. They take pride in the object of the meeting and are determined to distribute its advantages. Levels of autonomy and community promote inventive activity, according to Morris et al. (1994).

Both utilitarian and broken ideals seem to be encompassed by autonomy and community under an authoritative framework. While independence may help to explain how new companies attract attention from the public, it is less obvious how this aspect of culture influences business in already established companies. Individualism entails self-direction, an emphasis on independence and control, the pursuit of solitary goals that may differ from in-bunch goals, the capacity to confront persons beyond the in-gathering in which they have a position, and a society in which people take pride in their achievements.

People who live in individualistic societies believe they can achieve their goals on their own without the assistance of others. They like to rely on the labour of others while pursuing their own goals, thus they are hesitant to contribute to group projects until their contributions are recognised. Conversely, collectivists are aware of their importance to the group and will participate without reservation whether they are being taken advantage of or others are making a fair contribution. They see themselves as the protectors of the item they are acquiring, and their attention is on sharing the rewards (Morris et al., 1993). Individualism is seen to be a key factor in corporate motivation. It requires complete accountability to achieve one's goals and for managing the results that result from those actions (Morris et al., 1993, 1994). Houston et al. (2012) found that sound intensity and a pioneering mindset had a stronger correlation with teamwork. Collaboration significantly affects EP generally (Zeffane, 2014). The findings of our study show that individualism/collectivism and entrepreneurial performance have a strong positive and significant link.

Social job isolation becomes a problem for female business owners. Ladies must deal with their dual presence across the symbolic spaces of feminine and masculine, as well as the pervasive macho advancements of authority and business, if they want to be seen by their followers as sound and genuine creative leaders (Patterson et al., 2012). According to the study, there was a strong connection between masculinities and being a businessperson and having creative goals for both the feminine and masculine genders (Gupta et al., 2009).

Both female and male businesswomen are motivated to found and lead small, reliable businesses (Lewis, 2006). While female business visionaries are less likely than their male counterparts to know a business person, they are more likely to engage in inventive activity at any stage of the enterprise. These findings demonstrate that women's demand for creative asset providers or role models in their informal groupings is one of the reasons why they are less likely to launch enterprises (Klyver and Grant, 2010). According to the findings of our study, there is a strong, positive, and significant connection between entrepreneurship performance and masculinity/femininity.

Privately held businesses with a long-term perspective not only have the chance to engage in creative activities, but they also understand the necessity to plan for and contribute to the future. Long-term planning frameworks may be necessary for activities like opportunity seeking and acting before the competition to produce better results (Lumpkin et al., 2010). When choosing the best strategies for a privately held company, long-term orientation is a widely held belief, perspective, and way of thinking about the significance and utility of taking into account the circular segment of time—the past, present, and future—even though the results of those activities may not be apparent for some time (Brigham et al., 2013). LTO is a societal evaluation that affects the volume of economic activity (Lortie et al., 2000). According to the findings of our study, there is a strong, positive, and significant connection between both a short- or long-term perspective and successful entrepreneurship.

## 6. Conclusion

The study's findings confirmed that aspects of national culture had a favourable impact on the success of entrepreneurs in Pakistani manufacturing firms. The findings of this study demonstrate that all five aspects of national culture are important determinants of entrepreneurial performance. According to earlier studies, national culture is strongly correlated with entrepreneurial achievement (Frank et al., 2010; Rauch et al., 2009).

High power distance orientation businesspeople are more tolerant of irregular information distribution. When they deal with those of higher status, they behave more tentatively, fearfully, and uncomfortably. One is more likely to be restricted in their networking behaviours inside their own hierarchy if they have a strong belief in power distance. Due to the uneven distribution of knowledge and resources among various social groupings, such a communication pattern is adverse for finding entrepreneurial chances. People in highly developed, far-off nations are more likely to express their original, creative ideas across social strata than they are to do so directly (Shu et al., 2018).

The implications of these findings are significant for researchers who want to understand why entrepreneurial performance varies across nations, for strategic decision-makers who want to anticipate the tactics of their global rivals, and for policymakers who want to encourage entrepreneurial activity. It is advised that other moderating factors be taken into account in future studies on the subject.

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