

ENTREPRENEURSHIP EFFECT ON EMERGENCE OF NEW INSTITUTIONAL LOGICS: A CASE STUDY OF STEVE JOBS' INTERVIEW

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Abstract

The effects of entrepreneurship are widely recognized in the process of institutional change. The institutional logics literature, institutional entrepreneurship concept and proto-institutions perspectives all have explanations about how entrepreneurs can influence the institutional environment. After history become important in studying organizations – especially after the recent interest for collective memory has begun – the concept of emergence have gained importance on explaining the mechanisms of change. Although the concept of emergence is widely used in the organizational studies its definition and complex nature is commonly ignored. This study however shares the notion that institutional logics are an emergent phenomenon thus complex interactions inside social environment triggers change and gives chance to the entrepreneurs to institutionalize new logics even if they are unintended consequences. The case of “The Lost Interview of Steve Jobs” has been chosen to enlighten the interactions and to propose a unified model of the emergence of new institutional logics.

Keywords: Emergence, Entrepreneurship, Institutional Change, Institutional Logics, Steve Jobs

YENİ KURUMSAL MANTIKLARIN DOĐRUŞUNDA GİRİŞİMCİLİK ETKİSİ: STEVE JOBS'IN GÖRÜŞMESİNE İLİŞKİN BİR VAKA ÇALIŞMASI

Özet

Kurumsal deėişim sürecinde girişimcilik etkisi, yaygın olarak kabul görmektedir. Kurumsal mantık yazını, kurumsal girişimcilik kavramı ve proto-kurum perspektiflerinin tümü, girişimcilerin kurumsal çevre üzerinde nasıl bir etkiye sahip olabileceğine dair açıklamalara sahiptir. Örgütlerin incelenmesinde tarihselci yaklaşımların önem kazanması ile (özellikle son zamanlarda kolektif bellek çalışmalarına ilgi başladıktan sonra) öz oluşum kavramı, deėişim mekanizmalarını açıklamada önem kazanmıştır. Öz oluşum tanımı örgütsel çalışmalarda yaygın olarak kullanılmasına rağmen kavramsal olarak karmaşık yapısı genellikle göz ardı edilmektedir. Bu çalışma, kurumsal mantığın öz oluşum ile açıklanabilen bir fenomen olduğu, dolayısıyla bir sosyal çevre içindeki karmaşık etkileşimlerin deėişimi ile tetiklendiėi ve girişimcilere istenmeyen sonuçlar olsa bile yeni mantıkları kurumsallaştırma şansı verdiėi fikrini paylaşmaktadır. “Steve Jobs'un Kayıp Röportajı” örnek vaka olarak, etkileşimleri aydınlatmak ve yeni kurumsal mantıkların ortaya çıkışının birleşik bir modelini önermek için seçilmiştir.

Anahtar Kelimeler: Öz Oluşum, Girişimcilik, Kurumsal Deėişim, Kurumsal Mantıklar, Steve Jobs

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1. Introduction

The literature about entrepreneurship, most commonly is a subject of organizational behavior in business research. The field of organizational theory is also interested on the role of entrepreneurs while the institutional change takes place. Much of the extant research attends to questions of institutional change, much less work examines how entrepreneurs contribute to the creation and emergence of new institutions (Hwang and Powell 2005:195). According to Schumpeter (1934, 1991; Swedberg 2000; Fagerberg 2003), entrepreneurial activity most of the time is a recombination of existing materials and structures. A Professional or a Socially Skilled Actor (Hwang and Powell 2005), might be able to recombine those existing materials and structures for the theorization and elaboration needed for “both the development and specification of abstract categories, and the formulation of patterned relationships such as chains of cause and effect” (Strang and Meyer 1994:104, Hwang and Powell 2005:198). By doing that, actors might start a mechanism of institutional emergence that would result in “the transposition of institutional logics, from one domain where they are common and accepted into a new, unfamiliar domain” (Hwang and Powell 2005:199). This paper argues that if the result of the actors’ (entrepreneurs or organizations) new theorizations and elaborations result in the transposition of institutional logics by altering the taken for granted “schemas” (Friedland and Alford 1991), the actor can be named as an institutional entrepreneur even if the changes are not intentionally. The new institutional logics can result in the adoption of different organizational forms or practices as the unintended consequences (Hwang and Powell 2005:204) of the actions of institutional entrepreneurs.

This theorization and elaboration – transposition – unintended consequence mechanism of change is searched in this paper by a case study, particularly in the case of one of the most famous entrepreneurs of the world Steve Jobs. The interview of Steve Jobs filmed in 1995 includes information about his competition with rival companies his past successes and his vision about the future is chosen as data for this research. One can argue that as a professionally and socially skilled actor Steve Jobs altered the institutional logics of the computer industry by producing personal computers which are different than regular business tools by which the users can express their taste of fashion and lifestyle.

2. The lost interview of Steve Jobs

As one of the most iconic figures of the computer industry, Steve Jobs was a symbol for many who seek to succeed in business. Entrepreneur magazine article (no: 197538), like so many other papers about him defines Steve Jobs' career as revolutionary. This word revolution is related with entrepreneurship. One can argue that the best-case scenario for an entrepreneur is to revolutionize an entire industry. His departure from Apple – the company that he had established – and returning to make the company achieve success again made him a legend. More than that, his other enterprises Pixar and Next were also innovative and considered revolutionary. Pixar is now a part of Disney company and a leading actor in animated movie industry. Next computers were sold to Apple and played part in the comeback and success of the company. As to understand the actor's role in the emergence mechanisms of institutional environment Jobs is an interesting case to study. This study picked one of his interviews as a secondary source of data to investigate. "Steve Jobs: The Lost Interview" (<http://www.imdb.com/title/tt2104994/>) is a 2012 documentary movie which is 70 minutes long and contains the 1995 dated interview that had been lost for some time. The Interviewer Bob Cringely's word about this interview is as follows:

"I interviewed Steve Jobs. That was in 1995. 10 years earlier, Steve had left Apple following a bruising struggle with John Sculley, the CEO he'd brought into the company. At the time of our interview Steve was running Next, the niche computer company he founded after leaving Apple. Little did we know that within 18 months he would sell Next to Apple and six months later he'd be running the place. There are very few TV interviews with Steve Jobs and almost no good ones. They rarely show the charisma, candor, and vision that this interview does."

The vision of Steve Jobs is important as an example of how individuals can interpret their environment and succeed in getting directions about how to cope with it. On the other hand, not all entrepreneurial activity stems from such explicit acts of creativity, however. In other circumstances, windows of opportunity can be the unintended result of rulemaking (Hwang and Powell, 2005:192). So, it is also important to understand the environment and the opportunities Steve Jobs had during his entrepreneurial activities. Entrepreneur in this study has a broad view, in accordance with Hwang and Powell's (2005:1) perspective, focusing not only

on the creation of new business organizations, but also on the generation of new organizational models and policies that change the direction and flow of organizational activity.

An entrepreneur who plays a role in the emergence of organizations can be called an “institutional entrepreneur”. There can be no doubt that institutional entrepreneurs are characters in a narrative of the emergence of institutions (Czarniawska 2009:29) but their contribution to the new institutions can be unintentionally. Czarniawska (2009:22) claims that, in a given time and place, a “Zeitgeist” (common understandings and feelings of society about a certain period) met the institutional entrepreneurs who picked up/translated/invented an idea that fit both it and the sponsors who were willing to respond to the call. So, to understand Steve Jobs as an entrepreneur, this study will investigate his interview to understand his interactions with his environment.

This environment consists of the organizations he is involved with, the organizational field (Dimaggio and Powell, 1991) that these organizations live and interact, the generational units (Lippmann and Aldrich, 2016) that Steve Jobs was influenced and worked together with the societal and institutional logics of the environment. The interview has been investigated as the entrepreneur’s point of view about the interactions inside the environment.

2.1. Entrepreneur and organization

An entrepreneur’s first and the most frequent contact is with the organizations that he is involved with. They can either change the organizations that they work for or start a new one with new organizational models and policies. As to qualify as institutional entrepreneurs, individuals must break with existing rules and practices associated with the dominant institutional logics and institutionalize the alternative rules, practices, or logics (Garud and Karnøe, 2001; Battilana, 2006).

Steve Jobs: *“When we were building our Apple in the garage, we knew exactly what they cost. When we got into a factory in the Apple II days, the accounting had this notion of a “standard cost” where you’d kind of set a standard cost and at the end of a quarter you’d adjust it with a “variance.” and I kept asking, “well, why do we do this?” and the answer was, “well, that’s just the way it’s done.” and after about six months of digging into this what I realized was, the reason you do it is because you don’t really have good enough controls to know how much it costs, so you guess. And then you fix your guess at the end of the quarter. And the reason you don’t know how much it costs is because your information systems aren’t good*

enough. So, but nobody said it that way and so later, when we designed this automated factory for Macintosh, we were able to get rid of a lot of these antiquated concepts and know exactly what something cost to the second. So, in business, a lot of things are I call it "folklore." They're done because they were done yesterday and the day before. And so, what that means is if you're willing to sort of ask a lot of questions and think about things and work really hard, you can learn business pretty fast. It's not the hardest thing in the world. It's not rocket science."

As we see in above Steve Jobs act to change the model and policy of his organization. Doing this can be explained as altering the routines. Routines sometimes can be a negative consequence of institutional logics. Sometimes organizations adopt routines that are institutionalized in the environment because of the isomorphism (Dimaggio and Powell, 1991) constraints. Steve Jobs as an entrepreneur does come up with a new routine for the organization which might change the institutional logics, but it still depends on the other interactions of the environment. In his own words:

"You know, when you set a vector off in space, if you can change its direction a little bit at the beginning, it's dramatic when it gets a few miles out in space. I feel we are still really at the beginning of that vector. And if we can nudge it in the right directions, it will be a much better thing as it progresses on. And I look, you know--I think we've had a chance to do that a few times. And it brings, I think, all of us associated with it tremendous satisfaction."

We can think of the organizations as entrepreneurs' field of play in the theorization and evaluation (Hwang and Powell 2005) process that can lead to a big change after the start. In this level entrepreneurs' ideas can be experimented and expand if they succeed.

2.2. Entrepreneur and generational units

Seo and Creed (2002) describe those complex interactions as praxis are important for the institutional change. In complexity theory, the emergence is a result of complex interactions. Complexity comes from nonlinearity of reasoning. This means that when two elements (or actors) interact the output cannot be identified as a linear product. For example, if one worker does a job in 60 minutes and you can reduce the time to 30 minutes by adding another worker this is a linear system. You can expect a third worker to reduce the time to 20 minutes. But in nonlinearity of complex systems two elements' interactions result can be more than its sum. One of the common examples of that is the water molecule. The two hydrogen and one oxygen atoms does not identify the output which is the properties of water. In the same way, when two

actors in the environment interacts the entrepreneurial activity can have a nonlinear production. It can result in the emergence of new logics or cancel other entrepreneurial activities. This means that the actors that an entrepreneur interacts are very important in the institutionalization of logics in the environment.

Lippmann and Aldrich (2016) define the entrepreneur's interactions inside the generational units. These are people from same geographical location, culture and sometimes from the same age. Because of their commonalities it is easy for them to interact. Entrepreneurs, especially the ones that are leading innovations or new industries, may also spend their time and provide mentorship and guidance to new entrepreneurs (Özgen & Baron, 2007). Robert Noyce was from the generational unit of first-generation Silicon Valley entrepreneurs, and he provided a model for others in fostering entrepreneurship in later generations (Lippmann and Aldrich, 2016:667). Steve Jobs spent a considerable amount of his free time in the 1970s in Noyce's basement, discussing his ideas and getting guidance (Lippmann and Aldrich, 2016:667).

Steve Jobs: *"There was no such thing as an unlisted telephone number then, so I could just look in the book and looked his name (Bill Hewlett) up. And he answered the phone and I said, "Hi my name's Steve Jobs. You don't know me, but I'm 12 years old and I'm building a frequency counter and I'd like some spare parts. "And so, he talked to me for about 20 minutes. I'll never forget it as long as I live. And he gave me the parts, but he also gave me a job working at Hewlett-Packard that summer. And I was 12 years old. And that really made a remarkable influence on me."*

The innovations an entrepreneur can make are influenced by the environment in the form of generational units. Also, it can help them to find people they need to realize their innovations. Once the innovation was made, it also affects the generational unit by trans-positioning the new ideas in them. So, the generational units can be seen as trans-positioning process of innovations. As Steve Jobs says:

"They (Apple technicians) had no concept of proportionally spaced fonts, no concept of a mouse as a matter of fact, I remember arguing with these folks' people screaming at me that it would take us five years to engineer a mouse and it would cost \$300 to build. And i finally got fed up. I just went outside and found David Kelley Design and asked him to design me a mouse. And in 90 days, we had a mouse we could build for 15 bucks that was phenomenally

reliable. So, I found that in a way, Apple did not have the caliber of people that was necessary to seize this idea in many ways. And there was a core team that did, but there was a larger team that mostly had come from Hewlett-Packard that didn't have a clue."

2.3. Organization and organizational field

Another place of interaction for trans-positioning process is the organizational field. According to Powell and his colleagues (2005:4), the linkage between network dynamics and the evolving structure of fields needs to be made in order to make progress in explaining how the behavior of actors or organizations of one kind or another influence the actions of organizations of another kind. In this perspective, fields would be networks of interactions "that emerge as structured and structuring environments for organizational and individual participants" (White and his colleagues, 2004: 97).

Steve Jobs: "I had three or four people who kept bugging me that I ought to get my rear over to Xerox Parc and see what they were doing. And so I finally did. I went over there. And they were very kind. And they showed me what they were working on. And they showed me really three things, but I was so blinded by the first one that I didn't even really see the other two. one of the things they showed me was object-oriented programming. They showed me that, but i didn't even see that. The other one they showed me was really a networked computer system. They had over a hundred alto computers all networked, using e-mail, et cetera, et cetera. I didn't even see that. I was so blinded by the first thing they showed me, which was the graphical user interface. I was thought it was the best thing I'd ever seen in my life."

It is seen above that Xerox company influenced Apple in a big way. An organizational decision was made by Steve Jobs about their products was a reason of this influence. Jobs then realized that the main idea to sell their computers to non-business customers is to attract them with the graphical user's interface. The interaction inside the organizational field results in influencing the organizations decisions and gave Jobs a new vision:

"And within, you know, 10 minutes, it was obvious to me that all computers would work like this someday. It was obvious. I mean, you could argue about how many years it would take. You could argue about who the winners and losers might be, but you couldn't argue about the inevitability. It was so obvious. You would have felt the same way had you been there."

Another quote above explains the organizational field's assistance to an organization. In the IBM case being a big player in the organizational field gave the company the advantage of interest. The actors on the field didn't want the failure of the organization hence they put some effort to help them enhance their products:

Steve Jobs: "IBM's first product was terrible. It was really bad. And we made a mistake of not realizing that a lot of other people had a very strong vested interest in helping IBM make it better. So, if it had just been up to IBM, they would have crashed and burned. But IBM did have, I think, a genius in their approach which was to have a lot of other people have a vested interest in their success. And that's what saved them in the end."

Organizations have their culture which is the set of shared values and norms that control organizational members' interactions with each other and with people outside the organization (Jones, 2013). The interactions so have effects on the organizational culture and vice versa successful organizational cultures might effect and change the interactions of the organizational fields.

2.4. Generational units and organizational field

Lippmann and Aldrich (2016:658) argue that using generational concepts in organizational theory allows us to integrate the past into the present by considering how individuals' shared experiences continuously shape entrepreneurial action and affect regional entrepreneurial activities and outcomes over time. We refer to people who shape collective memories as generational units— meaningful collectives that move through time with high degrees of self-awareness (Lippmann and Aldrich, 2016:658). Generational units emerge when their collective actions are shaped by their shared perceptions and meanings attached to historical experience (Lippmann and Aldrich, 2016:663). Collective memories are "both the medium and the outcome of social configurations" (Olick, 2007: 118). The production, arrangement, and consumption of certain socio-material traces of memory (e.g., Documents) remain stored in archives are called collective memory making, a process that produces the content of collective memory and shapes the configuration of societal logics (Ocasio and his colleagues, 2016: 679).

"The people at Xerox Parc used to call the people that ran Xerox "toner heads." that (they) just had no clue about a computer or what it could do. And so, they just grabbed defeat from the greatest victory in the computer industry. Xerox could have owned the entire computer

industry today could have been, you know, a company 10 times its size, could have been IBM, could have been the IBM of the '90s, could have been the Microsoft of the '90s. So, but anyway, that's all ancient history."

As seen above, Xerox made an example of what not to become. As an Entrepreneur Jobs is using historical experiences from a regional entrepreneurial activity. He is mentioning about a collective memory about the people at Xerox Company. In the generational unit's collective memory, they are symbolized as toner heads. They created a jargon for criticism and shared a perception and meaning.

2.5. Generational units and societal logics

The organizational field relies on the collaborations, and they need individual symbols. The symbols are needed as a collective memory and collaboration is needed for survival. Jobs had given an example about polishing stones with a machine which operates by processing stones together hitting each other:

"It's through the team, through that group of incredibly talented people bumping up against each other, having arguments, having fights sometimes, making some noise, and working together, they polish each other, and they polish the ideas and what come out are these really beautiful stones, you know? So, it's hard to explain. And it's certainly not the result of one person. I mean, people like symbols, so I'm the symbol of certain things. But it really was a team effort on the mac."

The generational units, not only influences organizational fields but also on the societal logics themselves. Ocasio and his colleagues (2016: 686), propose that societal logics are distinct from organizational and field-level logics as they are grounded in the collective memory of historical events, rather than shared experience. Consistent with prior theory and research, Ocasio, and his colleagues, (2016: 694) views societal logics as providing general principles that reflective actors can use to create, maintain, or disrupt organizational and field level arrangements, or to guide action when local logics fail.

Historical shifts in societal logics not only drive shifts in organizational strategy making and patterns of entrepreneurship but also influence rates of organizational survival (Ocasio and his colleagues, 2016: 695). Societal logics provide and influenced by meta-narrations. The societal logics have the common understanding of what is desirable or

fashionable through meta-narrations. These meta-narrations are a product of the generational units common shared meanings and experiences. Process of meta-narration is the telling of stories about representations and their documents by individuals, groups, or organizations (Ocasio and his colleagues, 2016: 679). A set of associated metanarratives becomes a societal logic when it achieves a certain degree of convergence, resilience, and relevance across institutional fields (Ocasio and his colleagues, 2016: 686).

“The only problem with Microsoft is they just have no taste. They have absolutely no taste. And what that means is I don't mean that in a small way. I mean that in a big way, in the sense that they don't think of original ideas, and they don't bring much culture into their product.”

Steve Jobs is making statement above that Microsoft is not considering the cultural dimension of their environment. The societal logics of desirability which is a function of the cultural values of the society is important on creating new products. He mentions later that society does not recognize that yet, but it can change:

“They just make really third-rate products. Their products have no spirit to them. Their products have no sort of spirit of enlightenment about them. They are very pedestrian. And the sad part is that most customers don't have a lot of that spirit either. But the way that we're gonna ratchet up our species is to take the best and to spread it around to everybody, so that everybody grows up with better things and starts to understand the subtlety of these better things. And Microsoft's just you know, it is McDonald's. So that's what saddens me, not that Microsoft has won, but that Microsoft's products don't display more insight and more creativity.”

Jobs, instead insists on relying on cultural values or if we put it in another way, he understands the importance of meta-narratives of societal logics. Representing the esthetic values and culture of the society into what you are doing might affect your success:

“You know, ultimately it comes down to taste. It comes down to taste. It comes down to trying to expose yourself to the best things that humans have done and then try to bring those things into what you are doing. I mean, Picasso had a saying. He said, “Good artists' copy. Great artists' steal.” and we have always been shameless about stealing great ideas. And I think part of what made the Macintosh great was that the people working on it were musicians and poets and artists and zoologists and historians who also happened to be the best computer

scientists in the world. But if it hadn't been for computer science, these people would have all been, you know, doing amazing things in life in other fields. And they brought with them, we all brought to this effort very liberal arts sort of air, a very liberal arts attitude that we wanted to pull in the best that we saw in these other fields into this field. And i don't think you get that if you're very narrow.”

The societal logics are the macro limitations of the environment where the entrepreneurs conduct their activities. It is at a level where unintentional consequences (Hwang and Powell, 2005) of creating new meta-narratives can alter the logics. The institutionalization can be seen at this level of interactions.

2.6. Organizational fields and institutional logics

Another part of the level where unintentional consequences can be seen is institutional logics. Thornton and Ocasio (1999: 804) define institutional logics as "the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality" "a community of organizations that partakes of a common meaning system and whose participants interact more frequently and fatefully with one another than with actors outside of the field" (Scott, 1994: 207). As pointed out by DiMaggio and Powell (1983), a structured field corresponds to a complex of organizations responding to an environment of organizational responses in that they structurally represent their relations while they delimit the actions formulated in their relationships. Jobs said in 1995:

“So, software is infiltrating everything we do these days.in businesses, software is one of the most potent competitive weapons. Software is becoming an incredible force in this world to provide new goods and services to people, whether it's over the internet or what have you. Software is gonna be a major enabler in our society.”

He was right and now we have an industry of software companies with their own institutional logics. They are mostly operating on the internet and the understanding of a big company has changes just as he predicted:

“Another way to think about it is the smallest company in the world can look as large as the largest company in the world on the web.so I guess--I think the web-- as we look back 10 years from now, the web is going to be the defining technology, the defining social--the defining

social moment for computing. And I think it's going to be huge. I think it's breathed a whole new generation of life into personal computing. And I think it's gonna be huge."

The changing institutional logics in the organizational field influence the institutions themselves as well. By providing tools for the society, they had changed the institutional logic of communication today. Back then Steve Jobs put it this way:

"Well, you know, I think the internet and the web there are two exciting things happening in software and in computing today. I think one is objects, but the other one is the web. The web is incredibly exciting because it is the fulfillment of a lot of our dreams that the computer would ultimately not be primarily a device for computation, but metamorphosize into a device for communication. And with the web, that's finally happening. And secondly, it's exciting 'cause Microsoft doesn't own it and therefore there's a tremendous amount of innovation happening, so I think that the web is gonna be profound in what it does to our society."

But before they are totally institutionalized new organizational fields contains new forms of organizations as proto institutions. Proto institutions are "new practices, rules and technologies that transcend a particular collaborative relationship and may become new institutions if they diffuse sufficiently" (Lawrence and his colleagues, 2002: 281). If they diffuse widely, they may come to be taken for granted in a field. When that happens, proto-institutions become institutions, that is, "systems composed of regulative, normative, and cultural-cognitive elements that act to produce meaning, stability and order [in a field]" (Scott, 2003: 879). In the time of the interview the company of Steve Jobs was called Next, and they were trying to become a new thing, a proto- institution:

"But didn't see really clearly then, called "object-oriented technology. "And we have perfected it and commercialized it here and become the biggest supplier of it to the market. We've got a small to medium-sized business. And we're the largest supplier of objects, but, you know, we're a \$50 to \$75-million company, got about 300 people. And that's what we do."

The transformation process from proto institution to institution tends to be long and complex, as indicates the substantial literature on institutional change processes (Boxenbaum, 2005:2). The unintended consequences of complex interactions in the transposition process effects both the institutional logics and the societal logics. Therefore, their change effects the interaction between them and the institutional change can be seen in the environment.

3. Discussion

This study focused on the interactions of entrepreneur in the institutionalization process and tries to understand the results of the interactions. The metaphor of institutional change as an anthill provides a description that interactions effect in many ways the process even if the consequences are unintended. Allowing the narrative of institutional entrepreneurship to be enriched with the image of an anthill might make it more realistic – not diminishing the heroism of ants, only multiplying their number and character, and stressing the connections (Czarniawska 2009:29). In other words, the claim is that just like the institutional logics emerge, their effects on the interactions might lead to the emergence of the institutional entrepreneurship acts.

Sawyer (2005) proposed that between the macro structures and micro interactions there need to be a mechanism of emergence because of the complexity within. By following Hwang and Powell's (2005) concepts of theorization and evaluation, transposition processes and unintended consequences this study proposes a model of interactions in the institutional environment. To change an institutional logic the entrepreneurs (sometimes unintended) actions lead to complexity. When we look at Steve Jobs' case, we see that an unintended consequence the computer developed by his company next was used to develop the World Wide Web and as a result, nonprofessional user's interest to buy a computer had increased. This increase has led to a different type of knowledge sharing and resulted of the creation of bottom-up communication. Bottom-up communications have begun to change of the ways we require information. Today the first generation has risen with a new paradigm of requiring knowledge. The rankings and comments which now are supported by artificial intelligence on the World Wide Web are helping to evaluate the information needed in the daily life. The Wikipedia website which is constructed by using bottom-up knowledge has an accuracy that can compete with an encyclopedia that is written by a group of experts.

A more typical mechanism for institutional emergence is refunctionality, by which we mean the transposition of institutional logics from one domain where they are common and accepted into a new, unfamiliar domain (Hwang and Powell 2005:199). Lippmann and Aldrich (2016:666): "Entrepreneurial generational units can create this infrastructure through mechanisms that help to solidify their identities and record or codify their memories into collective memories. These collective memories then shape the ambitions, identities, and

migration patterns of future entrepreneurs and set into motion a historical cycle that makes some regions more entrepreneurial than others.”

Summing up the mechanisms of institutional entrepreneurship complexity, a configuration attempt for the emergent relations and processes are derived from Steve Jobs’ case. The connection of the case and the concepts of institutional entrepreneurship three levels of emergent relations are defined. The first level of relations involves the entrepreneur and his/her organization. Entrepreneurs through their organizations do innovations which might affect the complexity of organizational fields and organizations might affect the complexity of generational unit through entrepreneurs by their organizational culture. Hence a second level called transposition process enhances the complexity of institutional entrepreneurship. Organizational fields and generational units have similar mechanisms through each other. Meta narrations of general units helps the emergence of new societal logics and organizational fields helps the emergence of new institutional logics by creating proto institutions. At the third level of complexity, logics of the society and the institutions merges into institutions as an unintended consequence of organizational and entrepreneurial actions. The mechanisms, levels and relations are given on figure 1.

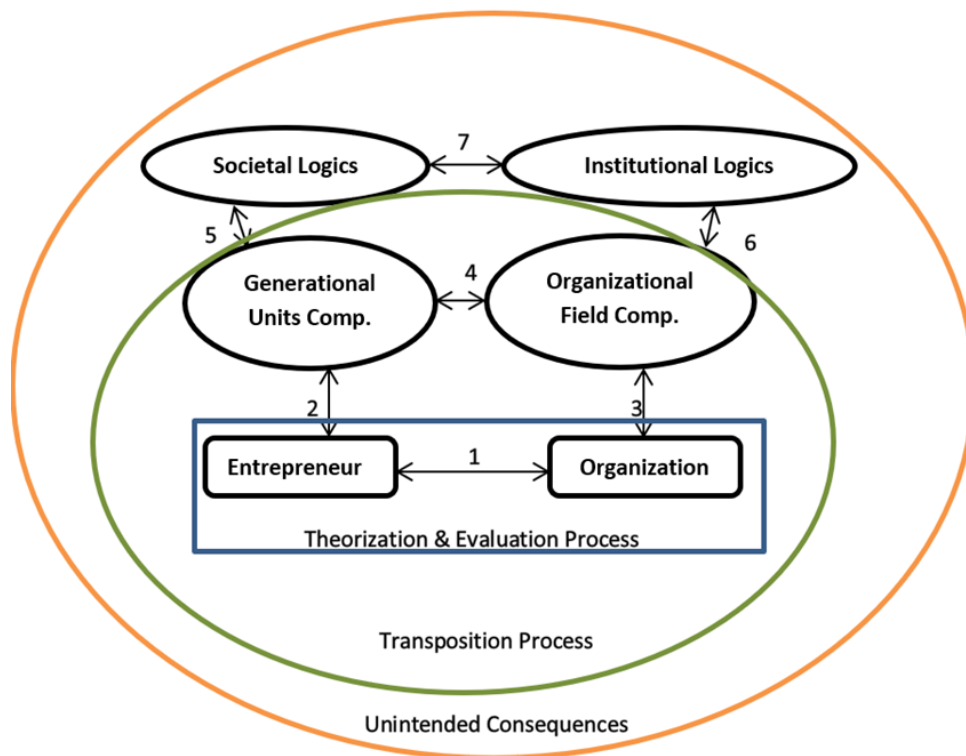


Figure 1: The position of entrepreneur in the institutional environment.

- 1. Routines:** organizations adopt many of their routines from the institutional environment surrounding them to increase their legitimacy and chances of survival (Jones, 2013).
- 2. Innovation:** designing and creating new organizational structures and cultures. (Jones, 2013:16)
- 3. Organizational culture:** The set of shared values and norms that control organizational members' interactions with each other and with people outside the organization (Jones, 2013).
- 4. Collective Memory:** “both the medium and the outcome of social configurations” (Olick, 2007: 118)
- 5. Meta-narrations:** The telling of stories about representations and their documents by individuals, groups, or organizations (Ocasio and his colleagues, 2016: 679).
- 6. Proto-Institutions:** “new practices, rules and technologies that transcend a particular collaborative relationship and may become new institutions if they diffuse sufficiently” (Lawrence and his colleagues, 2002: 281).
- 7. Institutionalization:** The compulsive mechanism that pushes organizations to obey constrains of organizational isomorphism. (For detailed explanation see: DiMaggio and Powell, 1991)

4. Conclusion

The reason for the drawing attempt of a scheme for complex mechanisms in an institutional environment was to find pathways of research design. Institutional perspectives are hard subjects to conduct research. Therefore, pathways to design research might help to clarify the research questions and to propose better. The configuration demonstrated in figure one is about those pathways. For example, according to our configuration, a study about the relationship between an organization and societal logics might have 4 different paths. One path might be a road of 3,4,5. This pathway would require research about organizational culture (3), Collective memory (4) and Meta narrations (5) and include organizational fields as well as generational units. Other paths might be like 1,2,5 or 3,6,7 or 1,2,4,6,7. As we can see that some paths are more complicated than others and might be more difficult to conduct. As a result, the proposition of this study is to configure the institutional environment to simplify the complexity of the research that links entrepreneurs to institutions.

Two directions for future research are needed according to produce measurable hypotheses from the theoretical perspective proposed in this research. First one is to study paths. To prove the seven paths proposed in this study are the most important ones between and inside the processes many different research designs can be made. One research for example can be designed to investigate if collective memory is the most important path to carry entrepreneurs' innovations and ideas between generational units and institutional fields. The second one is to falsify the model by attempting to demonstrate direct influences of the entrepreneurs to the unintended consequences by skipping the processes. The idea is that complex mechanisms of emergence cannot be divided to understand them, but simplifying the mechanism is needed to make assumptions about theorizing it. Simplified research design about a part of the emergent mechanisms of institutions in a social environment is needed for researchers to make sense about their theories better. Other cases of entrepreneurs with revolutionary ideas are needed to be researched to make better propositions and enhance this model by falsifying attempts to the simplified model proposed in this paper.

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