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MANAGER'S CORPORATE ENTREPRENEURIAL ACTIONS AND EMPLOYEE'S JOB PERFORMANCE & SATISFACTION: A STUDY ON MANAGERS & THEIR SUB-ORDINATES AT INFOTECH PVT. LTD., LAHORE

ANUM KHAN
RESEARCH SCHOLAR
SUPERIOR UNIVERSITY
LAHORE

ABSTRACT

Knowledge about corporate entrepreneurship and its successful use continues to expand but it is still not enough for people to understand about corporate entrepreneurship. This literature is about to know the important relationship between the organizational antecedents which create corporate environment in which managers take successfully entrepreneurial actions which results in Job Satisfaction. This paper is a conceptualize framework about corporate entrepreneurship. The rationale behind this is organizational antecedents help in taking entrepreneurial actions which results in job satisfaction and reinforce the Corporate Entrepreneurship practices. To examine that the organizational antecedents relate to job satisfaction which results in generated new ideas, their implementation and unofficial improvements, this paper is having sample size of 30 respondents out of which 10 are managers, 5 are at low-level, 3 at middle-level and 2 at high-level and the remaining 20 respondents are working at sub-ordinate level with these managers. In depth interviews and meetings were conducted to collect data as total open ended questions which asked from the respondents. After collecting, analyzing, and summarizing the results, it showed that; there is significant relation between entrepreneurial actions and job satisfaction especially with the existence of organizational antecedents.

KEYWORDS

Entrepreneurial Actions, Role of Managers in Corporate Entrepreneurship, Organizational Antecedents, Employee's Job Performance & Satisfaction.

1. INTRODUCTION

In today's world majority of companies are focusing on corporate entrepreneurship. "Although there are many benefits of corporate entrepreneurship but there are still many issues regarding its implementation" (Hornsby, Kuratko & Zahra, 2002). Due to great output of corporate entrepreneurship many organizations wish to develop the corporate entrepreneurship culture and implement its strategies also the manager's involvement in entrepreneurial behavior but it is not still enough to enhance the people's corporate entrepreneurship understanding. But in this paper here is discussion about the theoretical framework which has sense about company's strategy of corporate entrepreneurship (Meyer & Heppard, 2000). In this study after taking response from 10 Managers through which we can examine the relationships between antecedents, manager's entrepreneurial behavior, their entrepreneurial actions and turns into job satisfaction.

"The idea of corporate entrepreneurship has developed since last 3 to 4 decades" (Hanan, 1976; Hill & Hlavacek, 1972; Peterson & Berger, 1972; Quinn, 1979). "In the beginning there was a perception that corporate entrepreneurship is renewal of an organization" (Sathe, 1989). "It was observed that corporate entrepreneurship is formal or informal activity of product & process innovation and development to establish new business in established empires" (Zahra, 1991).

The aim of these activities to improve company's performance by taking place at all levels. This study conducted in Pakistan to know what effects of manager's entrepreneurial actions in our corporate sector. I.T base company selected because in the current situation of Pakistan's economy the growth of I.T base industries is far better than other kind of companies.

2. LITERATURE REVIEW / THEORETICAL FRAMEWORK

2.1. ENTREPRENEURIAL ACTIONS

According to new terminology a company can avail opportunities through entrepreneurial actions. "Entrepreneurial actions help the companies to enter into new market and find new customers" (Smith & Di Gregorio, 2002). There are three main dimensions of entrepreneurial actions i.e., innovativeness, risk taking & pro-activeness. In large organizations relationship of performance and entrepreneurial actions are totally different rather than medium or small size companies. In 1980's there was a perception that "entrepreneurial actions is not much feasible in bureaucratic organizational structures" (Duncan, Ginter, Rucks & Jacobs, 1988; Morse, 1986). But at the same time it was recommended that "entrepreneurial actions are encourageable and feasible for any type of organization because it improve their performance" (Burgelman, 1984; Kanter, 1985; Kuratko & Montagno, 1989).

In 1990's perception was started to change about entrepreneurial actions that it really matter in firm's performance. This was the revolution time for the companies redefine their businesses, proper utilization of human resources to meet at international standards through which they can survive in this global village. With the effect of entrepreneurial actions many well-known companies started to think about corporate entrepreneurship. "They transformed their structures by downsizing & recognizing, through this kind of action a new vision developed amongst these organizations to survive in future" (Zahra, Kuratko & Jennings, 1999). With the passage of time companies realized that "entrepreneurial actions are essential to survive and cheer success in competitive environment" (Barringer & Blue dorn, 1999; Ireland, Hitt, Camp & Sexton, 2001; Lyon, Lumpkin & Dess, 2000). "Entrepreneurial actions are full array of actions within the context of an organization, they do not occur in vacuum" (Dess, Lumpkin & Corin, 1997).

2.2. ROLE OF MANAGERS IN CORPORATE ENTREPRENEURSHIP

"At all organizational levels managers are key factors for achieving success" (Floyd & Lane, 2000; Ireland, Hitt & Vaidyanath, 2002). "Managers at any level have distinct responsibilities of entrepreneurial actions" (Floyd & Lane, 2000). Upper-level managers play a vital role to encourage & support others entrepreneurial behaviors. They make strategies and give directions to others to identify/clarify their roles. For directing role they utilize resources and deploy them. The most prominent role of upper-level managers in corporate entrepreneurship culture is creating new ideas & vision and emerge architecture of pro-entrepreneurship organization.

"Middle-level manager's expertise use in redefine the existing business or create a new one" (Ginsberg & Hay, 1994; Kanter, 1985; Pearce, Kramer & Robbins, 1997; Floyd & Wooldridge, 1992). There is requirement of middle-level managers to behave entrepreneurially with their subordinates and also support them to do the same. Organizations facilitate their middle-level managers to work as agent who promote the innovation. Middle-level managers lead, control and coach the lower-level organizational staff.

Lower-level managers are those who really imply entrepreneurial actions in their practices. Because higher-level managers give guidelines but lower-level managers implement and follow these instructions/strategies. To face unplanned entrepreneurial challenges, they take initiatives of entrepreneurial actions which endorse at high management levels. The results of these discussions are that any management levels either higher, middle or lower they all are very important for entrepreneurial actions to improve their organizational performance.

2.3. ORGANIZATIONAL ANTECEDENTS

"Organizational antecedents affect the entrepreneurial actions within an organization to promote corporate entrepreneurship" (Zahra, 1991; Zahra & Covin, 1995; Zahra et al., 1999). This research has studies different internal factors within organization like company's "incentive policies & internal control systems" (Sathe, 1985) "Organizational Structure" (Covin & Selvin, 1991; Dess Lumpkin & McGee, 1999; Naman & Selvin, 1993) "Culture" (Brazeal, 1993; Hisrich & Peters, 1986; Kanter, 1985) and "managerial support" (Kuratko, Hornsby, Naffziger & Montagno, 1993; Stevenson & Jarillo, 1990).

The above mentioned factors are antecedents of entrepreneurial actions because either singly or jointly the effect of the whole internal environment of an organization on which corporate entrepreneurship is built. If these antecedents are strong then organization support innovation but if they are weak then the organization discourages the innovation. This research paper helps us to understand the organizational antecedents of entrepreneurial actions (Kuratko, Hornsby & Mantagno, 1999; Ireland et al., 2003).

There are five dimensions for organizational antecedents of entrepreneurial actions. (1) "Rewards/reinforcement" (Kuratko, Ireland & Hornsby, 2001). (2) "Top Management Support" (Kuratko et al., 2001). (3) "Resources Time Availability" (Selvin & Covin, 1997). (4) "Organizational Culture" (Hornsby et al., 2002; Hornsby & Kuratko et al., 2003). (5) "Work Discretion" (Morris & Kuratko, 2002; Hornsby et al., 2002). Rewards support entrepreneurial actions, Top management relates to upper-level managers to promote & facilitate entrepreneurial actions, Resource time availability is very important for continuous process of entrepreneurial actions, Organization culture support natural environment to take entrepreneurial actions, Work discretion helps managers to take initiative & learn from their mistakes.

According to Kuratko et al., 2005 "if the managers are aware from the existence of organizational antecedents then they can easily engage with entrepreneurial actions to promote corporate entrepreneurship". After recognizing and interpreting the antecedents managers can easily avail the opportunities, remove the obstacles in taking entrepreneurial actions (Chen, Greene & Crick, 1998). Kuratko, Hornsby & Bishop, 2005 developed a perception that "entrepreneurial environment directly relate positive to job satisfaction". In this paper first set hypothesis taken from Kuratko, Hornsby and Bishop, 2005.

- H1a: Management support will be positively related to job satisfaction.
- H1b: Work discretion will be positively related to job satisfaction.
- H1c: Rewards/reinforcement will be positively related to job satisfaction.
- H1d: Time availability will be positively related to job satisfaction.
- H1e: Organizational boundaries will be positively related to job satisfaction.

2.4. JOB SATISFACTION AND ENTREPRENEURIAL ACTIONS

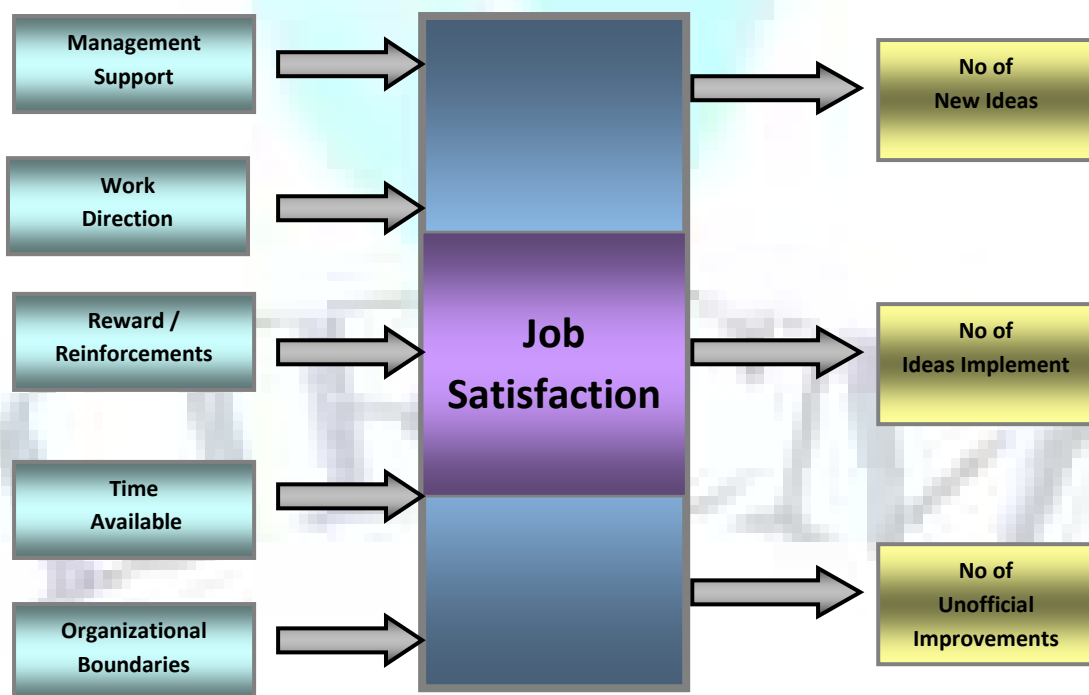
Job Satisfaction plays a mediating role between entrepreneurial actions & performance. According to Judge, Thoresen, Bono, Patton; 2001a, b that "job satisfaction & performance mutually relate & influence each other and a "chicken & egg" question arise regarding the relationship of job satisfaction & performance". Several studies conducted to examine the relationship of job satisfaction & performance. Some studies suggest that there are many variables involved in this relationship that play a role like a mediator/moderator.

A model derived by Judge, Bono & Locke, 2000 "which suggested some variables of this relationship which persists overtime like job complexity and challenges". "Disposition & excessive job demands were related to job satisfaction" (Griffin, 2001). Judge et al. 2001 derived a model which gave a concept to understand the relationship of job satisfaction & performance. This was based on meta-analytic study that suggests "bidirectional" relationship including a series of mediators & moderators.

Mediators affected the relationship of job satisfaction & performance which includes moods, intentions & poor performance. Moderators affect from outside like obligations, accessibility & personality. Second set of hypothesis taken from Kuratko, Hornsby & Bishop 2005 which gives sense of mediating affect among entrepreneurial actions & job satisfaction.

- H2: Job Satisfaction will mediate the relationships between perception of a corporate entrepreneurship environment & entrepreneurial actions.
- Again third set of hypothesis taken from Kuratko, Hornsby & Bishopm, 2005,whom examined the number of respondents which help in to measure the relationship between entrepreneurial actions & job satisfaction.
- H3 a, b, c: Job satisfaction will be positively related to entrepreneurial actions.
- H3 a: Job satisfaction will be positively related to the number of new ideas suggested.
- H3 b: Job satisfaction will be positively related to number of new ideas implemented.
- H3 c: Job satisfaction will be positively related to number of unofficial improvements.

3. THEORETICAL FRAMEWORK



This theoretical framework has been taken from the model paper of Mr. Donald F. Kuratko, Jeffrey S. Honrnsby & James W. Bishop published in International Entrepreneurship and Management Journal, 2005.

4. RESEARCH METHODOLOGY

The purpose of this study is to investigate the relationship between the organizational antecedents that create a corporate entrepreneurial environment and also interest in the study of relationship between the existence corporate entrepreneurial environment and a manager's perception of job satisfaction. Open Ended Questionnaire shows the relationship for this purpose which is mentioned at the end of the paper.

The questionnaire indicates that the items from a scale that has reasonable internal consistency reliability which also depicts that the questions are relatively good for data collection and they are acceptable in social sciences research. The relationship of entrepreneurial actions with job satisfaction is determined after combined studies and analysis of personal Job characteristics and responses gained through all distributed questionnaire. Each manager & sub-ordinate (respondent) best described how he or she sees himself or herself regarding each statement and question. Data gathered easily because I am also employee of this company in which interview was conducted by personally visit the managers & their sub-ordinates of different departments at different levels like Software, Sales, Finance & Operations and HR Department.

Research focused on managers & their sub-ordinates of Infotech (Pvt.) Limited, because it was convenient to collect the data from this company and from this specific sector. For the purpose of this study, a set of the questionnaire distributed to both sample sizes, from first sample size 10 individuals out of whom 5 were low-level managers, 3 were middle-level managers and 2 were high-level managers and in second size sample 20 sub-ordinates were taken as respondents. Beside the questions relate to entrepreneurial actions & job satisfaction, questionnaire also comprised on demographic questions in regards to reach manager's gender, qualification & management levels and also same for their sub-ordinates.

1 st Sample Size					
4.1. Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	7	70.0	70.0	70.0
	Female	3	30.0	30.0	100.0
	Total	10	100.0	100.0	
4.2. Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BBA/BCS(Hons)	3	30.0	30.0	30.0
	MBA/MCS	5	50.0	50.0	80.0
	ACCA/CA	2	20.0	20.0	100.0
Total		10	100.0		
4.3. Management Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High-Level	2	20.0	20.0	20.0
	Middle-Level	3	30.0	30.0	50.0
	Low-Level	5	50.0	50.0	100.0

2 nd Sample Size:					
4.4. Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	15	75.0	75.0	75.0
	Female	5	25.0	25.0	100.0
	Total	20	100.0	100.0	
4.5. Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BBA/BCS(Hons)	14	70.0	70.0	70.0
	MBA/MCS	6	30.0	30.0	100.0
Total		20	100.0		

4. DISCUSSIONS

“Corporate entrepreneurship is not always successful without proper corporate controlled” (Block & Macmillan, 1993; Morris & Kuratko, 2002). But corporate entrepreneurship helps a lot for managers to build confidence & become result oriented. Through corporate entrepreneurship we can renovate today's corporation by creativity & new leadership style. As far as future concern corporate entrepreneurship push up the organization for future growth to establish entrepreneurial strategies in organizations, it is very important to recognize antecedents & results of corporate entrepreneurship activity because it relates with managers also. This research focus on antecedents, entrepreneurial actions & results related to manager's and their sub-ordinates job performance and satisfaction. By taking response from 10 managers at different levels and from their 20 sub-ordinates suggest us that reinforcement & work discretion play a vital role in job satisfaction increased through entrepreneurial actions which results in increase number of new ideas generates, their implementation & successive improvements. Majority of managers said that we should try to more emphasis on these organizational antecedents which helping in building entrepreneurial behavior. In this research job satisfaction role is like a mediator between antecedents and its outcomes.

5. FUTURE DIRECTIONS/CONSIDERATIONS

The sample size of this research is very small it should be at large level especially in Pakistan in different sectors. According to Harter et al. (2002) that “entrepreneurial actions relate to job satisfaction & performance is inadequate, we can also improve the measurement of entrepreneurial actions”. Another future consideration is that how we can sustain the corporate entrepreneurship strategy with respect to different obstacles for its implementation & control. “This research shows that in whole corporate entrepreneurship process the manager's satisfaction is really matter, it should be researched more” (Ginsberg's, 1988). Many organizations do not give more importance to entrepreneurial actions in the corporate strategies. Sub-ordinates need more unofficial learning which they get only from their respected manager's attitude. This study is limited in its scope; it appreciates new understanding & findings of this topic.

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