ISSN: 2235 -767X

CORPORATE ENTREPRENEURSHIP AND EMPLOYEE RETENTION STRATEGIES IN NIGERIAN TELECOMMUNICATION INDUSTRY

Rukevwe Juliet Olughor

Department of Business Administration, Ajayi Crowther University, Oyo. Nigeria. Email: rukevwejolughor@gmail.com

ABSTRACT

he study identified existing corporate entrepreneurship (CE) activities in the telecommunication industry in Nigeria, examined it influence on the growth of the industry and ascertained the effect of employee retention strategies on CE activities. It also assessed the challenges confronting corporate entrepreneurship activities and employee retention strategies in the industry.

The study employed both primary and secondary data. Primary data were collected through the use of questionnaire administed to top, middle and lower level management of selected Telecommunication industry in Nigeria. The results of the analysis showed that there was a relationship between employee retention strategies and CE activities (t = 8.42, P < 0.05). CE activities was significantly and positively influenced by reward and reinforcement (t = 2.51, P < 0.05), time availability (t = 0.97, P < 0.05) and organizational boundaries (t= 8.07, P < 0.05). However management support (t = -4.04, P < 0.05), work discretion (t = -3.14, P < 0.05) and recruitment practices (t = -1.05) 4.24, P < 0.05), had a significant negative relationship with CE activities. Finally, it was revealed from the suggestions given by respondents that entrenched bureaucratic management style, resistance to change and uniform compensation system of the telecommunication industry in Nigeria, posed a challenge to encouraging corporate entrepreneurship activities in the industry. The study concluded that although there exist strategies of retaining employees who exhibited entrepreneurial behaviours in the organizations, but there were inadequate strategies to support CE activities in the telecommunication industry in Nigeria.

Key words: Corporate entrepreneurship, retention, telecommunication, Nigeria.

European Journal of Business and Social Sciences, Vol. 3, No.2, pp 09-23, May 2014. P.P. 09 - 23

URL: http://www.ejbss.com/recent.aspx

ISSN: 2235 -767X

1.0 Introduction

The consequences of the financial crises at the international level during the recession of 2008 transferred shocks from one country to another. Nigeria also caught in the trend experienced drop in prices of stocks which has influenced associated crises in the industries (banking, oil sector, manufacturing among others), and resulted in collapse of various businesses which apparently pose challenges for the economy. It is thus noticeable that, developing countries like Nigeria that are faced with seeming volatile pressures from increased worldwide competition stemming from globalization, constant technological changes, customers' demand, foreign competition, legal environment and so on, require new ways of managing human resource to cushion the effects on organizational performance. To face these vicious competition (Vuuren, Groenwald and Gantsho, 2009) averted that, organizations must review practices and actively search for new ways to practice flexibility, increase its capacity of innovation and show more competitiveness. To achieve this objective, a transformation is required toward strengthening entrepreneurship within organizations. Thus the far reaching impact of globalization, in terms of market, consumers, competitors and technologies on businesses has made corporate entrepreneurship (CE) a more relevant phenomenon to organizational performance (Adler 1997; Kemelgor 2002). Entebang (2009) stated clearly that Corporate entrepreneurship (CE) has been defined inconsistently over the years. Schollhammer (1982), Antoncic & Hisrich (2004) refer to it as entrepreneurial activities within existing business organizations. It is seen as the process whereby an individual or group working within an existing organization creates a new organization or instigates renewal or innovation within that organization (Sharma & Chrisman, 1999). Corporate entrepreneurship, Entrepreneurial Orientation, Intrapreneurship are all terms used by many authors to describe entrepreneurial behaviour within existing firms (Covin et al, 2008; Kreiser, Marino, Weaver, 2002; Peterson & Lee, 2000; Dionco-Adetayo and Adetayo).

Corporate entrepreneurship (CE) has been established as a potentially viable means for promoting and sustaining corporate competitiveness (Schollhammer 1982; Miller 1983; Khandwalla 1987; Guth and Ginsberg 1990; Naman and Slevin 1993; Lumpkin and Dess 1996; and Kahara-kawaki 2011). Thus to revitalize and improve organizational performance, the adoption of entrepreneurial approach to organizations' strategies that will enhance sustainability and development is required. In Nigeria, like other sub-Saharan African countries, deregulation of the market has brought about economy liberalization and conditions that are set to stimulate growth. The urgency to deliver high quality products and services due to the intensity of competitive pressures has forced corporate bodies to become responsive and proactive.

Corporate entrepreneurship has been said to evolve in response to the lack of innovativeness and competitiveness within organizations (Kuratko 1990; Pinchot, 1985). Dionco-Adetayo et al, averted that the major thrust of intrapreneuring then, is to create or develop the entrepreneurial spirit within the corporate boundaries, thereby allowing an atmosphere of innovation to prosper and bridge the productivity gap to maintain competitiveness. This then suggests that the employees in the organization, who possess knowledge, skills and experience, constitute the human capital that creates value for organizations (Chen, 1999) and such individuals cut across corporate managers, supervisors, frontline officers who have a mindset for rejuvenating and revitalizing issues in the existing companies. The purpose of this study, therefore, is the examination of how telecommunication organizations in Nigeria build up its human capital, within the organizations through focused employee retention strategies that promote corporate entrepreneurial behaviour.

ISSN: 2235 -767X

Reinforcing this paradigm, Kuratko & Hodgetts, (2004) enthuse that entrepreneurship is a dynamic process of vision, change, and creation which requires an application energy and passion towards the creation and implementation of new ideas, creative solutions to withstand pressures. It thus becomes important to instill the entrepreneurial spirit in an organization in order to promote innovation and growth. However, these realization needs to draw on management attention since problems often occur that thwart creativity and innovation which are critical to growth and diversification. Hisrich, Peters and Shepherd (2008) assert that resistance against flexibility, growth, and diversification facing business organization is on how to create and manage an organizational environment, where multiple innovations can occur on a sustained basis which can be surmounted by developing a spirit of entrepreneurship within the existing organization, called corporate entrepreneurship as supported by (Adonisi, 2003). It therefore follows that business and organization have to reflect on their internal environment to draw on the creative capabilities of individuals to match their challenges.

In fostering entrepreneurial intention within the organization, environmental conditions that motivate individuals to act entrepreneurially need to be understood. The underlying assumption is that acting entrepreneurially according to Hisrich, et al (2008), "is something that people choose to do, and top management of an organization can influence that choice by the corporate environment that it creates." Such development has been characterized by, for example, appropriate rewards system, management support among others which have been found to be consistent with individual perceptions of entrepreneurial action as both feasible and desirable (Shepherd and Krueger as cited in Hisrich, et al., 2008).

Organizations, in fostering corporate entrepreneurship, need to think through the process of retaining their employees which should be affected by appropriate human resource management (HRM) practices designed to maximize organizational integration, employee commitment, flexibility and quality of work (Guest 1987 cited in Sharman and Joshi 2001). Retention of (valuable) employees is a major factor in an institution credibility and financial stability which helps in determining organizational performance (IBSA 2009). Akindele (2007) asserts that organizations' difficulty in retaining employees leaves soaring expenses that companies must incur to find replacements and a negative impact on the morale, efficiency, and productivity of the remaining workforce. It is thus instructive that an effective human resource management policy on recruitment of employees, who are most responsible for generating business value and creating competitive advantage, is necessary for organizational success. The study is guided by the following specific objective:

- To establish whether telecommunication industry in Nigeria adopts and promote corporate entrepreneurship practices.
- To find out whether employees' retention strategies influences corporate entrepreneurship in Nigeria telecommunication industry.

European Journal of Business and Social Sciences, Vol. 3, No.2, pp 09-23, May 2014.

P.P. 09 - 23

URL: http://www.ejbss.com/recent.aspx

ISSN: 2235 -767X

LITERATURE REVIEW

2.0 Theoretical Framework

Entrepreneurship is one of the most powerful drivers of growth and prosperity in the global economy. Entrepreneurship according to different contexts is defined differently by authors; Morrison (2006) defined entrepreneurship as forming and growing something valuable from virtually nothing; process starts from creating or grasping an opportunity, and then pursuing it. Heilbrunn (2005) defined it as "a dynamic process involving opportunities, individuals, organizational contexts, risks, innovation and resources. As a process, entrepreneurship is applicable to organizations of all sizes and types." Thus, Entrepreneurs generate variety by exploiting opportunities, and creating new ventures. (Tiessen, 1997)

In the entrepreneurship literature, a parallel strand was developed stressing the importance of entrepreneurship for and within existing corporations. A widely accepted label for this branch in entrepreneurship theory aiming at bewildering existing companies with an entrepreneurial spirit is corporate entrepreneurship (CE) (Johan Maes, 2003). Factors stimulating the emergence of CE, according to Hisrich, Peters and Shepherd (2008), are the corporation's bureaucratic structure, the emphasis on short term profits and a highly structured organization that inhibit creativity and prevent new products and businesses from being developed.

Corporate Entrepreneurship refers to the willingness of an individual to embrace new opportunities and take responsibility for affecting creative change (Morris, 2001). CE or Intrapreneurship is a term originated by Pinchot (1985) as "... the dreamer who figures out how to turn an idea into a profitable reality." Thus corporate entrepreneurship or intrapreneurship is often seen as a school within entrepreneurship theory (Cunningham & Lischeron, 1991). Schollhammer (1982) views the CE process as internal corporate entrepreneurs, which is similar to Pinchot's view. He defined it as any type of formalized entrepreneurial activity within an organization. Therefore, Johan Maes (2003) aver that corporate entrepreneurship is thought of as rejuvenating and revitalizing existing companies. It is brought into practice as a tool for business development, revenue growth, profitability enhancement and pioneering the development of new products, services and processes (Kuratko et al., 1990; Lumpkin & Dess, 1996; Miles & Covin, 2002; Zahra, 1991; Zahra & Colvin, 1995; Zahra et al., 1999b). It thus suggests that individuals who think of these innovations could be seen as risk-takers who have the guts to take responsibility for converting the ideas in their mind to the marketplace (Burch, 1986). Dyer (2001) defines this as 'the management of bold ideas' and that success requires a combination of clarity and boldness of vision and purpose.

The necessity of adopting the strategy corporate entrepreneurship and its relevance to the firm has been demonstrated in researched literature to show that there is in fact a positive link between corporate entrepreneurship and firm performance (Miller and Friesen 1978; Zahra and Colvin 1995; Zahra 1996). With this knowledge, the literature began to recognize corporate entrepreneurship as a form of sustainable competitive advantage as entrepreneurial behaviours may result in a variety of wealth-creating actions, such as the development of new innovations, expense reduction, and efficiency efforts (Dess, Lumpkin and McGee 1999).

Ireland, Kuratko and Covin (2003) goes as far as to describe corporate entrepreneurship strategy as "a set of commitments and actions framed around entrepreneurial behavior and processes that the firm designs and uses to develop current and future competitive advantages". CE thus provides business the capabilities to facilitate and formulate appropriate strategies to effectively execute plans that are proactive toward customers and competitors to ensure continued survival and success.

Hornsby et al. (2002) expanded on the work of other authors identified a set of organizational factors that is

ISSN: 2235 -767X

consistent throughout the literature. These factors are strategic leadership and support for CE; empowered autonomous employees; the use of appropriate rewards for CE; the availability of resources, especially time; and a supportive organizational structure. Based on extensive research in the field, Hornsby et al. (2002) developed and refined the Corporate Entrepreneurship Assessment Instrument (CEAI) to assess these five internal factors.

Human resource management practices and Corporate Entrepreneurship

Human capital is the greatest asset of any organization (Covey, 2002). 'Human Resource management' is defined by Armstrong (2000) as "the acquisition, motivation and development of human resources", likewise, the author defined 'acquisition' as the combined process of attracting potential recruits and selecting them for specific roles in a company. Newell and Shackleton (2000) as cite in David Coldwell et al (2008) regard recruitment as a "process of attracting people who might make a contribution to the particular organization". In this definition of attraction and contribution of recruits, the importance of corporate entrepreneurship is clearly emphasized. One benefit of these categories of employees to the organization is the provision of adaptive and credible operational capacity (Boxall, 1998). Similarly, employees with compatible innovative ideas to those of their employers are known to fit more completely, and to have higher retention propensities, than those who perceive a mismatch between their own ideas, orientations and those of their employers (David Coldwell et al. 2008).

Boxall (1998), assert that all firms face strategic problems and remaining a viable player in the firm's chosen industry, requires an adjustment to their "strategic paradigm" that will consolidate their position. The fundamental priority of HR strategy therefore, is to secure and maintain the kind of human resources that are necessary for the firms' viability through it quality of recruitment, training, the motivational power of compensation mix among others. Recruiting the right human talent and managing them (human resource advantage) in ways that achieve powerful intellectual synergies, along with established highly positive pattern of working relations, from the very earliest stages of the firm's life are usually the goals of firms seeking a "greenfields effect". Ichniowski et al. (1997) aver that "establishing this kind of virtuous cycle at the outset is much more desirable than having to try and create it on a "brownfields" site where years of low trust have undermined cooperation and create severe adjustment costs".

In summary, these studies indicate that the goodness of fit between individuals and the organizations they work for has a significant and strong bearing on employee acquisition and retention (Cable and Judge, 1996, 1997; Ehrhart and Ziegert, 2005; Turban and keon, 1993; Van Vianen, 2000; Schneider et al., 1998). In particular, Pinchot, (1985, 2000); Covey, (2002) demonstrated the importance of aligning the individual to corporate entrepreneurship process by "tapping into the mind, body, heart and spirit of an individual to release their talent, character and potential..., lies in the organizations' ability to create a culture where people are given freedom to be entrepreneurial".

2.1 Empirical Review

The adoption of CE has positively affected organization's performance. Kuratko, et al. (2001), found that CE activities in large firms resulted in diversified products and markets as well as instrumental to producing financial results. Several studies have further supported this claim. Zahra and Covin, (1995); Zahra and Garvis, (2000) in their studies, linked CE to increased growth and increased profitability.

Holt, Rutherford and Clohessy (2007), in their study of 151 employees, found that contextual (firm's memory and learning orientation) and process (facets of the CE Assessment Instrument) influenced CE. However, these influences are majorly on the aspect of innovation of CE.

ISSN: 2235 -767X

In studies that engage in HRM practices with CE, Hayton, (2005) reviewed that the HR practice of compensation influence on innovation, has received the most attention. Balkin & Gomez-Mejia, (1984), Balkin, Markman & Gomez-Mejia (2000), considering high tech firms operating in the early stages of their product life cycle, with low sales volume and high turnover rate, have noted that in order to encourage risk averse agents to make risky investments in innovation, pay levels should be higher and some part of total compensation should be based upon the levels of investment. Therefore, the research indicated that there is relationship between compensation practices that supported innovation, and organizational strategy, degree of organizational complexity, and the stage of the organizational life-cycle (Hayton, 2005).

Twomey and Harris (2000) report evidence of a correlation between the presences of a bundle of HR practices (selection, training, performance management, rewards and career development practices) which encouraged entrepreneurial behaviors and CE. Unfortunately inferences from this study according to Hayton, (2004) are limited due to the correlation nature of the evidence and the use of a single source for data.

Ireland, et al. (2006a) framework for sustainable corporate entrepreneurship, focused on characteristics such as structure, organizational controls, human resource management systems and culture. They indicated that the structure characteristics facilitate the surfacing of ideas and innovations at lower organizational levels and foster unique and creative managerial styles. It was found that a business's human resource management system is a valuable tool to encourage and reinforce entrepreneurially behaviour. Successful CE is promoted by entrepreneurially-friendly processes related to recruiting, selecting, training, developing and rewarding. The characteristics of organizational control emphasizes that strategic controls encourage employees to accept risk that is associated with effective entrepreneurial behaviours. In an entrepreneurial-intense culture, high importance is placed on the empowerment of people to allow them to act creatively and fulfill their potentials.

Hornsby, Kuratko, and Montagno (1999) identify five success factors linking HR practices to CE. These include the appropriate use of rewards, the provision of management support for innovation, work discretion, the availability of resources for innovation, and organizational structure conducive to learning and cooperation. Prior studies of US samples have confirmed the empirical significance of these five dimensions of organizational environments for promoting CE (Hornsby, Naffziger, Kuratko, & Montagno, 1993; Kuratko, Montagno, & Hornsby, 1990). Furthermore, these success factors are considered important for CE in both the US and Canada (Hornsby et al., 1999). However, these five success factors only predict entrepreneurial behaviors for US managers (Hornsby et al., 1999) suggesting that while an organization's internal environment is important, it is by no means the only antecedent of CE. The contribution of the studies by Hornsby and colleagues is an empirical model of success factors supporting both aspects of CE.

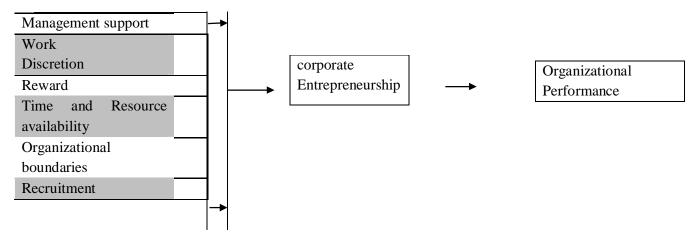
While these researches have moved the study of corporate entrepreneurship forward, they have only been tested in a few settings (Adonisi, 2003). Moreover, HRM practices have been proposed to be internally consistent and reinforce one another so that their sum is a synergistic influence upon desired employee behaviour (Delery & Doty, 1996). However, only a few studies have examined the influence of sets of HR practices on firms' overall levels of CE and in most cases, the synergy argument has not been examined directly.

ISSN: 2235 -767X

2.2 Conceptual Framework

The conceptual framework for this study is based on the model of Hornsby et al. (1993; 2002) and it included five organizational antecedents: management support, work discretion, reward, time and resource availability and organization boundaries. It is also the decision of the researcher to include recruitment as an addiction variable meant to test the process of an organization's strategy of aligning its talent hunt with business goals. Moreover, it is believed that this might form a set of HRM practice that will have a synergic effect on corporate entrepreneurship behaviour in the organization. Thus, these indicators form the independent variable. The dependent variable is corporate entrepreneurship which is measured using innovation, proactiveness and risk taking and this result to organization performance.

According to Zahra (1991) corporate entrepreneurship refers to the process of creating new business within established firms to improve organizational profitability and enhance a firm's competitive position or the strategic renewal of existing business. Thus corporate entrepreneurship is conceived of as the efforts to extend an organisation's competitive advantage through internally generated innovations that significally alter the balance of competition within an industry or create entirely new industries. This achievement is attained when candidates are the right fit to the job, the organization, and the leader reduces the probability of employee dissatisfaction after being hired. In addition to evaluating candidates' skills, experience, and knowledge, organizations need to take steps to understand candidates' expectations and match them with what the organization can reasonably provide.



Modeling relationship between CE and employee retention factors

3.0 Methodology

The purpose of this study is to investigate the proposed relationships between employee retention and corporate entrepreneurship activities of employees. The study is exploratory in nature which made use of the survey design to investigate whether the independent variable –employee retention (management support, work discretion, reward/reinforcement, time availability, organizational boundaries) and recruitment practice promote or impede the dependent variable – Corporate entrepreneurship activities in the Telecommunication industry in Nigeria.

ISSN: 2235 -767X

The target population was three Telecommunication GSM mobile service providers in Nigeria which are selected on the basis of the following criteria: the fact that they are the first set of GSM service providers; have a large coverage area and provision of employment opportunities for Nigerians. These criteria were chosen to enable cross analysis (Yin 1989). The three GSM mobile services provider selected are, MTN, Airtel, and GloMobile. The population shall comprise of all employees in the management (top, middle and lower) level of GSM mobile service providers

The sample of study was 380 subjects which was drawn using a purposive sample technique on individuals identified in the area of top, middle and lower/supervisory level managers in the headquarters of the selected companies representing the Telecommunication Industries located in Lagos.

Data was collected through primary and secondary data. The primary data were collected through the use of structured questionnaires administered to top, middle and lower level management staff of the sampled companies. A total of 400 questionnaires were given out but only 370 respondents were found usable for the study.

The questionnaires are divided into two main sections (sections A and B). Section A, capture demographic data about respondents and section B made use of the Corporate Entrepreneurship Assessment Instrument (CEAI) of Hornsby, Kuratko, & Montagno (1999) developed to measure information relating to the different variables of employee retention strategies and corporate entrepreneurship activities in telecommunication companies.

The secondary data were obtained from published corporate annual report of the telecommunication companies which included new products introduced to measure company's growth and level of corporate entrepreneurship activities.

In order to ensure the validity and reliability of the measurement instrument, items from existing measuring instruments that proved reliable and valid in previous research studies was adopted. Corporate Entrepreneurship Assessment Instrument (CEAI) of Hornsby et al. (1999 and 2002) that support an entrepreneurial behaviour has been refined over a number of years and was also cross-culturally validated on American and Canadian managers. However, a pilot study was conducted by administering the questionnaires to a group of experts and HR managers to determine the relevance of the instrument to the Nigerian culture. A split-halve reliability test was carried out through an inter item correlation to measure how far the dimension of each variable correlates with each other and generally contribute to the same measure. The Cronbach's alpha coefficient of the pilot is recorded as 0.814 and the Gultman split-half coefficient is 0.670.

The variables that are measured in the study are the employee retention strategies which are the independent variable. This is measured with the corporate entrepreneurship assessment instrument (CEAI) of Hornsby et al (2002) with a 5point Likert scale, strongly disagreed to strongly agree. The variables with item loading for each factor in the previous study included the following: management support for CE 19 items with chronbach alpha of .89, work discretion and autonomy 10 items with an alpha of .80, rewards/reinforcement 6 items with an alpha of .65, time availability 6 items with an alpha of .92 and organizational boundaries 5 items with alpha of .58. Recruitment practice is measured with 4 items adopted from Cathrin Lazarou (2007). The dependent variable - corporate entrepreneurship is measured by observing the activities of the different level of management in the organization.

ISSN: 2235 -767X

4.0 Discussion of results.

Corporate entrepreneurship activities performed by individuals in the management level in the companies was regressed against their management support, work discretion, reward and reinforcement, time availability, organizational boundaries and recruitment practices of the companies. The summary of the regression is shown below.

Table 4.1: Summary of multiple regressions showing the relationship between independent variables and corporate entrepreneurship activities.

Model	Sum of squares	DF	Mean square	F	Sig.
Regression	74.480	6	12.413	25.046	.000
Residual	179.912	363	.496		
total	254.392	369			

R = .541

R2 = .293

Adj. R2 = .281

It is shown from the table 4.1 above that the joint effect of independent variable of management support, work discretion, reward and reinforcement, time availability, organizational boundaries and recruitment practices on corporate entrepreneurship was significant (F, =25.046; R =.541, R2 = .293, Adj R2 = .281 P < .05). This implies that with an adjusted R- squared of .281 percent, it means that retention factors explained only about 28% of the variation in corporate entrepreneurship activities of the employees in the companies. The F value of 25.046 in the table indicates that the overall regression model is significant hence, it has some explanatory value. This indicates that there is a significant relationship between the predictor variables taken together and corporate entrepreneurship activities.

Table 4.1: Showing coefficient of the regression of the independent and dependent variables;

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Mode			Std.			Std.
1		В	Error	Beta	В	Error
1	(Constant)	2.872	.341		8.424	.000
	Management support	257	.064	215	-4.044	.000
	Work discretion	208	.066	165	-3.141	.002
	Reward and reinforcement	.108	.043	.136	2.511	.012
	Time availability	.040	.041	.054	.972	.332
	Organizational boundaries	.316	.039	.377	8.074	.000
	Recruitment practices	241	.057	199	-4.247	.000

Table 4.12 shows the results of the relative contribution of each of the independent variable on the dependent: it shows regression analysis based on the significance of the coefficient with the t – ratio of 8.424. This indicates that the others factors that affect corporate entrepreneurship activities and have not been included in the model are statistically significant in determining their retention. From the table

ISSN: 2235 -767X

management support, work discretion and recruitment practice had a negative statistical significant coefficient as indicated in their t-ratio with P < 0.05 significant level. This implies that there is no significant difference and hence they have an inverse relationship with CE activities in the companies. However there is a positive relationship between CE activities as shown in the table among reward and reinforcement, and organizational boundaries with t-ratio at 2.511, and 8.074. Time availability with t-ratio at 0.972 and P > 0.05 hence there is no significance found.

The result relating to management support shows a mean and standard deviation fairly low with it negative contribution of t = -4.044 in the regression coefficient. This indicates that there is a general consensus that there is a level of management support for CE activities but employees feel somewhat indifference. It implies something needed to be corrected. Without management support, it is difficult for an entrepreneurial culture to permeate and foster a culture for an organization (Kuratko, 2002, Birkinshaw, 1999 and Cornwall and Perlman 1990). Lack of management support for employees will frustrate especially lower level managers. Thus it is important to use experienced older employees to pass down knowledge and skills to younger employees and together engage in sustainable regeneration of the organization. In the literature according to Covin and Miles (1999), organizations that engage in sustained regeneration view their capacities for innovation as essential core competencies that must be protected, nourished and leveraged through corporate strategies of continual product and service development.

Workers have discretion to the extent that they are able to make decision about performing their work effectively (Hornsby et al, 1993). The mean score of 3.73 with an inverse relationship of t = -3.141 indicated that employees believed they are not allowed to make decisions about their work processes. This result does not support the literature. Employee empowerment, work participation, creativity and share responsibility characterized supportive climates, reflecting an entrepreneurial mindset (Ngo and Lau 2004).

According to the regression results the coefficient of reward and reinforcement is statistically significant. With a t ratio of 2.511, it implies that reward does spur a change to CE activities. This result agrees with the study of Chandler, (2002) who also found a positive relationship between the two. The study supported an HRM practice of compensation influence on CE activities. Thus reward and reinforcement develop the motivation of individuals to engage in innovation, proactive and moderate risk taking behaviours.

Time availability is found to be statistically insignificant to corporate entrepreneurship. With a tratio of 0.972, it implies that time availability does not prompt change to corporate entrepreneurship activities. However, time availability and CE are positively related meaning they both change in the same direction. Comparing these results with the literature reviewed the results however inconsistent with the theory reviewed. According to Hornsby et al (2005), time availability for employees to work on initiative is seen as key to creating a supportive climate. For new and innovative ideas to thrive, individuals should have time to incubate their ideas. Thus a lack of resource such as time, material and information may lead to reduced commitment to assigned goals.

Organizational boundaries are positively related to CE activities and have the most statistically significant coefficient as indicated by a t-ratio of 8.074. The results are consistent with the finding of Goosen (2002). According to Goosen, (2002), supportive organizational boundaries provide the administration means by which ideas are appraised, selected and executed.

European Journal of Business and Social Sciences, Vol. 3, No.2, pp 09-23, May 2014. P.P. 09 - 23

URL: http://www.ejbss.com/recent.aspx

ISSN: 2235 -767X

The result relating to recruitment practices showed a negative contribution of t-ratio -4.247 in the regression coefficient. Although there is a statistical significant with corporate entrepreneurship activities, their relationship is inversely related. While in the literature, there is no empirical evidence of a relationship between recruitment practice and CE activities but according to Newell and Shackleton (2000), recruitment is a process of attracting people who might make a contribution to the particular organization. Thus there should be a goodness of fit between individuals and the organization they work for to enable a culture of aligning the employees to corporate entrepreneurship process.

5.0 Conclusion

In the light of the challenges facing organizations both internal and external forces, it has become imperative for management to be innovative and proactive to whether the competition that they are faced with. This process emphasizes the need to orientate the human resource available in the organization towards entrepreneurship activities for growth and sustainability.

Management support influences the activities of employees therefore firms should adopt better management styles that will lead to a positive impact on the retention of their core employees. On the basis of the empirical results the study concludes that since CE is a process of continuous improvement involving everyone, managers and workers, the leadership or management should come up with strategies or policies that will involve all the stakeholders so as to achieve the desired results.

This study concludes that competition influence the adoption of CE. Thus employees should be allowed some degree of freedom to enable them use their initiative and take decisions that could result to success. Organizations are dynamic entities since they reside in an ever-changing environment due to the continued competition and globalization. This highly competitive and constantly changing environment offers significant managerial opportunities as well as challenges. To effectively address this situation, the management should embrace the management philosophy of joint authorship. This study finally concludes that rewards and reinforcement and organizational boundaries are the most significant variable influencing corporate entrepreneurship activities.

European Journal of Business and Social Sciences, Vol. 3, No.2, pp 09-23, May 2014.

URL: http://www.ejbss.com/recent.aspx

ISSN: 2235 -767X

BIBLIOGRAPHY

- 1. Adams, M., Wortman, M.S., & Spann, M.S. (1988). Paths and Processes: An Integrative Model of Independent and Corporate Entrepreneurship. Proceedings of the United States Association for Small Business and Entrepreneurship, 2, 127-133.
- 2. Adonisi, M. P. (2003). The relationship between corporate entrepreneurship, market orientation, organisational flexibility and job satisfaction. Unpublished doctoral dissertation, University of Pretoria, Pretoria
- 3. Ajagu, A. N. (2005). The Entrepreneur. Lagos: Betcy Media.
- 4. Ajzen, J. (1991, "The Theory of Planned Behaviour", Organisational Behaviour and Human Decision Processes 50, pp. 179-211.
- 5. Akindele, R.I.,(1999). How to motivate Nigerian workers. Quarterly Journal of Administration, 337-344.
- 6. Akindele, R. I. (2007). Fundamentals of Human Resources. Nigeria: Cedar Production.
- 7. Akindele R.I. (2009) Research Methodology. Nigeria: Cedar Production
- 8. Aloulou W. and Fayolle A. (2005). A conceptual approach of entrepreneurial orientation within small business context. Journal of Enterprising Culture, 13(1):21-45.
- 9. Ambrose, Delores, (1996). Healing the downsized organization. New York: Three Rivers Balkin, D. B., Markman, G. D., & Gomez-Mejia, L. R. (2000). Is CEO pay in high technology? Firms related to innovation? Academy of Management Journal, 43(6), 1118–1129.
- 10. Bardhan, Ashok; Kroll, Cynthia. (2003) "The New Wave of Outsourcing". Fisher Center for Real Estate and Urban Economics. University of California, Berkeley.
- 11. Boxall, P., & Purcell, J. (2003). Strategy and human resource management. Basingstoke, UK: Palgrave Macmillan.
- 12. Brandt, S. (1986). Entrepreneuring in established companies. Homewood, Illinois: Irwin.
- 13. Burch, J. G. (1986). Entrepreneurship. New York: John Wiley & Sons.
- 14. Burgelman, Robert A. (1984), "Designs for Corporate Entrepreneurship in Established Firms," California Management Review, 26 (3), 154-166.
- 15. Burgelman, R. A. (1983) Corporate entrepreneurship and strategic management: insights from a process study in Management Science, 1983
- 16. Capplan, Gayle and Teese, Mary. (1997). Survivors—How to keep your best people on board after downsizing. Palo Alto, CA: Davies-Black Publishing.
- 17. Chen, Y.L. (1999) Accumulation of Human Capital within the Organization The Perspective of Intellectual Capital Management [in Chinese], Graduate School of Human Resource Management, National Central University
- 18. Covin J.G., & Miles, M. (1999). Corporate entrepreneurship and the pursuit of competitive advantage. Entrepreneurship Theory & Practice, 23(3), 47-62.
- 19. Davis, K. Shannon (1999), "Decision Criteria in the Evaluation of Potential Entrepreneurs," Journal of Engineering and Technology Management, 16, 295-327 107de Chambeau, F.A., & Mackenzie, F. (1986). Intrapreneurship. Personnel Journal, 4 40-45.
- 20. Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Test of universalistic, contingency and configurationally performance patterns. Academy of Management Journal, 39, 802–825.
- 21. Dess, Gregory G. and G.T. Lumpkin (2005), "The Role of Entrepreneurial Orientation in Stimulating Effective Corporate Entrepreneurship," Academy of Management Executive, 19 (1), 147-156.

ISSN: 2235 -767X

- 22. Dionco-Adetayo, E. (1998). Entrepreneurial performance of Mirco Scale Food Processing Industries in Osun State, Nigeria (Ph.D. Dissertation). Obafemi Awolowo University, Ile- Ife, Nigeria.
- 23. Dionco-Adetayo, E., Fayomi, I. and Oribabor, P. (1999). Entepreneurial development in Tertiary Institutions; A strategy for Self-Employment. Journal of Behavioural Research, 32-45.
- 24. Dionco-Adetayo, E. (2011). "Guide to Business Research and Thesis Writing". 2nd edition, Ibadan: Rasmed Publications Ltd.
- 25. Dyer, T. (2001, August 29). Entrepreneurship. Available: www.sabceducation.com/enterprisezone.html.
- 26. Ellis, R.J., & Taylor, N.T. (1988). Typography for Corporate Entrepreneurship. Proceedings of the International Council for Small Business, 1, 92-96.
- 27. Elizabeth W. Macbeth, Tomislav Rimac, (2004) "The Age of Entrepreneurial Turbulence: Creating Sustainable Advantage for Individuals, Organizations and Societies in the New Century". ESADE MBA Business Review.
- 28. Entebang, H., Richard, T., Harrison and Ernest C. (2009)."A Conceptual Framework of Corporate Entrepreneurship for Government linked companies in Malaysia". Proceeding of the Asia Pacific of Marketing Conference.
- 29. Fry, F.L. (1993). Entrepreneurship: a planning approach. Minneapolis: West Publishing Company.
- 30. Gratton, L. (2000). Living strategy: Putting people at the heart of corporate purpose. London: Financial Times/Prentice Hall.
- 31. Guth, W. D. Ginsberg, A. (1990) Guest Editors' Introduction: Corporate Entrepreneurship. Strategic Management Journal, Vol. 11, No. 4, 5–15.
- 32. Hayton, J. C. (2004). Strategic human capital management in SMEs: An empirical study of entrepreneurial performance. Human Resource Management Journal, 42(4), 375-391.
- 33. Hayton, J. C. (2005) Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. Human Resource Management Review 15 (2005) 21–41
- 34. Heinonen, J. & Korvela, K. (2003) How about measuring intrapreneurship .Small Business Institute.
- 35. Heilbrunn, S., "The impact of organizational change on entrepreneurship in community settings"; Journal of Small Business and Enterprise Development Vol. 12 No. 3, 2005 pp. 422-436
- 36. Hornsby, J.S., Kuratko, D.F. & Zahra, S.A. (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale. Journal of Business Venturing, 17(3): 253-273.
- 37. Hornsby, J. S., Kuratko, D. F., & Montagno, R. V. (1999). Perception of internal factors for corporate entrepreneurship: A comparison of Canadian and U.S. managers. Entrepreneurship Theory and Practice, 24(2), 9–24.
- 38. Hornsby, J. S., Naffziger, D. W., Kuratko, D. F., & Montagno, R. V. (1993). An interactive model of the corporate entrepreneurship process. Entrepreneurship Theory and Practice, 17(2), 29–37.
- 39. Kahara-Kawuki, A (2011). Corporate Entrepreneurship and Performance of the Telecommunications Companies in Uganda. ICBE-RF Research Report No. 08/11.
- 40. Kemelgor, B.H (2002). A comparative of corporate entrepreneurial orientation between selected firms in the Netherland and the USA. Entrepreneurship and Regional Development, 14, 67-87.
- 41. Kuratko, D.F. & Hodgetts, R.M. (2004). Entrepreneurship: Theory, Process. Practice (Mason, OH; South-Western Publishers).
- 42. Kuratko, D. F., & Hodgetts, R. M. (1995). Entrepreneurship: a contemporary Approach (3rd ed). New York: Dryden.

ISSN: 2235 -767X

- 43. Kuratko, D.F., Montagno, .V. & Hornsby, J.S., (1990). Development of an intrapreneurial assessment instrument for an effective corporate entrepreneurial environment. Available: www.celcee.edu/2yr/c970015.html.
- 44. Lumpkin, G.T. & Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. Academy of Management Review, 21(1): 135-172.
- 45. McClelland, D. C. (1961). The achieving society. Princeton, NJ: Van Nostrand.
- 46. Miller, D., & Friesen, P. H. (1983). Innovation in Conservative and Entrepreneurial Firms: Two Models of Strategic Monumentum. Strategic Management Journal, 3, 1.
- 47. Miller, D. (1983). The correlates of entrepreneurship in three types of firms. Management Science, 29(7):770-791.
- 48. Morris, M.H., Avila, R.A., & Allen, J. (1993). Individualism and the Modern Corporation: Implications for Innovation and Entrepreneurship, Journal of Management, 19 (3), 95-612.
- 49. Morris, M. H. (2001). Entrepreneurial intensity: sustainable advantages for individuals, organizations and societies. New York: Quroum Books.
- 50. Morrison, A., 2006, "A contextualization of entrepreneurship", International Journal of Entrepreneurial Behaviour &Research Vol. 12 No. 4, 2006 pp. 192-20
- 51. Ndukwe, Ernest C. A., 2004. Welcome address delivered at the International Telecommunication Union/Economic Commission for Africa Validation Workshop on Universal Access at Bolingo Hotel & Towers Abuja on Tuesday 28th September.
- 52. Noer, David. (1993). Healing the wounds-Overcoming the trauma of layoffs and revitalizing downsized organizations. San Francisco: Jossey-Bass.
- 53. Nohria, N., Groysberg, B and Lee, L., (2008) "Employee Motivation: A Powerful New Model" Harvard Business Review. July August.
- 54. Owoseni, O. O. (2011). An Examination of the impact of selected Personality Traits on the innovative behaviour of Entrepreneurs in Nigeria. International Business and management, 3(2), 112-121.
- 55. Pinchot, G., & Pellman, R. (1999). Intrapreneuring in action. San Francisco: Berrett- Koehler.
- 56. Pinchot, G. III (1985). Intrapreneuring: why you don't have to leave the company to become An entrepreneur. New York: Harper and Row.
- 57. Schumpeter, J. (1934). Capitalism, socialism, and democracy. New York: Harper and Row
- 58. Shane, S. & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. Academy of Management Review, 25(1): 217-226.
- 59. Sharma, P. & Chrisman, J.J. (1999). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. Entrepreneurship: Theory & Practice, 23(3): 11-27.
- 60. Singer, A.; Alpeza, M.; Balkić, M., (2009): Corporate Entrepreneurship: is Entrepreneurial Behaviour Possible in a Large Company in: 29th Conference on Entrepreneurship and Innovation Maribor, Proceedings, IRP-Institute for Entrepreneurship Research, Maribor 25-26, 2009, pp. 217-228.
- 61. Slavica, Mirela and Suncica (2010). Corporate Entrepreneurship a way how big companies can deal with challenges of global economic crisis. 8th International Conference on Challenges of Europe.
- 62. Smilor, R. W., & Sexton, D. L. (1996). Leadership and entrepreneurship: personal and organisational development in entrepreneurial ventures. London: Quorum Books.
- 63. Solimano, A. (2006). Mobilizing Talent for Global Development. Policy Brief. Uni- Wider, United Nations University.

ISSN: 2235 -767X

- 64. Sridhar, Kala S and V.Sridhar. (2003). The Effect of Telecommuting on Suburbanisation: Empirical Evidence, Journal of Regional Analysis and Policy, 33 (1): 1-25.
- 65. Tella, S. A, Amaghionyeodiwe, L. A and Adesoye, B. A (2007). "Telecommunications Infrastructure and Economic Growth: Evidence from Nigeria". Paper submitted for the UN-IDEP and AFEA joint conference on "Sector-led Growth in Africa and Implications for Development" to be held in Dakar, Senegal from November 8-11, 2007.
- 66. Tiessen, J.H., 1997, "Individualism, collectivism and entrepreneurship: a framework for international comparative research", Journal of Business Venturing, Vol. 12, pp. 367-84.
- 67. Turku School of Economics and Business Administration. {On line} http://www.tukkk.fi/PKI/julkaisut/konferenssit/EISB2003/Heinonen_Korvela_EI_SB2003.pdf
- 68. Twomey, D. F., & Harris, D. L. (2000). From strategy to corporate outcomes: Aligning human resource management systems with entrepreneurial intent. International Journal of Competitiveness, 10(3 and 4), 43–55.
- 69. Van Vuuren, Groenewald & Gantsho (2009). Fostering innovation and corporate entrepreneurship in Development Finance Institutions. Journal of Contemporary Management Volume 6 Pages 325 – 360
- 70. Zahra, S., Kuratko, D. F., & Jennings, D. F. (1999b). Guest editorial: entrepreneurship and the acquisition of dynamic organizational capabilities. Entrepreneurship Theory and Practice, 24(1), 5–10.
- 71. Zahra, S. A., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship—performance relationship: A longitudinal analysis. Journal of Business Venturing, 10(1), 43–58.
- 72. Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. Academy of Management Review, 27(2), 185–203.