

International Comparison of Humane Entrepreneurship: Status, Typology and Policy Implications

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Humane entrepreneurship is defined as “the pursuit of entrepreneurial growth and humane development for opportunity realization and sustainable organization.” In this study, we evaluate and compare 19 countries by the degree to which ‘humane entrepreneurship’ is realized or emphasized. This study compares two factors of humane entrepreneurship, enterprise cycle and humane cycle, between different countries and examines a balance between the two. To make country-by-country comparison along humane entrepreneurship, we adopted Sethia and von Glinow’s (1985) organizational culture model, which originated from Blake and Mouton’s (1964) managerial grid model. Here, enterprise cycle and humane cycle of humane entrepreneurship correspond to concern for performance and concern for people. We suggest that keeping balance between humane cycle and enterprise cycle is important, because humane entrepreneurship is an internal condition for firm growth.

Keywords : *Humane Entrepreneurship, International Comparison, Humane Cycle, Enterprise Cycle, Balance*

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I. Introduction

This paper conducts international comparative studies on the humane entrepreneurship that reflects human-oriented aspects of entrepreneurship (Bae, 2016; Kim, 2015; El Tarabishy, 2016; Kartajaya, 2016; Zecchini, 2016).

Entrepreneurship can be defined as “the pursuit of opportunity without regard to resources currently controlled” (Stevenson, 1984). Entrepreneurs create new businesses, and new businesses in turn create jobs, intensify competition, and may even increase productivity through technological change. High measured levels of entrepreneurship will thus translate directly into high levels of economic growth. (Acs, 2006). As countries and organizations move towards holistic growth, enterprises should extend their priorities beyond the profit margin. These companies should shift their focus onto their people, the environment, and society. The entrepreneurial spirit should permeate the firm’s people, process, and culture for enterprises to flourish. In order to create total entrepreneurship, traditional entrepreneurship, which has business-oriented or opportunity-based logic, should be enhanced by adding human-centered logic, which we call ‘humane’ dimension.

Humane entrepreneurship is defined as “the pursuit of entrepreneurial growth and humane development for opportunity realization and sustainable organization.” (Kim, 2016; Zecchini et al., 2016). Humane Entrepreneurship pursues enterprise development while maintaining humanity and human-centered leadership within the organization. It also includes opportunity recognition, envisioning, empowerment, and capability development of human resources. The key tenets of Humane Entrepreneurship are as follows: [1] Value distribution, as well as value creation, [2] entrepreneurial leadership, that is inclusive of the entrepreneur and the employees, [3] the pursuit of opportunities through envisioning, employment, experiment, and excellence of employees (especially the entrepreneurial leaders), [4] the realization of entrepreneurial opportunities with capability

development, and [5] the commitment to maintain the humanity of employees.

It is important to emphasize human aspects of entrepreneurship. But it’s critical to keep balance between traditional entrepreneurship and human-centered mindset: We call the former ‘enterprise cycle’ and the latter ‘humane cycle’ of humane entrepreneurship. We discuss analytical model for enterprise cycle-humane cycle balance and suggest two kinds of typologies: one is for diagnostic implication and another is for prescriptive use.

II. Model

In this study, we evaluate and compare 19 countries by the degree to which ‘humane entrepreneurship’ is realized or emphasized. Kim (2016) and Kartajaya (2016) executed academic database search, case study, interview, brainstorming, and cross-cultural comparison to determine what makes up humane entrepreneurship and derived ten elements of humane entrepreneurship (10Es). They conceptually classified 10Es into humane cycle (empowerment, ethics, equality, engagement, and ecosystem) and enterprise cycle (envisioning, enthusiasm, enlightenment, experimentation, and excellence). Zecchini et al. (2016) empirically confirmed this enterprise cycle-humane cycle model of humane entrepreneurship.

To make country-by-country comparison along humane entrepreneurship, we adopted Sethia and von Glinow’s (1985) organizational culture model, which originated from Blake and Mouton’s (1964) managerial grid model. Managerial grid model is based on two behavioral dimensions: Concern for people and concern for production: Concern for people is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task. Concern for production (or concern for performance) is the degree to which a leader emphasizes concrete objectives, organizational efficiency, and high productivity when deciding how best to accomplish a task. Here, enterprise cycle and humane cycle of humane entre-

Figure 1
Four Types of Organizational Culture

Humane cycle score	High	Caring: Treat its employees fairly, and expends numerous resources to enhance the well-being of its employees. (Country Club Management)	Integrative: Is always looking for ways to expand and improve performance and also exhibits a high concern for people through fairness, ownership, and empathy. (Team Management)
	Low	Apathetic: Seems to show little concern for employees; Encourages unethical conduct in exchange for profits. (Impoverished Management)	Apathetic: Employees are held to high standards to ensure maximum performance, consistency of delivery, and efficiency. (Authority-Compliance Management)
		Low	High
Enterprise cycle score			

Source: Blake and Mouton (1964), Ferrell, Fraedrich, and Ferrell (2016), Sethia and von Glinow (1985).

preneurship correspond to concern for performance and concern for people.

Entrepreneurs are usually more concerned with completing the task, but as the firm grows, they must become more concerned with people, if the tasks are to be accomplished. Concern for people must surface at some point, if effective, trusting relationships are to develop. Low concern for both people and task is hardly leadership at all (Burns, 2012). Using GEM data, Wong, Ho, and Autio (2005) showed that only high growth potential entrepreneurship is found to have a significant impact on economic growth. Therefore, humane entrepreneur-

ship, especially humane cycle, play important role in sustainable growth at firm level and economic growth at country level.

III. Data Collection

Survey began in January 2016 and ended in November 2016. We asked country representatives to sample policy makers, business people, and entrepreneurship educators as respondents of the “Humane Entrepreneurship Questionnaire” (Zecchini et al., 2016). Respondents were asked to evaluate the “state” of each element of humane entrepreneurship in their countries using a five-

Table 1
Operational Definition of Humane Cycle and Enterprise Cycle

Construct	Operational Definition
Humane Cycle	Empowerment Encourage employees to dream while being guided by your mission and vision
	Ethics Be a responsible steward who could be held accountable and lead towards holistic growth
	Equality Be open, share, and collaborate with the workforce
	Engagement Build and nurture the workforce’s skills and talents, whilst exciting, encouraging, and motivating employees
	Ecosystem Collaborate with business partners including suppliers, employees, and society to achieve a well-cultivated business ecosystem
Enterprise Cycle	Envisioning Have initiative, foresight and sensitivity towards decision-making and crisis construction
	Enthusiasm Have a challenging spirit, take risks and pursue opportunities despite uncertainty
	Enlightenment Be change-oriented and push for innovation of products and processes
	Experimentation Follow an outside-in approach in finding and exploiting new opportunities
	Excellence Pursue excellence in executing actions toward achieving corporate goals

point Likert scale (1 = Very low, Low, Neutral, High, Very High = 5). We adopted proportional sampling in which respondents from government, business, and entrepreneurship education respectively covered 25%, 50%, and 25% of the sample. Finally, 19 countries, whose responses to date have exceeded 10, have been included for comparison.

In order to gather information about entrepreneurship from various countries and organizations, questionnaires were constructed in various languages: English, Korean, Japanese, etc. This questionnaire has been disseminated through hard-copy surveys and as an online form.

IV. International Comparison

The humane cycle score, enterprise cycle score, and humane entrepreneurship score (HE score) for each country are presented in Table 2a and Table 2b. Humane cycle score is the sum of scores for empowerment, ethics, equality, engagement, and ecosystem. Enterprise cycle score is calculated by summing scores for envisioning, enthusiasm, enlightenment, experimentation, and excellence).

HE score is the sum of humane cycle score and enterprise cycle score.

Overall averages for the humane cycle score, enterprise cycle score, and HE score were respectively, 13.4, 15.2, and 28.6. The enterprise cycle score was higher than the humane cycle score for all countries. When a firm is small humane cycle is not important. But in a larger company, humane cycle deserves interest (Burns, 2012), but humane elements are still CEO's choice. This means that for most countries there is room for enhanced entrepreneurship by improving humane cycle.

Singapore, Austria, United Kingdom, and USA were countries with top humane scores. Singapore, USA, Austria, China, and Mexico had top enterprise scores. Singapore, Austria, USA, and United Kingdom had top Humane Entrepreneurship scores. Singapore had the highest scores in 7 Es (Envisioning, Enlightenment, Excellence, Empowerment, Ethics, Equality, Engagement). The U.S. had the highest in 2 Es (Enthusiasm, Experimentation) and Austria had the highest score in 1 E (Ecosystem).

Table 2a
Enterprise Cycle 5Es Scores

	Envisioning	Enthusiasm	Enlightenment	Experi-mentation	Excellence	Enterprise Score	HE Score
USA	3.56	3.78	3.56	3.78	3.33	18.00	33.33
Belgium	3.14	3.05	3.26	3.37	3.28	16.09	30.53
Bulgaria	2.75	3.02	3.00	2.83	2.81	14.41	27.43
Serbia	2.19	2.58	2.51	2.46	2.53	12.26	23.46
Italy	2.90	2.80	3.04	3.00	2.90	14.63	27.02
Austria	3.44	3.15	3.56	3.62	3.53	17.29	34.26
U.K.	3.35	3.37	3.22	3.25	3.20	16.40	31.89
Mexico	3.25	3.50	2.75	3.50	3.50	16.50	31.75
Argentina	2.93	3.27	3.13	2.97	2.93	15.23	26.87
Malaysia	3.00	2.75	3.00	2.75	3.00	14.50	27.75
Indonesia	2.96	3.23	3.40	3.41	3.12	16.12	30.51
Philippines	3.00	3.18	3.00	2.91	2.91	15.00	28.36
Singapore	3.75	3.50	3.58	3.50	4.17	18.50	36.33
Japan	2.57	2.58	2.82	2.90	2.92	13.80	27.86
Korea	3.14	3.12	3.17	3.28	3.30	15.99	28.34
Vietnam	2.78	2.88	2.72	2.90	2.91	14.19	27.55
Cambodia	2.60	2.89	3.00	3.11	3.44	15.11	28.44
China	3.30	3.46	3.18	3.35	3.27	16.53	30.18
Turkey	2.66	2.84	2.75	2.97	2.78	14.00	26.53
Total	2.93	3.06	3.06	3.11	3.06	15.21	28.63

Table 2b
Humane Cycle 5Es Scores

	Empowerment	Ethics	Equality	Engagement	Ecosystem	Humane Score	HE Score
USA	3.44	3.11	2.67	3.00	3.11	15.33	33.33
Belgium	2.93	2.95	2.74	3.07	2.74	14.44	30.53
Bulgaria	2.67	2.43	2.71	2.54	2.67	13.02	27.43
Serbia	2.26	2.21	2.13	2.42	2.19	11.21	23.46
Italy	2.37	2.45	2.45	2.78	2.35	12.39	27.02
Austria	3.12	3.44	3.35	3.47	3.59	16.97	34.26
U.K.	3.08	3.10	3.16	3.12	3.08	15.54	31.89
Mexico	3.25	2.75	3.00	3.50	2.75	15.25	31.75
Argentina	2.27	2.30	2.10	2.70	2.27	11.63	26.87
Malaysia	2.50	2.75	2.75	3.00	2.25	13.25	27.75
Indonesia	3.01	2.82	2.82	2.94	2.81	14.39	30.51
Philippines	3.09	2.55	2.45	2.64	2.64	13.36	28.36
Singapore	3.50	3.83	3.58	3.67	3.25	17.83	36.33
Japan	2.64	2.75	2.76	2.70	2.76	13.70	27.86
Korea	2.49	2.31	2.47	2.74	2.46	12.46	28.34
Vietnam	2.84	2.62	2.55	2.71	2.64	13.36	27.55
Cambodia	2.40	2.30	2.40	3.00	2.70	12.80	28.44
China	2.87	2.64	2.74	2.86	2.85	13.83	30.18
Turkey	2.38	2.53	2.34	2.78	2.50	12.53	26.53
Total	2.72	2.62	2.65	2.80	2.67	13.44	28.63

V. Country Classification

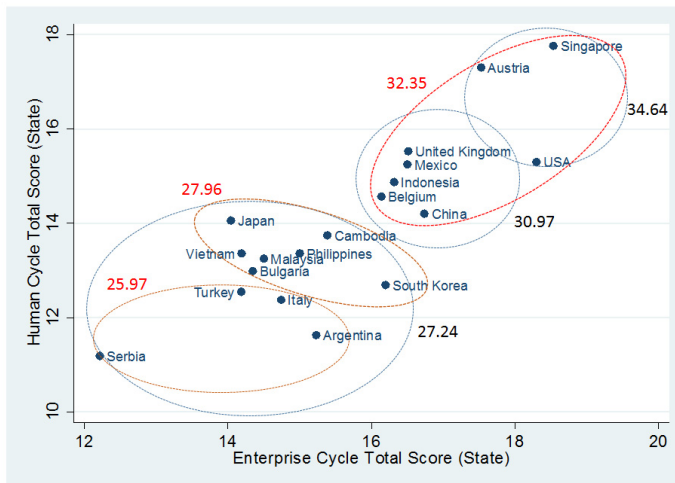
5.1 Country Classification Through Their Respective HE Score

To classify countries into their respective levels of humane entrepreneurship, a cluster analysis was performed to identify sim-

ilarities with the enterprise cycle scores and humane cycle scores as base variables. Countries were classified based on their distance to one another.

The final clusters from the cluster analysis using Enterprise Cycle Scores and Humane Cycle Scores are as follows:

Figure 2
Clustering by Enterprise Cycle Score and Humane Cycle Score



Low HE Countries (A1): Argentina, Italy, Serbia, Turkey (Average HE Score 25.97)

Middle HE Countries (A2): Bulgaria, Cambodia, Japan, Malaysia, Philippines, South Korea, Vietnam (Average HE Score 27.96)

High HE Countries (A3): Austria, Singapore, USA, Belgium, China, Indonesia, Mexico, United Kingdom (Average HE Score 32.35)

National level of entrepreneurship is known to have a significant relationship with GDP per capita (Acs, Desai, and Hessels, 2008; Shane, 2014). Entrepreneurship plays a different role in countries in different stages of economic development (van Stel, Carree, and Thurik, 2005). Here, we must separate innovation (opportunity)-driven entrepreneurs from necessity-driven entrepreneurs. While entrepreneurship increases in low-income countries, as it is difficult to find jobs, the preference for stable jobs also rises as it provides for rising income without risk. However, as the country transitions to a high-income country, the perceived risk of failing in entrepreneurship also drops, invigorating entrepreneurship alongside the growth of the service sector (Dissanayake and Semasinghe, 2016; Hicks, Maroni, Stackpole, Gibson, and Puia, 2015; Shane, 1993).

So we compared economic growth rates

by HE scores for innovation-driven (high-income) countries and for efficiency-driven (low-income) countries. That is, growth rates differ among clusters, especially, if we divide countries into innovation-driven and efficiency-driven ones. The ten year (2005~2014) growth rate average for innovation-driven countries was -0.47% for low HE group, 0.59% for middle HE group, and 2.26% for high HE group. The ten year growth rate average for efficiency-driven countries was 2.98% for low HE group, 6.40% for middle HE group, and 8.00% for high HE group.

5.2 Country Classification by HE Ratio Diagnostic Model

Following Blake and Mouton’s (1964) managerial grid model, we decided to divide countries into three groups: High humane cycle score-high enterprise cycle score group, low humane cycle score-high enterprise cycle score group, and low humane cycle score-low enterprise cycle score group. Here ‘high’ means above average and ‘low’ indicates below average.

According to Sethia and von Glinow’s (1985) classification (Integrative, Exacting, Caring, Apathetic), Bulgaria, Japan, Italy,

Figure 3
Typology by Enterprise Cycle Score vs. Humane Cycle Score

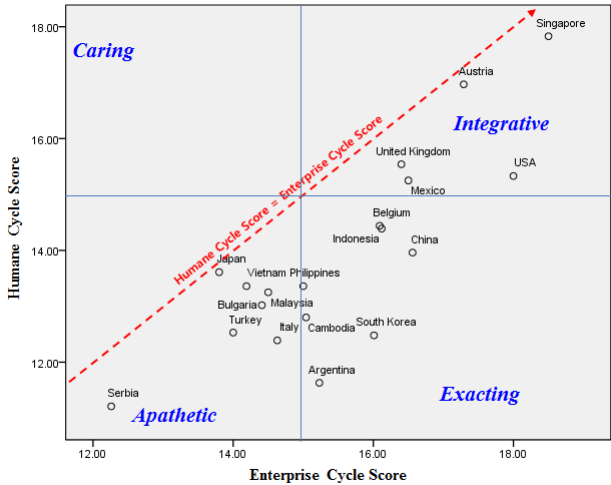


Table 3
Humane Entrepreneurship Indices of 2X2 Typology

	Humane-centric High HE	Enterprise-centric High HE	Humane-centric Low HE	Enterprise-centric Low HE	Total
Envisioning	3.16	3.21	2.55	2.82	2.93
Enthusiasm	3.28	3.28	2.74	3.07	3.06
Enlightenment	3.37	3.19	2.77	2.95	3.06
Experimentation	3.39	3.33	2.75	2.96	3.11
Excellence	3.23	3.29	2.77	2.86	3.06
Empowerment	3.06	2.74	2.52	2.44	2.72
Ethics	3.01	2.55	2.46	2.44	2.62
Equality	3.01	2.63	2.48	2.26	2.65
Engagement	3.09	2.85	2.58	2.73	2.80
Ecosystem	2.99	2.69	2.48	2.42	2.67
Enterprise Score	16.43	16.28	13.57	14.66	15.21
Humane Score	15.16	13.38	12.51	12.29	13.44
HE Score	31.57	29.53	26.14	26.95	28.63

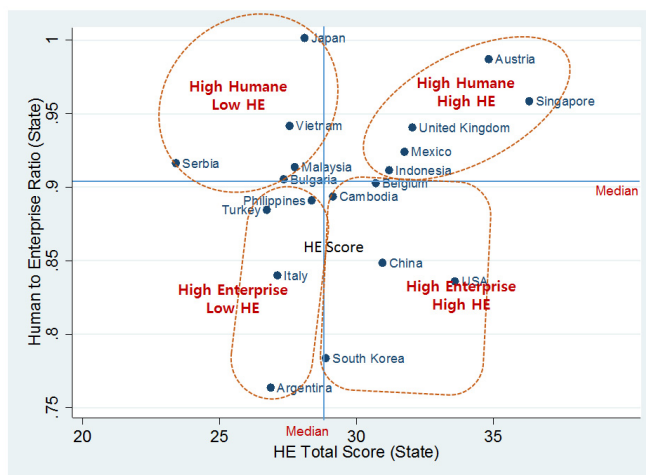
Malaysia, Serbia, Turkey, and Vietnam belong to Apathetic group (B1); Argentina, Belgium, China, Indonesia, and South Korea are classified as Exacting group (B2); and Austria, Mexico, Singapore, UK, and USA reached Integrative culture (B3). It is probable that economic hardship or fast growth partially caused high enterprise cycle score and low humane cycle score. For example, Argentina has lower humane cycle score due to its low level of equality score (2.1), which is only 78% of the 19 country-mean: empowerment (85%), ethics (88%), equality (78%),

engagement (96%), ecosystem (85%), and humane cycle score (87%).

5.3 Prescriptive Model

Responses to survey questionnaires can be influenced by (cultural) environment. To reduce this systematic error, this paper clustered 19 countries based on humane-to-enterprise ratio and HE scores. Humane-to-enterprise ratio (HE ratio) is calculated humane cycle score by enterprise cycle score. We believe that by using HE ratio, more objective comparisons are possible, irrespective of cul-

Figure 4
Typology by HE Score vs. HE Ratio



tural differences in responses.

Countries were classified based on their HE score and HE ratio, and HE types were assigned to countries. Median values were used in classification, and HE ratio was calculated based on a ratio of humane cycle scores and enterprise cycle scores.

The countries were divided into 4 groups based on their HE score and the median of their HE ratio. The results are presented below:

Humane-centric High HE Group (C1): Singapore, Austria, United Kingdom, Mexico, Indonesia. Borrowing from corporate culture terminology, this group is similar to “Integrative group.”

Enterprise-centric High HE Group (C2): USA, Belgium, China, Cambodia, South Korea. This group is similar to “Exacting group.” In this group, humane cycle score is relatively low in this group.

Humane-centric Low HE Group (C3): Japan, Malaysia, Vietnam, Bulgaria, Serbia. This group is similar to “Apathetic group.” Because HE ratio is always below 1, this group is not ‘caring’. In this group, both humane cycle score and enterprise score are relatively low.

Enterprise-centric Low HE Group (C4): Philippines, Italy, Argentina, Turkey. Similarly, this group can be called “Apathetic group.” Humane cycle score is relatively low in this group.

VI. Conclusions

This paper provides empirical data to support the importance of humane-oriented entrepreneurship. It is especially, important to keep balance between humane cycle and enterprise cycle, because humane entrepreneurship is an internal condition for firm growth.

This study used two factors of humane entrepreneurship, enterprise cycle and humane cycle, to compare different countries and to examine a balance between two cycles. Innovation-driven countries typically, achieve a balance between enterprise and humane cycles to a certain degree. Singapore,

Austria, and the United Kingdom have high scores for both enterprise and humane cycles, while South Korea and U.S. have relatively lower scores for humane cycle. The humane cycle acts to magnify the effects of the enterprise cycle (stimulant and synergistic effects). To invigorate the entrepreneurial ecosystem, both enterprise cycle and humane cycle are necessary.

To apply Sethia and von Glinow’s (1985) model, we classified countries (i) by using levels of humane cycle and enterprise cycle (B1, B2, B3), (ii) by using HE ratio and HE scores (C1, C2, C3, C4). It can be said that (i) is more diagnostic classification and (ii) is more prescriptive as follows:

- Humane-centric High HE Group (C1): Keep the current leadership and organizational culture.
- Enterprise-centric High HE Group (C2): Strengthen humane cycle that empowers and enables employees.
- Enterprise-centric Low HE Group (C3): Strengthen both cycles; with more focus on the human cycle. Level of human cycle may determine synergistic effects.
- Humane-centric Low HE Group (C4): Strengthen humane cycle.

This study suggest two major policy implications. First, public policy must promote transition from a task/business/performance-centered economy to a human-oriented economy. Second, incentives are need to stimulate more entrepreneurial management among current companies.

This study has some limitations. First, we asked respondent to answer how humane entrepreneurial is respondent’s country. But aggregating firm-level data will provide more ‘direct’ information. Second, country level data cannot control firm size, which determines the importance of humane cycle (Burns, 2012).

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사람중심 기업가정신의 국제비교 연구

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본 연구는 19개국 조사를 통해 사람중심 기업가정신의 국가별 비교를 실시하였다. 사람중심 기업가정신의 두 요인인 사업싸이클과 사람싸이클을 국가별로 비교하였으며 또한 이 두 요소간의 균형 상태를 파악하였다. 사람중심 기업가정신을 국가별로 비교하기 위해 본 연구는 Sethia and von Glinow(1985)의 조직문화모델을 수정하여 적용하였다. 본 연구에서는 ‘성과/생산 중시’를 사업싸이클, ‘사람 중시’를 사람싸이클에 대응시켰다. 국가간 비교 결과 선진국일수록 사업싸이클과 사람싸이클이 균형을 유지하고 있는 것으로 나타났으며 한국 등 성장이 정체된 국가들은 사람싸이클이 상대적으로 부족한 것으로 나타났다.

주제어 : 사람중심 기업가정신, 국제비교연구, 사람싸이클, 사업싸이클, 균형

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