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Does Ownership Matter Under Challenging Conditions?: On the relationship between organizational entrepreneurship and performance in the healthcare sector

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Abstract

This research explores how organizational entrepreneurship (proactiveness, innovativeness and risk-taking) in the health care sector affects hospital performance. We thereby consider heterogeneity in ownership and environmental conditions. To empirically investigate the relationships proposed by theory, a nation-wide survey was conducted generating a sample of 152 hospitals. Results show that organizational entrepreneurship is positively related to hospital performance. Furthermore, it is significantly influenced by both ownership and environment, whereas the entrepreneurship-performance link is independent of any environmental conditions. Our study creates important insight into ownership-related differences of entrepreneurship and gives strong arguments for an entrepreneurial behaviour of hospitals.

Key words:

Hospital management | organizational entrepreneurship | nonprofit management | health care management

Notes

Concerning population shares, no official statistical numbers are provided for Germany. All public, private nonprofit and private for-profit hospitals might or might not be part of a hospital system. Moreover, hospitals of all ownership types might have teaching status. Roundabout one-third of hospitals have teaching status. As larger hospitals are more likely to have teaching status, the higher proportion of hospitals with teaching status in our sample is in line with hospital size.

The only exception is organizational performance with .69 which we judged as acceptable as well.

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