Gordon Institute of Business Science
University of Pretoria

Intrapreneurship championing, a moderator between employee entrepreneurial orientation and firm performance in SMEs

Student number: 21828238

Nature of study: Quantitative Research

A research proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration

01 November 2022

ABSTRACT

This research examined intrapreneurial effort in small and medium firms, where workers may act entrepreneurially. Management decides to foster intrapreneurship in workers based on many reasons. These include the company's entrepreneurial spirit and management's encouragement of it. Entrepreneurial orientation, firm performance, and intrapreneurship championing are analysed. The quantitative study sampled 124 workers from various South African SMEs. Organizational culture and workers' desire to take on more responsibility for their job affected intrapreneurial activity in organizations. Intrapreneurship advocacy by organisations strengthens the beneficial association between entrepreneurial orientation and business success, as shown by earlier research. This research may help small company managers inspire their staff to be more entrepreneurial and develop their firm. The findings also demonstrated that the research had significant shortcomings that might impair its validity. The data was gathered during a brief time and may not represent the situation throughout the research. The study's sample size may have been too small to provide meaningful findings for certain factors. However, the research gives some important insights into the elements that influence workers' willingness to take on more responsibility and produce new ideas that provide value to the firm. To understand how intrapreneurial effort promotes innovation and SMEs in South Africa, additional study is needed.

Keywords: entrepreneurial orientation, intrapreneurship championing, firm performance, small and medium-sized enterprises

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

_____

Mirriam Mathebula

1 November 2022

CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

The study aimed to examine the influence of the managerial characteristic within the context of intrapreneurial orientation, such as intrapreneurship championing, referring to the willingness of managers to provide support and resources towards intrapreneurial activities by employees in small businesses. Further, the study examines the moderating role of intrapreneurship championing the relationship between small business employee entrepreneurial orientation and firm performance. Chapter 1 focuses on the research background, theoretical and practical relevance, purpose statement, and the significance of the study.

1.2 Research background

According to SEDA (2017), small and medium enterprises (SMEs) represent 91% of formal businesses, provide 60% of employment, and contribute 34% to the Gross domestic product GDP. While this may be the case, the SME sector in South Africa has not yet attained its full potential because of challenges in accessing capital, a lack of innovation, an initial lack of entrepreneurship abilities, and an absence of investments in internal human capital (Urban & Govender, 2017). Researchers' body of work, such as that of Calic & Shevchenko, (2020), consistently demonstrated that organisations must be more prepared than ever to react and modify their operations in response to globalisation and escalating market turbulence if they hope to remain competitive. The work of Aguilar and colleagues has repeatedly demonstrated that some organisations succeed by identifying and pursuing opportunities for innovation and idea generation (Aguilar et al., 2019).

In this study, the crucial variables are entrepreneurial orientation, intrapreneurship championing and firm performance. The entrepreneurial orientation of employees in small businesses is expressed by their willingness to innovate, take risks, and be proactive at work. According to Fatoki, (2018) and Department of Small Business Development, (2019), the small business space in South Africa includes micro, very small, small, and medium enterprises; however, the term *SMEs* is used. One of the indicators to classify SMEs in South Africa is the number of employees, in which the micro-enterprises in the

retail sector have fewer than five employees, very small enterprises have fewer than 20 employees, small enterprises have fewer than 50 employees, and medium enterprises fewer than 250 employees, (Fatoki, 2018; Department of Small Business Development, 2019).

Intrapreneurship championing, referring to the willingness to contribute to employees' entrepreneurial efforts, is another variable taken from the intrapreneurship orientation. It is contended by Hidayat and associates that empowering employees to be entrepreneurs can boost both business activities and performance. (Hidayatet al., 2021). As described by Sieger et al., (2013), employees engaged in intrapreneurial behaviour are those entrepreneurial within a company who participate in a way that adds value to the company and energises its capacity for development and adaptation (Vaillant & Lafuente, 2018). Employees, as suggested by Sathe, are the lifeblood of a company's operations because they are better equipped to identify elevated solutions than directors and supervisors. This is because employees have a more practical understanding of issues as they arise (Sathe, 2007). This consequence is especially true for small and SMEs where success is highly reliant on the abilities and skills of human resources (Aguilar et al., 2019).

Organisations are the force that determines a nation's economic, social, and political progress (Alrowwad et al., 2017). According to Fatoki, (2018) and Rose & Mamabolo, (2019), SMEs are more susceptible to failure when operating in a continually changing and volatile business environment. Because organisations are constantly confronted with changes in their operating environment (Badoiu et al., 2020), there has been an increase in the demands on managers and organisations to be more sensitive to the performance of their firms and employees (Alrowwad, et al., 2017).

Alrowwad and colleagues contend that organisational performance has become a topic of interest to all organisations, whether for profit or not. Managers are now interested in determining which factors influence organisational performance to initiate appropriate measures (Alrowwad et al., 2017). According to Urban and Govender (2017), in this volatile business economy, leaders in an organisation must ensure that resources are aligned to achieve the organisation's goals and that entrepreneurial thinking is developed to achieve those goals. In the last few years, there has been an unprecedented awareness

of the importance of internal employee influences in organisations Bakker and Demerouti (2017). These recent developments emphasise the positive role employees play in the processes and outcomes of their work (Bakker & van Woerkom, 2018 and Tisu et al., 2021)

Tisu et al., (2021) contend that in today's world, organisations are increasingly looking for employees who will surpass the simple execution of their daily tasks to generate ideas, invent, and develop systems and processes that will help them advance their goals and maintain competitive advantage. There has been a growing collection of research on these types of behaviours under what is known as employee intrapreneurship (Gawke, et al., 2017; Gawke & Gorgievski, 2019). Employees venturing into new business opportunities while strategically renewing aspects of the organisation that will help ensure its growth and development were studied (Tisu et al., 2021). As a developing field of study, intrapreneurship is part of entrepreneurial literature (Blanka, 2019; Parker, 2011; Schachtebeck, et al., 2019). A successful entrepreneur typically takes on personal and financial risk when setting up and operating a business (Parker, 2011), whereas an intrapreneur is an individual who works within an organisation and turns an idea into a successful venture through an innovative approach (Ilonen & Hytönen, 2022; Bolton, 2012; Tisu et al., 2021). Historically, the term "intrapreneurship" and intrapreneurial orientation has been associated mainly with large corporations (Aguilar et al., 2019).

1.3 Theoretical relevance of the research

The concept of entrepreneurial orientation and its underlying constructs have received significant attention in academic literature (Covin & Wales, 2012; Engelen et al., 2015; Covin & Lumpkin, 2011). Several prominent scholars have produced differing theories, antecedents, and motivations regarding entrepreneurial orientation (Covin & Wales, 2012). Previous research has explored how entrepreneurial orientation can be aligned with factors outside the organisation to achieve superior performance (Su et al., 2015), however, little research has been conducted on the factors of the organisation that contribute to the successful alignment of entrepreneurial orientation with internal factors of the organisation (Fatoki, 2018; Covin, et al., 2006).

Despite considerable attention being paid to entrepreneurial orientation at an organisational level in literature, entrepreneurial orientation at an individual level has largely been neglected (Antoncic & Hisrich, 2003; Foba & De Villiers, 2007). The literature has focused on the relationship between the business owner or founder and the firm's performance, rather than on the performance of the employees of the firm (Tisuet al., 2021). Although this study also examined entrepreneurial orientation at an organisational level, it focuses primarily on the entrepreneurial orientation of the employees within the organisation setting.

Rose and Mamabolo (2019) considered the resource-based view (RBV) to investigate the performance and competitive advantage of firms by adding the characteristics of entrepreneurial orientation as intangible resources. On the contrary (Ivory & Brooks, 2018) implied that strategic planning, resource-based approach, and sustained competitive advantage had been heavily criticised because they are too linear. Provided the rapidity and complexity of change, Ivory and Brooks (2018) indicate that rather, strategic agility offers the dynamism that organisations need to sense and seize opportunities. Barney (1991), supported by Wiklund & Shepherd, (2003) and Tisu et el. (2021), in their analysis, suggest that a small or medium business is more inclined to Excel and succeed in its competitive setting if it has resources valuable. Accordingly, considering the evidence provided in the literature, it was beneficial for to investigate factors which may account for individuals' and small businesses' attributes about entrepreneurial orientation.

With the focus on improving firm performance and maximising use of employees within the company, small businesses may find that applying these principles will positively influence their growth prospects (Tisu et al., 2021; Gawke et al. (2019). A positive influence of entrepreneurial orientation and entrepreneurial orientation is established on business performance, particularly when it promotes SMEs and proactive innovation. Entrepreneurial orientation is envisioned as permeating all levels of an organisation, and the participation of professional employees across all hierarchical levels (department heads, middle managers, and non-managerial employees) may be an integral part of its smooth implementation (Waleset al., 2011).

Engelen et al. (2015) examine top management's leadership and management, a top-

down influence that affects the entire organisational work environment. Engelen et al. (2015) complement De Clercq, et al., (2010), clarifying how internal factors influence entrepreneurial orientation-performance relationships. When top management adopts transformational leadership behaviours, it can help moderate concerns relating to rank-and-file employees' apprehension about stepping into unfamiliar territory or their fear of doing so (Monsen & Wayne 2009; Wales et al., 2011).

Intrapreneurship championing, which refers to the organisational support of an organisation-wide effort to foster innovation, entrepreneurship, and intrapreneurship, is one of the internal elements affecting entrepreneurial orientation (Chouchaneet al., 2021; Gawke et al., 2017). Typically, intrapreneurship entails turning businesses into prosperous new ones. As a result, it stands for a proactive solution to the problems that organisations, (Antoncic & Hisrich, 2003) encounter and a supplementary method of innovation through product creation. It is believed that entrepreneurship championing holds a moderate function in the association between intrapreneurial orientation and business performance.

Accordingly, the above literature presents evidence about leadership and management providing support to their employees as a moderating function; therefore, in this study, intrapreneurship championing was considered a moderating function in the relationship between employee entrepreneurial orientation and organisation performance.The study concludes that further research is needed on applying intrapreneurship aspects of small businesses using the original constructs applicable to large corporations, along with research on managers' function in moderating the influence of employee entrepreneurs on firms' performance, focusing on small businesses.

1.4 The practical relevance of the study

To create competitive advantage, business policies and practices in this volatile environment demand developing entrepreneurial thinking through entrepreneurship orientation, defined as a decision-making process leading to entrepreneurial decisions and actions (Lomberg, et al., 2017). Several studies were devoted to SMEs as they are the largest producers of jobs and contribute significantly to the GDP; however, 75% fail within three years. Typically, survivalist businesses are described as having necessity-

driven characteristics in addition to lacking basic business skills, entrepreneurial abilities, and the capacity and resources needed for business expansion and growth (Ahammad, et al., 2020).

Sixty per cent of South African small businesses fail within the first year of operation, according to the South African Small Enterprise Development Agency (2013). As per the agency's findings, although the South African Department of Trade and Industry provides incentives and support to SMEs, the financial support provided to newly established small businesses is inadequate. The result is that SMEs are failing in several areas of specialisation (SEDA , 2017)

According to (Aguilar et al., 2019), the literature indicates that *intrapreneurship* and *corporate entrepreneurship* are more applicable to large organisations and dynamic contexts. Several researchers adopted a tighter definition, concentrating exclusively on major organisations and excluding smaller businesses from the study (Parker, 2011; Thulin, 2018; Wiklund & Shepherd, 2003). Considering the paucity of research on intrapreneurship and innovation in small businesses, the significance of this sector must be better recognised and properly understood. Despite the specific obstacles encountered by small company owners (Lloyd & Vengrouskie, 2019), these dynamics have not been well studied. According to Soares & Perin, (2020) numerous authors place a greater emphasis on literature about the entrepreneur or founder of the business than on the entrepreneurial orientation of the entrepreneur's employees. The authors further encourage the involvement of employees in innovative activities and training (Wiklund & Shepherd, 2003)

Some proponents of the prevailing theory contend that entrepreneurial orientation has a favourable relationship with performance (Farooq & Vij, 2018; Kumar et al., 2020). While other scholars assert that this association has either adverse or no influence (Slater & Narver, 2000). Consequently, over the years, there has not been unanimity or accord over this issue. Badiou et al., (2020) expressed how this relationship has traditionally been examined first in well-established corporate enterprises at the firm level, focusing on senior management (Burgers & Covin, 2016; Corbett et al., 2013). With a growing need in South Africa to expand small businesses or start-ups, a need exists to investigate how

these firms can improve firm performance through innovative ways and further investing in employees to become more innovative in their attempts (Sánchez Tróchez et al., 2020)

The research aimed to contribute to the body of knowledge on the organisation factor, specifically entrepreneurial orientation, and the influence of intrapreneurship championing and its influence on the performance of businesses. The study attempted to test the hypotheses so that small business management can employ the results derived from the research to enhance the chances of their survival by effectively implementing the intrapreneurial behaviour required.

1.5 Purpose statement

According to research (Farooq & Vij, 2018), adopting an entrepreneurial orientation has been revealed to positively influence business performance. This is especially true when promoting SME autonomy and proactive innovativeness. Numerous eminent scholars have proposed various constructs, antecedents, and motivations for the entrepreneurial orientation concept, which has received a great deal of attention in academic literature (Covin & Wales, 2012). Entrepreneurial orientation at the organisational level has received ample attention in the literature, whereas entrepreneurial orientation at the individual level is frequently disregarded (Bolton, 2012)

This study is focused on evaluating entrepreneurial orientation with a focus on SME employees and its influence on internal SMEs through the application of an adapted measuring instrument (Lyon et al., 2000). To determine how employee orientation influences internal SME performance, an adapted measuring instrument is employed in this study. Provided the above, the purpose of this study was to explore the function of entrepreneurial orientation in affecting the performance of SME organisations with consideration of the RBV, focusing on employees who actively participate in the organisation and provide solutions to business problems.

1.6 Significance of the study

Various studies by researchers and scholars indicate that South Africa's SMEs are observed as important for the country's socioeconomic development, poverty alleviation,

and job creation; however, the metrics for SME survival and growth have been criticised by many (Schachtebeck et al., 2019). The survival and growth rates of entrepreneurial organisations are higher than those of non-entrepreneurial organisations. Schachtebeck and colleagues, (2019) continue to suggest that a small business should be entrepreneurial not only from the owner's perspective but also from employees' observations concerning attitude and behaviour. Only a few studies have examined what motivates and constructs employee engagement, particularly in SMEs and, therefore, this research relates to contributing to the body of work required by SMEs.

Since the literature of South Africa has provided relatively little consideration to the entrepreneurial orientation, especially in SMEs, of particular importance concerning the country's socioeconomic crisis, this research is of great significance to emphasise the findings. As contended by (Ahammad et al., 2020), small and medium-sized enterprises in South Africa lack the necessary literature to improve their entrepreneurial capabilities and growth potential. As a result, South Africa's SMEs are negatively affected by a lack of internal intrapreneurial systems (Aguilar et al., 2019). Concerning innovation capabilities and internal growth, SMEs would benefit from a deeper understanding of these constructs discussed in this study.

1.7 Conclusion and outline

To justify and support the research conducted, a brief background, theoretical relevance, and a business rationale are provided. The study's objectives are adequately outlined in the study. The study also discusses literature related to entrepreneurial orientation and intrapreneurial orientation, risk-taking, proactiveness, and the moderating role of intrapreneurship championing in entrepreneurial orientation. The research methodology is founded on a literature review, which serves as the foundation for the study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The sections that follow describe the research literature used to develop the study. Firm-level entrepreneurship has been described using terms such as corporate entrepreneurship, corporate venturing, entrepreneurial orientation, and intrapreneurship (Urban & Govender, 2017). The section begins by defining crucial concepts, such as corporate entrepreneurship, intrapreneurship, and entrepreneurial and intrapreneurial orientation. The section describes employee entrepreneurship orientation characteristics, such as proactiveness, risk-taking, and innovation. The section then examines the moderating effects of intrapreneurship championing taken from the management aspect of the intrapreneurial orientation process. The section explains the constructs that can be used to evaluate the performance of small businesses in practice.

Finally, the section discusses the connection between entrepreneurship orientation characteristics and their influence on small business performance. While the constructs listed above are usually associated with large, established corporations, the study has revealed how they also apply to small businesses in the concluding section.

2.2 Corporate entrepreneurship

Entrepreneurship in established organisations has gained importance in research and practice (Blanka, 2019). Organisations have been searching for strategies to control innovation and obtain competitive advantage (Aguilar et al., 2019) in a progressively volatile and competitive economic landscape (Ahammad et al., 2020; Fatoki, 2018). Firm-level entrepreneurship, also known as corporate entrepreneurship, relates to entrepreneurial initiatives within established businesses, including venturing, innovation, and strategic renewal (Burgers & Covin, 2016). Corporate Entrepreneurship is typically studied as “top-down” procedures that involve developing corporate renewal, flexibility, and change through a managerial orientation towards innovative, proactive, and risk-taking behaviours (Covin & Slevin, 1989; Lumpkin & Dess, 1996; Rauch et al., 2009).

As defined Sharma & Chrisman, (1999 p.18), corporate entrepreneurship is “the process where an individual or a group of individuals, in collaboration with an existing organization, create a new organization or initiate renewal or innovation within that organization.” Numerous studies have been conducted in response to this definition, concentrating on various standpoints (individual, team, and organisational level) and distinct conceptual foundations (Covin & Slevin, 1991). Individuals in established organisations frequently exhibit this entrepreneurial mindset, known as Intrapreneurial Orientation (Schachtebeck, et al., 2019), and a preference for innovativeness, risk-taking, and proactiveness.

Entrepreneurial employees have been prioritised in the investigation of SME growth, as it has been demonstrated in literature that innovative behaviour leads to firm growth and strategic renewal (Veenker et al. 2008). It has also been revealed by other authors that innovation is correlated to the product or service that a company provides (Eshima & Anderson, 2017). Innovation and creativity are now considered to be critical for the success of the business (Battistellaet al., 2017). Innovation and creativity can be defined as "the use of a knowledge and technology base to develop novel and useful products, services, processes and business models" (Neck & Greene, 2011). A company's ability to develop and innovate will directly influence the company's performance (Chen et al., 2020).

It is important for management to understand the factors influencing innovation and to ensure that innovation and creativity are aligned with the company's strategic priorities. One of the most principal factors influencing innovation is the organisation's ability to understand the needs of its customers. Farooq & Vij, (2018) remarks that a company that does not understand the needs of its customers cannot create innovative products, services, or processes. To understand the needs of customers, the company must have a good understanding of the market (Ahammadet al., 2020). A company that understands the needs of customers and the market will have the ability to develop innovative products and services (Vaillant & Lafuente, 2018). Another factor that affects innovation and creativity is the organisation's ability to create and maintain an innovative environment.

Neck & Greene, (2011) describes an innovative environment as enabling the development and implementation of innovative ideas. They further remark that innovative environments are characterised by flexibility, creativity, and collaboration. The foundation for the constructs discussed in this study is corporate entrepreneurship, especially pertinent in firms such as SMEs that depend on innovation to succeed (Aguilar et al., 2019). Numerous academic research studies have concentrated on the procedures and frameworks supporting a company's corporate entrepreneurship activities, particularly in large corporate (Chouchane et al., 2021; Hung et al., 2020). Many of these studies such as Alrowwad, et al., (2017), Monsen and Wayne (2009) and strongly emphasise the various organisational components and behaviours supporting corporate entrepreneurship. The discussion on corporate entrepreneurship that follows provides a broad overview of the constructs identified throughout the study.

2.3 **Intrapreneurship**

Intrapreneurship is a type of business management, promoting internal innovation and creativity (Ilonen & Hytönen, 2022). Intrapreneurship was first used by organisations in the 1970s and has since become a critical component of business strategy (Pinchot, 1985). An intrapreneur is someone who works within a company and can translate innovative ideas into innovative products or services (the “intra” comes from inside) (Badoiu et al., 2020). According to recent research by various researchers, including Blanka (2019), intrapreneurship is fundamentally different from entrepreneurship in that intrapreneurs work within a pre-existing company rather than starting their own; however, it has been established from the early literature that intrapreneurship is a conceptually related to entrepreneurial literature and is a rapidly evolving field of study (Pinchot, 1985; Antoncic & Hisrich, 2003; Soares & Perin, 2020; Ahmed et al., 2013).

Entrepreneurs are those who take financial risks to organise and operate their businesses, whereas intrapreneurs are those who invent or lead a business by employing a pioneering strategy (Rigtering & Weitzel, 2013). Intrapreneurship is also an activity that happens within an organisation that encourages the identification, pursuit, and implementation of new opportunities (Veenker et al., 2008). Intrapreneurship is responsible for the creation or acquisition of businesses, the renewal of organisations, and the introduction of novel

products and services (Amo, 2012).

Intrapreneurship is explained as entrepreneurship in an existent organisation with behaviour differing from the normal (Pinchot, 1985). It is emphasised by initiatives that encourage employees to become intrapreneurs. Ahmed et al., (2013) indicate that intrapreneurship can also improve job satisfaction and reduce employee turnover. Amo (2012) describes intrapreneurship as most effective when employees have the opportunity, resources, and freedom to implement their ideas.

By fusing resources and knowledge in novel ways, intrapreneurs are at the centre of the emergence of intrapreneurship in SMEs (Aguilar et al., 2019). Resources are constrained in SMEs. The effectiveness of intrapreneurs has a limited influence on the success of the company (Lomberg et al., 2017); however, Schachtebeck et al., (2019) the responsibility for SMEs acting entrepreneurially does not fall solely on the leading entrepreneur or SME owner; employees also power the innovative opportunities, functionally, intellectually, and psychologically. Organisational support is, therefore, especially advantageous where intrapreneurial conduct is riskier (Farrukh et al., 2021)

2.4 Entrepreneurial orientation

Entrepreneurial orientation is one of the most often-used measures of corporate entrepreneurship (Miller, 1983). A company is called entrepreneurial if it is inventive, aggressive, and willing to take risks. Galbreath et al., (2020), counts a substantial number of researchers who conducted work on the idea of entrepreneurial orientation. The authors explained that entrepreneurial orientation is positively correlated with business success and is established to accurately mirror real entrepreneurial firm activity (Stambaugh et al., 2017). The entrepreneurial orientation concept and its fundamental components have received considerable attention in academic papers, with several distinguished scholars proposing various concepts, antecedents, and motivating factors for entrepreneurial orientation (Covin & Wales, 2012).

Organisational-level entrepreneurial orientation has received considerable attention in the literature, whereas individual-level entrepreneurial orientation is frequently disregarded (Covin et al., 2020; Blanka, 2019; Schachtebeck, 2017). Badoiu et al., (2020) claim that because entrepreneurship is practised by individuals and entrepreneurs who are SME owners, it is critical to emphasise the importance of employees in identifying business opportunities, driving innovation, and corresponding products and services to market requirements by that, improving the SMEs chance, as emphasised by (Ahmed et al., 2013). As entrepreneurial orientation must be effectively managed within the organisation to maximise its potential, there has been an increasing discussion concerning the significance of internal influencers in recent years (Covin et al., 2006).

While entrepreneurial orientation provides organisations with direction to explore alternative market opportunities, efficient application of entrepreneurial orientation necessitates transformational leadership actions on the part of senior management (Urban & Govender, 2017; Engelen et al., 2015; Alrowwad et al., 2017). These actions are guided by a conscious and deliberate strategy that attempts to influence organisation members to embrace innovation and creativity in pursuit of organisational objectives (Amo, 2012; Stewart, 2009). As such, senior management must commit to promoting an entrepreneurial mindset within the organisation and provide practical support mechanisms that facilitate the entrepreneurial spirit within the organisation. Covin & Slevin, (1989) recognised the elements of entrepreneurial orientation as risk-taking, proactiveness, and innovation—elaborated on in the subsequent sections.

2.5 Risk-taking, proactiveness and innovativeness

2.5.1 Risk-taking

An individual takes risks by undertaking bold actions and allocating significant amounts of personal and organisational resources to an entrepreneurial project, even when the outcome is uncertain (Rauch et al., 2009). Even though the expectations for corporate ventures and strategic renewal might be positive and fruitful, taking proactive steps towards improvement is inherently associated with the possibility of losing resources, failing in new ventures, and destroying the individual’s reputation (Gawke et al., 2019). As

a result, those individuals committed to intrapreneurship are more inclined to take risks and forge ahead in the face of uncertainty. The study by Gawke et al. (2019) demonstrated that intrapreneurial employees are more inclined to possess psychological capital, such as hope, optimism, self-efficacy, and resilience, resulting in enhanced engagement. Hopeful employees are less risk averse and more inclined to pursue new ventures with the necessary. They consistently have a positive outlook on the future and believe in their capabilities. An empirical study by Gawke et al. (2019) demonstrates the positive association between intrapreneurship and risk-taking.

2.5.1.1 Individual employee risk-taking and firm-performance of a small business

Employee-level risk-taking has received much attention in academic studies and the corporate world (Hock-Doepgen M, 2021). It is often associated with entrepreneurship, a common aspect of small businesses. The traditional economic theory asserts that individual employees are self-interested utility maximisers who act to maximise their rewards from risk-taking (Amo, 2012; Urban & Govender, 2017). They choose their actions according to their utility, even if they create risks and costs for their employers (Ahmed, et al., 2013). Other scholars display that employees' risk-taking can be positive, especially when the task involves uncertainty (Bouncken et al, 2020); however, small businesses with limited resources and employees might require more flexibility and adaptability to manage daily operations. According to Hock-Doepgen M, (2021) smaller organisations are more inclined to foster risk-taking among their employees. For small and SMEs, environmental shocks such as the COVID-19 pandemic, economic crises, and disruptive technological innovations made commercial and political circumstances difficult (Miklian & Hoelscher, 2022).

Managers who believe that the internal environment is dynamic and filled with opportunities (Baron, 2006), are more inclined to take risks (Hock-Doepgen M, 2021). Opportunities include a weak governance or efficient internal capital markets (Ahammad et al., 2020), strong financial or operational performance, or technological (Arshad et al., 2014). Conversely, managers who perceive the internal or external environment as threatening are more inclined to take low-risk actions, even if it causes lower profits (Salehi et al., 2021). Usvitskiy, (2022) describes the negative side of risk-taking as “strategic risk”,

referring to a manager taking a risk strategically oriented towards increasing the firm's value. Scholars did empirical research and established that firms more inclined to take on strategic risks were less inclined to engage in strategic flexibility by purchasing or selling units or by issuing new debt (Ibidunni et al., 2021; Usvitskiy, 2022)

Huang et al., (2022) established a positive relationship between employee risk-taking and firm performance for firms in industries where high-technology products and markets were important. For such firms, increased investments in research and development efforts led to improved performance, suggesting that employees in such firms were more willing to take risks and assume more responsibility for corporate outcomes (Usvitskiy, 2022). This is consistent with the conjecture by Kollmann, et al., (2021), that high-technology firms engage in higher levels of risk-taking and innovation than other types of firms to remain competitive. In contrast, for firms in industries where technology was not an important driver of corporate performance, there was no statistically significant relationship between employee risk-taking and corporate performance (Huang et al., 2022). This suggests that the relationship between employee risk-taking and corporate performance depends on a firm's industry environment.

2.5.2 Proactiveness

An individual with a proactive personality is defined as having a stable tendency to initiate and conduct changes to their environment (Bateman & Crant, 1993). Bate and Crant remark that the original conception, proactive employees are proficient in identifying opportunities, resolving problems, challenging the status quo, creating constructive changes, transforming ideas into reality, and converting problems into opportunities by confronting them head-on. Tisu et al., (2021) contend that personal habits are crucial in creating intrapreneurship because, without the strength of the eighty personal initiatives to improve the bottom line, employees would be less inclined to undertake new challenges and create new opportunities (Gawke et al., 2019).

Having established moderate positive associations between proactive personality and intrapreneurship, De Jong, (2011) contends that a proactive personality is imperative in developing intrapreneurship along with innovativeness and risk-taking. Kanaan & Aliwi,

(2022) conducted an exhaustive review of the literature and concluded that proactive behaviour and quality are strongly associated with intrapreneurship. This is consistent with the assumption that intrapreneurship can be observed as positive bottom-up influences that arise from the proactive personal initiative of an employee.

2.5.2.1 Employee proactiveness and firm performance of an SME

Several studies have used the context of the organisation to explain employees' creativity and proactive behaviour in a bid to understand the challenges people encounter in their workplaces (Chouchane et al., 2021). To approach challenges brought about by a constant change in organisations, researchers contend that employee proactivity is important in enabling employees to respond to challenges as they emerge (Sieger et al., 2013; Vaillant & Lafuente, 2018). According to Chen et al., (2020) when there is innovation and change, it calls for organisations to be flexible in the way they react to the change to meet the needs of their customers. The authors contend that this flexibility can be achieved if organisations encourage employee proactivity (Kanaan & Aliwi, 2022) and organisations that encourage employee proactivity are inclined to be productive. This is according to (Baron, 2006) who further suggests that employees should be encouraged to behave proactively to facilitate creativity, enabling the organisation to implement marketable innovations.

2.5.3 Innovativeness

In recent years, there have been heightened demands on the ability of employees to innovate and execute innovative ideas within a work, a team, or an organisation function to increase performance at the individual, team, or organisational levels (Gawke et al., 2017). Innovativeness, according to Gawke and colleagues, is not only about innovative ideas, but also about promoting them, and finally implementing them—closely related to intrapreneurship. Intrapreneurship, conversely, can include a broad range of efforts that either involves developing opportunities and processes that may not necessarily require innovation concerning processes, services, products, or roles (Gawke et al., 2019) but which represent aspects and actions that challenge the norm and encourage innovation. Studies supported largely by qualitative evidence that intrapreneurial employees are the

more inclined to be involved in the development, promotion, and implementation of breakthrough innovations for their organisations (Badoiu et al., 2020).

2.5.3.1 Employee innovativeness and internal growth of an SME

Innovation is crucial to the competitiveness of several economies, and individuals working in innovative firms can realise major benefits from their employment, especially if they are the most creative and innovative of the firm's employees (Green & Amat, 2012).The novelty, creativity and value of innovative ideas, products and services determine a firm's profitability, growth and, ultimately, survival (Barney, 1991). Firms can increase their innovative performance by maximising their employees' creativity and innovativeness, as this contributes to the firm's internal growth (Galbreath et al., 2020; Lomberg, et al., 2017; Huang, et al., 2022) makes an account in their work of a theoretical framework to analyse and explain the relationship between employees' innovativeness and the internal growth of an SME. Accordingly, employees' innovativeness positively influences internal growth. Three dimensions of innovativeness (i.e., task innovativeness, organisational innovativeness, and technical innovativeness) (Covin & Slevin, 1991) and three determinants of innovativeness (i.e., leadership, organisational climate and learning capability) are included in the framework. These three determinants affect the three dimensions of innovativeness. In turn, the three dimensions of innovativeness advantage internal growth. The direct relationship between internal growth and task innovativeness has been supported by several studies (Amo, 2012; Goosen et al., 2002; Chen et al, 2020).

2.6 Intrapreneurial orientation

Over the past three decades, there has been a surge in interest in the academic field of intrapreneurship (Pinchot, 1985; Neessen et al., 2019; Parker, 2011; Schachtebeck, 2017). Intrapreneurship is also called corporate entrepreneurship and internal or corporate venturing (Blanka, 2019; Amo, 2012; De Jong, 2011). In the context of a business company, employee behaviour and actions directly related to entrepreneurship are called intrapreneurial orientation (Lyon, et al., 2000). For small businesses, intrapreneurship plays a particularly critical role in survival and competition in the marketplace (Antoncic &

Hisrich, 2003). Over time, leveraging intrapreneurial talent enables organisations to create organisational capabilities and become capable of reinventing themselves, resulting in enhanced performance and beyond-average returns (Amo, 2012); however, there is still no universally accepted definition (Sharma and Chrisman, 1999). The study is currently under construction, and Sandberg (2000) says it is still searching for a conceptual identity (Sandberg, 2000). As has been suggested in the literature, there can be a variety of terms used to refer to such efforts as “internal corporate entrepreneurship”, “corporate entrepreneurship”, “intrapreneuring”, and “corporate venturing” (Antoncic & Hirsch, 2003).

Despite the importance of intrapreneurship for businesses operating within turbulent markets (Vaillant & Lafuente, 2018), little attention has been paid to the phenomena among micro and small firms in emerging economies (Fatoki, 2018). In other markets, for example, it is often believed that small and micro enterprises lack the capacity and resources to venture into business innovations that could expand their operations and market reach (Ahammad et al., 2020; Urban & Govender, 2017) This belief has been reinforced by past research suggesting that most small and micro enterprises are constrained by limited financial resources, management skills and technological know-how (Amoah & Amoah, 2018; Fatoki, 2018).

In South Africa, SMEs are the heart of economic growth. Statistics South Africa's latest employment survey presents a remarkable improvement with employment levels increasing by 2.5% to a total of seven million in the second quarter of 2018, compared to the corresponding quarter in 2017. This indicates that more businesses are emerging from within the sector (SEDA , 2017). This means that a substantial proportion of new start-ups in South Africa emanate from existing small and medium businesses that are well-established in the market and can innovate and develop new products and services (Marivate, 2014). The role played by intrapreneurship in developing SMEs is, therefore, essential to the success of the South African economy as it needs innovators to remain competitive in an increasingly globalised marketplace (Schachtebecket al., 2019).

According to recent studies, there is a significant correlation between entrepreneurial behaviour and performance among intrapreneurs (Ahammad, et al., 2020 Farooq & Vij, 2018; Covin & Wales, 2012). Intrapreneurs are more inclined to be risk-takers than non-intrapreneurs, and they are also more inclined to have stronger team-working skills. Intrapreneurs exhibit higher levels of entrepreneurship orientation concerning characteristics, such as optimism, creativity, determination, tenacity, resilience, and adaptability, than non-intrapreneurs (Aguilar et al., 2019)

2.7 Entrepreneurship and intrapreneurship

Intrapreneurship and entrepreneurial orientation can be thought of as a facet of entrepreneurial behaviour, and entrepreneurial and intrapreneurial orientation has been discussed by scholars (Wiklund & Shepherd, 2003; Covin & Lumpkin, 2011). Schachtebeck (2017) led a methodical assessment of entrepreneurial orientation and Intrapreneurship Orientation concepts from top experts backed by interviews with SMEs employees in 2017. His study categorises Intrapreneurship Orientation into 'managerial' and 'personal element' factors. Schachtebeck (2017) suggests six managerial characteristics such as those identified by (Goosen et al., 2002). Among these characteristics are intra-capital (a commitment to provide resources regardless of risk), (2) goals (future-oriented objectives), (3) intrapreneurship championing (encouraging intrapreneurship through structure, systems, processes, and financial support), (4) rewards and innovation systems (recognising the achievement of desired goals and behaviours), (5) intrapreneurial freedom (empowering employees), and (6) open channels for communication.

Concerning personal elements— the basis of this analysis, the study classifies six characteristics: (1) risk-taking predisposition, (2) proactiveness, (3) innovativeness, (4) self-esteem, (5) personal control, and (6) achievement orientation, which promote SME growth. Bolton (2012) emphasises three distinctive aspects that contributed to 60% of the variance: risk-taking, innovativeness, and proactiveness. In entrepreneurial orientation research, these variables have been examined extensively (Rauch et al.,2009). This study aimed to investigate which of the abovementioned personal elements of employee-level intrapreneurial factors can facilitate internal SME performance more effectively.

2.8 Intrapreneurship championing

According to Gawker et el. (2019), business operations can be revitalised once employees are infused with an entrepreneurial spirit (Aguilar et al., 2019). The study by Neessen et al.,(2019) examined the organisational factors influencing the intrapreneurial employee. In their study of various literature, they established that the top five antecedents are management support, organisational structure, rewards/reinforcements, work discretion/autonomy and resources. According to Choucane and colleagues' research, from a managerial standpoint, the contingency perspective indicates that companies wishing to foster intrapreneurship must evaluate the circumstances that not only encourage employees' entrepreneurial activities but also significantly enhance their self-efficacy (Chouchane et al., 2021).

According to the above literature, small businesses, unlike large corporations, have limited capital set aside to experiment with ideas, therefore, resulting to the difficulty of environment to create an idea to be tested. Organisational support is, therefore, particularly beneficial where intrapreneurial behaviour is riskier (Camelo-Ordaz et al., 2012). It has been suggested that intrapreneurs experience higher risk compared to regular employees who stick to their job description, and because of this, may feel exposed and vulnerable (Usvitskiy, 2022; Salehi et al., 2021; Ahmed et a., 2013). Negative attitudes towards intrapreneurs may exist, why they sometimes keep their ideas private to protect themselves and the company. Intrapreneurs are encouraged to experiment and try innovative ideas, sometimes associated with uncertainty.

Research supporting the organisation is highly beneficial for intrapreneurs. It has been suggested that support is particularly beneficial when an idea is new, challenging, or radical (Camelo-Ordaz et al., 2012). This support is particularly important when an idea may be risky and potentially cause an adverse result, where the idea has a direct association with job security. Several investigations indicate that managerial metrics promoting organisational innovation are efficient when observed from the organisational and individual levels (Aguilar et al., 2019).

Financial resources and a genuine support system can be keys to employees developing their ideas (Amo, 2012). The owners and founders of small businesses are often the ones to produce ideas for businesses. As a result, new employees enter the workplace with the mindset that they are working for small businesses. They are expected to follow the aspirations of the entrepreneurs who hired them; however, managers who provide the necessary support (Farrukh, et al., 2021), measures, and processes, allowing for ideas to be acknowledged, embraced, and acted upon may have a positive trajectory to the outcome. This study, therefore, aimed to examine these relationships.

While the relationship between employee engagement and various factors has been studied extensively, most of the studies are based on "perceived organisational support" (Chouchane, et al., 2021). Perceived organisational support (POS) is defined as employees' general belief that the organisation values their contribution and cares about their well-being. This construct has been measured in various ways, with two of the most frequently used being (Eisenberger et al, 1986;Colquitt et al., 2001) expanded scale, including employee evaluations of their supervisor's concern and fairness (Eisenberger et al., 1986). Although employees feeling that their supervisors support their ideas for innovation has been included as a part of POS in prior studies, this study analysed the function of a manager's innovation-related support more deeply. Employee perception of innovation-related support by their manager has a direct and significant relationship with innovation and research productivity, even when all other factors are accounted for.

This study establishes that most research and development companies are finding ways to motivate their employees through organisational support and innovative work culture; however, the greatest innovation drivers are the employees' ideas and the manager's support for them. Innovation leaders in organisations need to provide an environment which empowers employees to challenge the status quo, question the norms, be curious and provide a platform for them to highlight their work. Managers need to support innovation-driven projects, even if they fail at first, to provide an avenue for employees to bring their ideas to life. Research and development teams need access to various means to capture, discuss and nurture innovative ideas. Employees need to be trained and taught the right skills to ideate and evaluate ideas. An innovation project that works should be

celebrated by the whole organisation so that all the employees know that they will be supported when they pitch ideas.

The previous research related to the study was conducted in the late 2000s and early 2010s. Specifically, the studies by Aguilar et al., (2019) used thirty businesses in the financial services industry. This study had an independent variable that comprised the various managerial measurement strategies and an outcome variable of employee innovativeness. The measurements comprised selecting employees based on their capability to be innovative and managers accountable for promoting innovation within their departments.

2.9 Small, and medium-sized enterprises

Fatoki, (2018) remarks that SMEs in the United Kingdom, are defined as enterprises with fewer than 250 employees. Several writers (Abor & Quartey, 2010; Hu, et al., 2015; Perera, & Chand, 2015) have defined an SME by its number of workers, total assets, and sales volume. Abor & Quartey, 2010 remarks that the European Commission (EC) classified SMEs by their employee count. According to the EC's definition, companies with zero to nine employees are considered micro-enterprises, businesses with 10 to 99 employees are considered small, and organisations with 100 to 499 employees are considered medium. Each country or organisation employs its own understanding of the SME to meet its own needs and goals (Abor & Quartey , 2010).

Most definitions of small and SMEs in Ghana (Amoah & Amoah, 2018) are decided by the number of employees. For instance, a threshold of 30 employees to designate small-scale businesses but (Abor & Quartey , 2010), categorised small-scale businesses into three categories depending on the number of workers a company has recruited over time. They discovered that a firm with less than six people is micro, six to nine employees is very small, and 10 to 29 employees is a small business. Based on employment figures, (Amoah & Amoah, 2018) categorised SMEs in Ghana as micro firms (fewer than five employees), small companies (five to 29 employees), medium enterprises (30 to 90 employees), and large businesses (100 or more employees) (100 and more employees).

This study focused on small and medium businesses in South Africa. It was discovered that SMEs could drive economic growth and social development, particularly in emerging and developing nations. The study opted to correlate the definition of (Department of Small Business Development, 2019) focusing on the number of employees, defined as a firm with less than 250 people; however, the study was limited to small enterprises with 50 or fewer employees to concentrate on the very small businesses according to the above definitions.

2.10 Firm performance measurement

In an open economy, SME performance is crucial to their existence owing to inadequate assistance from the government and the lack of outside competition (Le Roux & Bengesi, 2014). Firm financial performance is a subjectively dependent variable, as it is determined by other factors, such as the sector, strategy, geography, size, age, and industry (Arshad, et al., 2014). Unless available openly, performance measures may be observed by the owner of the business, which may be bias. Organisational performance reflects a manager's ability to lead an organisation and succeed within a particular industry sector (Chung-Wen, 2008).

According to Alrowwad et al., (2017), it is difficult to collect objective data from SMEs. They also stressed that using the wrong metrics can lead to misguided performance measures and ineffective strategies for driving sustainable performance (Alrowwad, et al., 2017). Consequently, in this work subsection, numerous studies were reviewed, discussing how scholars and other authors define performance concerning financial and non-financial attributes and quantitative and qualitative assessments.

Researchers from various fields have attempted to describe the dynamics of business organisations and, more particularly, how to measure their performance (Tangen, 2004). There are also several models used to calculate the ways where a firm can measure performance. A firm's performance is often associated with certain aspects of its financial standing, but various scholars have offered models of valuing the firm's performance according to their specific theories. Engelen et al., (2015) observe that performance results from structures and processes relating to management, economics, and marketing

that grant organisations competitiveness, efficiency, and effectiveness. (Le Roux & Bengesi, 2014) define organisational performance indicators as financial and non-financial measures of success. Using a causal model, a firm's actions can affect its performance in the future. A firm's performance may be evaluated differently according to those assessing it (Foba, & De Villiers, 2007). A small company's operations were traditionally simple, and the most significant performance measure was cash flow. There is substantial literature regarding measurement definitions, and it is apparent that the primary objective of performance measurement is to determine whether a company's strategy has been successful (Eshima & Anderson, 2017; Zahra, 1991).

For the study, non-financial measures were used to measure firm performance (Rauch et al., 2009). Among the non-financial measures is growth in the firm's market share, employee satisfaction, and company achievement compared to specific targets (Rauch et al., 2009); therefore, firm performance was assessed using the Wiklund and Shepherd (2005) scale as a non-financial construct. As a result, non-financial variables can be used to assess how SME performance is measured in the circumstances with limited quantitative financial information. Contrary to Ranch et al., (2009), who contended that financial indicators were more important than non-financial indicators, non-financial indicators are suitable measures of SME performance in this study.

2.11 The relationship between entrepreneurial orientation and firm performance

Research has revealed that entrepreneurial orientation is positively correlated with SME performance (Stambaugh et al., 2017). Due to the rapidly changing nature of today's market (Ahammad et al., 2020), organisations must develop strategies that allow them to adjust their products in response to changing customer requirements (Farooq & Vij, 2018). As a result of the dynamism of the market, all products will have extremely short lifespans. Organisations are more interested in employees who will strive beyond to deliver results that benefit the organisation (Sieger et al., 2013).

Consequently, a sustainable future and growth for the company can be assured. Some smaller businesses must maintain business continuity to achieve success (Wiklund & Shepherd, 2003). As such, the entrepreneurial orientation's attitudes, risk-taking abilities, proactiveness and innovation are of the utmost importance in ensuring positive success outcomes for the business (Huang et al., 2022). It is widely accepted that companies that can manage their entrepreneurial orientations to achieve their desired results will succeed (Engelen et al., 2013).

Numerous studies offer evidence to support the claim that entrepreneurial orientation has beneficial significance (Covin et al., 2005; Wiklund & Shepherd, 2003; Wales et al., 2011; Rauch et al 2009) following a meta-analysis of the entrepreneurial orientation-performance connection. Nevertheless, a few more research findings express concern about firms' unwavering focus on entrepreneurial orientation. Authors remark that if entrepreneurial orientation is not positioned correctly with the company's management styles, organisations may fail to translate it into performance gains (Huang et al., 2022).

There have been several comprehensive assessments of entrepreneurial orientation research and assessments of the entrepreneurial orientation - performance connection and entrepreneurial orientation theory development (Covin & Wales, 2012; Covin et al., 2006). Numerous specific recommendations approach factors that moderate the entrepreneurial orientation -performance relationship (Engelen et al., 2014), environmental, cultural, and macroeconomic factors influencing the entrepreneurial orientation -performance relationship (Le Roux & Bengesi, 2014; Covin et al., 2006; Wiklund & Shepherd, 2003), encouraging conceptual aspects of entrepreneurial orientation findings (Wales, 2016), and how the entrepreneurial orientation -performance relationship varies across scenarios (Semrau et al., 2016)

2.12 The moderating role of intrapreneurship championing

Chouchane et al., (2021) demonstrate that upper-level managers are crucial in fostering an entrepreneurial vision and promoting entrepreneurial behaviour; however, it is equally crucial to understand that middle-level managers play a significant role in ensuring the success of this initiative because they can act as role models by participation in

intrapreneurship activities while mentoring and developing the ideas of their subordinates (Battistella et al., 2017). It is through creating a formidable team consisting of middle-level and upper-level managers that they can develop, implement, and monitor successful intrapreneurial programmes (Alrowwad et al., 2017). Through understanding the needs of the various stakeholders involved, they can engage and motivate each party, fostering mutual trust and integrity (Ahammad et al., 2020; Wiklund & Shepherd, 2003)

Middle management should present ideas to upper management, pursuing their approval. Small businesses might not possess such hierarchical structures (De Clercq et al., 2010) therefore, the way where they are organised should either foster autonomy or allow it to flow through multiple channels other than through managerial structures; however, managers should also be responsible for encouraging their subordinates to implement innovations according to their superiors' styles (Schachtebeck et al., 2019).

The development of the management level as an innovation support system will cause the continued development of entrepreneurial behaviour in the organisation and create a system that will recognise, model, and create opportunities for entrepreneurship spirit in the organisation; therefore, employees are motivated to participate in innovative activities (Farrukh et al., 2021). Management providing leadership to employees facilitates developing an innovation culture, developing a positive mindset among employees, increasing their innovative potential (Aguilar et al., 2019). This is also supported by a 2016 study of Chinese companies by Zhu et al., (2016) who established that entrepreneurs play a critical role in providing resources for innovation through which entrepreneurial employees seek innovative activities and practices.

The present study, therefore, aimed to examine the influence of intra-entrepreneurial championing, providing support by management, whether through resources or a process, to facilitate the developing of entrepreneurial output in employees. This study aimed to investigate the antecedents of intrapreneurial effort and its relationships with new product innovation, where employees can act entrepreneurially within an established firm. A survey of organisations from various industry sectors across South Africa demonstrates that the results indicated a positive link between innovation and the factors of intellectual capital, openness to innovative technologies, entrepreneurship, leadership and

communication, managerial capabilities, and cooperation, while the relationships between management support and managerial actions were of low importance. We find that not only is the decision to develop entrepreneurial output in employees (also known as intrapreneurship) by management influenced by several factors, including the organisation's propensity for entrepreneurial action, but also the method that management use to encourage it.

2.12.1 Intrapreneurship championing moderates the relationship between risk-taking and SME firm performance

The literature on entrepreneurship has emphasised the function of managers in entrepreneurial activities; and act upon them by introducing new products and services, is not well developed, (Hornsby et al., 2009). The relationship between intrapreneurship and innovation in the context of large companies has been identified as the dominant organisational context of intrapreneurship and the factor that determines the levels and success rates of intrapreneurial success, (Amo, 2012). Although intrapreneurship has been observed in larger companies and not necessarily in small companies, few studies investigate the function of intrapreneurship for SMEs or identify how intrapreneurship contributes to firm innovation and performance (Arshad et al., 2014; Hock-Doepgen M, 2021; Ibidunni et al., 2021). Taking risks involves acknowledging the presence of uncertainty (Usvitskiy, 2022) and being willing to tolerate the possibility of suffering monetary setbacks. Innovation is the process of actively seeking out innovative discoveries through creative thought (Miller, 1983). As a result, managers who cultivate an atmosphere that encourages taking risks create an atmosphere that fosters creativity, which in turn helps to the overall performance of the company.

2.12.2 Intrapreneurship championing moderates the relationship between innovativeness and SME firm performance

Championing is a form of human resource support (Farrukh et al., 2021), including but not limited to direction and training (Ahammad et al., 2020), psychological or emotional, that an individual provides to an intrapreneur to assist them in advancing their idea or project (Chouchane et al., 2021); therefore, championing is often conducted by someone who

holds influence over the intrapreneur's ability to access the organisational resources required to advance their idea . The use of intrapreneurship as a strategy for resource acquisition by SMEs is relatively new; therefore, little is understood about the influence of championing in this context (Battistella et al., 2017). More specifically, championing moderates the relationship between innovativeness and SME performance.

2.12.3 Intrapreneurship championing moderates the relationship between proactiveness and SME firm performance

Although most scholars have conceptualised and operationalised the constructs of the relationship between proactiveness and SME firm performance (Galbreath, Lucianetti, Thomas, & Tisch, 2020), few have examined the relationship between the construct of proactiveness and SME firm performance (Chen et al., 2020). This study attempts to fill the void by extending the literature on intrapreneurship to SMEs. The study by (Chouchane et al., 2021). The hypothesis that intrapreneurship championing moderates the relationship between proactiveness, and SME firm performance was evaluated using an online survey administered to employees and managers from a sample of small businesses. The data revealed that when employees felt that they had received the support of their managers in pursuing their ideas, their self-reported levels of perceived proactiveness were higher. Organisational capability also mediated the relationship between proactiveness and SME firm performance. Overall, the results provide new insights into how intrapreneurship can advance knowledge and innovation in SMEs and clarify the role that championing can play in this process. Intrapreneurship is a management strategy, promoting innovation within an organisation (Parker, 2011).

2.13 Conclusion

There was a comprehensive analysis of existing literature in the review, but this was delimited. The introduction of entrepreneurial orientation, firm performance and intrapreneurship theories formed the bases of the differentiation and later support of alternative entrepreneurial actions. The attributes of a successful entrepreneurial

orientation and the relationship between it and firm performance were also examined. Finally, the literature has revealed that intrapreneurship championing has a moderating effect. This aspect is arguably a fascinating element of the research, as it represents how and where the entrepreneur, intrapreneur, and champion intersect. Operationalizing the terms around intrapreneur and champion should allow for more effective implementation and disambiguation of the two terms. In practice, both terms are typically established in the same role, but they are not nearly as effective since they are not intended to be synonymous with each other.

CHAPTER 3: RESEARCH HYPOTHESIS

3.1 CONCEPTUAL MODEL AND HYPOTHESES

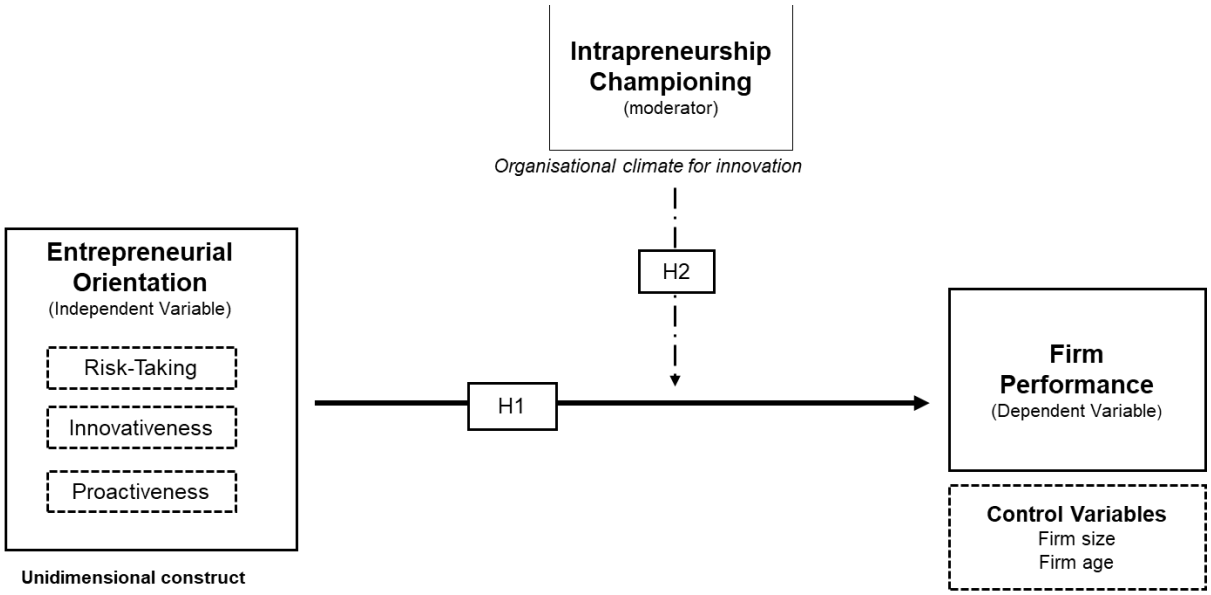


Figure 1: Theoretical model

Of the six personal characteristics identified in several studies, entrepreneurial orientation elements of innovativeness, risk-taking, and proactiveness have been frequently used (Figure 1) (Bolton, 2012). Risk-taking is associated with the reception of uncertainty and acceptance of potential financial losses. Innovation is pursuing novel discoveries with creative thinking (Miller, 1983). A proactive mindset seeks opportunities for competitive advantage based on adaptability (Urban & Govender, 2000). Based on the literature, below are hypotheses to be considered:

3.1.1 H1: Employee-level elements of entrepreneurial orientation have a positive relationship to the internal firm performance of an SME

Internal firm performance is defined as innovation, sales growth, and market share growth (Barney, 1991) (Soares & Perin, 2020). Those elements of entrepreneurial orientation are discussed in previous literature, such as proactiveness, innovativeness and risk-taking (Covin & Slevin, 1991; Bolton, 2012; Amo, 2012). The relationship between

entrepreneurial orientation and internal firm performance has been established (Lumpkin & Dess, 1996 ; Le Roux & Bengesi, 2014), this study will, therefore, test the influence of the moderating factor, intrapreneurship championing, on the relationship. This is important as if any of the elements of entrepreneurial orientation were to have an adverse relationship to internal firm performance, this would weaken the relationship between entrepreneurial orientation and internal firm performance overall.

The three characteristics of entrepreneurial orientation —innovativeness, risk-taking, and proactiveness—have often been aggregated in prior research to represent entrepreneurial orientation as a single construct or unidimensional construct (Rauch et al. 2009; Wales, Monsen, & McKelvie, 2011); however, each of the three dimensions might have varying effects on the operation of a business (Kreiser, 2011; Kollmann, et al., 2021), some scholars have conceptualised entrepreneurial orientation as a multidimensional phenomenon by investigating each of its components individually (Covin & Wales, 2019 Covin & Wales, 2019; Lumpkin & Dess, 1996)

3.1.2 H2: Intrapreneurship championing moderates the relationship between entrepreneurial orientation and SME firm performance

Support for innovation from management is an organisational trait that encourages employee intrapreneurial activity (Hornsby, et al., 2009). It is described as "the willingness of top-level managers to facilitate and promote entrepreneurial behaviour, including the championing of innovative ideas and providing the resources people require to take entrepreneurial actions " (Kuratko, et al., 2005), p 703). Based on previous studies, this research proposes the moderating effect of intrapreneurship championing on the relationship between entrepreneurial orientation and firm performance. It claims that in the context of small and medium-sized enterprises (Miklian & Hoelscher, 2022), which is operating under stringent resource constraints, the entrepreneurial orientation is vital for SME development and prosperity; therefore, the main purpose of this research was to investigate the significant moderating function of intrapreneurship in the relationship between the entrepreneurial orientation and firm performance, from the perspectives of the SMEs in developing economies.

The entrepreneurial orientation comprises three dimensions— risk-taking, innovativeness and proactiveness (Covin and Slevin, 1989; Miller, 1983). Innovativeness is the adoption of competitive actions, such as price competition and the usage of marketing strategies that stimulate market demand (Covin and Slevin, 1989). Proactiveness focuses on the main opportunities and the tendency to continuously update their capabilities (Kollmann, et al., 2021; Covin and Slevin, 1989). Conversely, intrapreneurship is defined as encouraging employees' entrepreneurial activities (Le Roux & Bengesi, 2014). Intrapreneurship also comprises risk-taking (Hock-Doepgen M, 2021) and proactive nature (Kreiser, 2011).

Under the constraint of limited resources, the entrepreneurial orientation enables the firms to acquire adequate resources and competencies to implement and compete with the prevailing strategies (e.g., superior strategies and innovative products) within the industry Covin & Slevin, 1989 and Su, et al., 2015). As studied by (Stewart, 2009), intrapreneurship contributes to increased employee involvement, motivation, innovation, and commitment that further enhance the firm performance (Soares & Perin, 2020). The moderating effect is examined under the multivariate regression analysis, existing when there is an interaction effect between the independent variables and the moderator (Dawson, 2014). The interaction effect is tested by interaction terms (i.e., the products of the independent variables and the moderator) included into the regression models (Dawson, 2014)

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

In this section, the selection of a methodology and the design of the study are the primary topics. The methods used for the statistical and descriptive analyses of the sample population are discussed. The relevant statistical techniques that could be used to evaluate the hypothesis are presented in Chapter 3. In conclusion, it describes the limitation placed on this research project. A similar study by Rose and Mamabolo (2019) used quantitative methods to test the relationship between entrepreneurial orientation and a firm's performance, as did Wiklund and Shepherd (2005) in their study following the same methodology, and the study drew inspiration from these studies since the constructs were similar.

4.2 Research methodology

This study involved conducting quantitative research, assessing relationships among variables statistically. Their contributions were evaluated by applying statistical and graphic methods (Curtis et al., 2022). Quantitative research strategies were employed, including a cross-sectional mono-method of collecting data through a questionnaire. A statistical procedure was used to analyse the data collected.

4.2.1 Research philosophy

The research objective was to obtain comprehensive knowledge of the influence of intrapreneurship championing on the association between entrepreneurial orientation and business performance. Based on this assumption, the positivism philosophy leads this investigation (Johnston, 2014). There are five philosophies, including critique, interpretivism, postmodernism, pragmatism, and positivism (Doyle et al., 2016). To evaluate the relationships between entrepreneurial orientation, firm performance, and intrapreneurship championing, positivism was chosen because it draws attention to measurable anomalies with the anticipation of factual data to establish relationships within the data; therefore, enabling the examination of the relationships between entrepreneurial orientation, firm performance, and intrapreneurship championing (Hlatywayo, 2017)

4.2.2 Research approach

This study was led by the theoretical lens of intrapreneurial and entrepreneurial orientation and was supported by extensive research in this area. This premise supports the choice of a deductive strategy over an inductive approach, attempting to generate a new theory (Hall et al., 2022). Using a deductive method, this research aimed to determine whether intrapreneurship championing moderates the link between entrepreneurial orientation and company success in the business environment. In recent years, each of these three concepts has been the topic of academic discourse and tested in the diverse domains of strategy and entrepreneurship, with numerous research approaches and models being investigated and discussed (Engelen et al., 2014).

This research model includes one independent variable entrepreneurial orientation, one dependent variable, firm performance, and one moderator, intrapreneurship championing, influenced using a deductive methodology for this study. When conceptual material is used to the research process, Gilgun believes that starting with concepts and hypotheses will provide a stronger sense of direction since these notions may clarify and propose lines of inquiry (Gilgun, 2019)

4.2.3 Purpose of research design

Several studies have been conducted on intrapreneurial orientation and firm performance to develop the knowledge base. The purpose of this study was to describe and explain the moderating role intrapreneurship championing plays in the relationship between employee intrapreneurial orientation and firm performance; therefore, since the research design is descriptive explanatory (Saunders et al., 2009), it allows for an explanation of the results. Saunders and Lewis (2014) remark that the hypotheticodeductive technique is a rounded procedure that begins with literature from the literature to (1) construct testable hypotheses, (2) operationalise variables and (3) conduct an experiential investigation. This is conducted so that the findings can inform theory and contribute to the literature, therefore, closing the circle (theory → hypothesis → operationalising variables → experimentation → theory) (Saunders & Lewis, 2014).

4.2.4 Methodological choices

An objective and quantitative study is a better fit for the research philosophy and approach, taking advantage of numeric data (Saunders et al., 2009). Since data collection and analysis occurred in one step, the research style was mono-method quantitative (Saunders et al., 2009). This method was adequate for answering the research questions presented to respondents, testing the defined hypotheses, and achieving the study's objectives.

4.2.5 Research strategy

A questionnaire strategy was employed, enabling easy comparisons while allowing the collection of standardised information from a sizeable population affordably. This also enabled the ease of evaluating data through descriptive statistics and inferential statistics. Individuals regard the survey approach as authoritative and easy to understand and explain (Hlatywayo, 2017). The information collected suggested possible explanations for the relationships between variables, such as employee-level aspects of intrapreneurial orientation and firm performance. Models of the relationships between variables were developed by analysing the results. Since a survey strategy was implemented, control could be exercised in the research progression, while obtain results statistically illustrative of the target population. The target population was represented by employees from SMEs in South Africa, for a lower cost than obtaining data on the entire population.

4.2.6 Research time horizon

As explained by (Rindfleisch et al., 2008). The study's short timeframe required a cross-sectional time horizon, even though observing a longitudinal time horizon would have allowed for the understanding of the evolutionary aspects of the connection between the components over a provided period . This cross-sectional research collected data from participants on the factors of the perceived moderating influence of intrapreneurship championing on the connection between entrepreneurial orientation and firm performance during a short period (six weeks) and without consideration of the variation in the relationship's condition over time (Doyle et al., 2019). Even though the data

originated from various sources, the cross-sectional aspect of the research raises concerns regarding possible bias in the dataset (Doyle et al., 2019). Consequently, statistical techniques to assess for bias in the data were implemented.

4.3 Research design

4.3.1 Population for the study

As a result of the purpose of the research to collect data on people employed by SMEs in South Africa, the sample comprised a wide variety of individuals who satisfied the requirements of an employee for a small company. The respondents comprised personnel from non-management to middle-level positions in SMEs. Several of these people have jobs in a diverse array of businesses and occupations located in various areas of the nation. The sample size comprised 124 various workers because this was the maximum size that could be considered appropriate for quantitative research. Even while South Africa is home to many small firms, only a few really employ a significant workforce over time. Representatives from the retail industry, the transportation sector, the agricultural sector, and the financial sector were included in the sample. Since this is the segment of the sample used for the research, it is inapt to consider it to be a representative sample of the full population of SMEs in South Africa. The confidentiality and anonymity of the participants' information were assured at the beginning of the survey.

4.4 Unit of analysis

An objective of this study was to examine the relationship between employee actions and firm performance and the role intrapreneurship championing plays in moderating this relationship. Thus, the unit of analysis for this research was at an organisational level represented by the organisation's employees. The analysis was conducted on individuals employed at various levels at various SME businesses in various industries in South Africa. While the owner is not the primary focus of the study, how they handle a specific stage of a business venture will significantly influence its long-term success or failure.

4.5 Sampling method and size

The method of obtaining data, and the source of the data, were carefully chosen, as no analysis can compensate for incorrectly collected data (Tongco, 2007). The research used a probability sample, usually used in a quantitative study. It also requires access to a full list of the population to collect a sample from a portion of that list (Saunders & Lewis, 2018). In this study, the target population was employees of small businesses in South Africa, irrespective of the industry. Access to the full list of this population could not be obtained, therefore, the study is not based on complete information. As a result, non-probability sampling was employed in the study (Saunders & Lewis, 2018).

Saunders and Lewis (2014) remark that non-probability sampling is used when there is no complete list available for the population. Individuals selected for inclusion in a non-probability sample are selected based on non-random criteria, which means not every individual was considered. Obtaining this type of sample is easier and more economical; however, it may cause a higher degree of sampling bias. This refers to the probability that not all individuals were chosen equally for inclusion in the sample. As a result, weaker conclusions about the population were derived than those from probability samples, therefore, conclusions may be limited.

Non-probability sampling techniques include quota sampling, purposive sampling, volunteer sampling, and convenience sampling (Saunders and Lewis, 2018). The above sampling techniques were considered part of this study; however, the questionnaire was distributed, inviting respondents to share with others who met the same criteria, employing a snowballing-purposeful non-probability sampling technique. This method is also known as judgement sampling, owing to the intentional selection of participants based on certain characteristics. The intended population was small business employees (on purpose), and those initially contacted, were requested to identify others with similar characteristics (snowballing).

The sample comprised most non-managerial level employees in smaller companies. An organisation's size was determined by the number of employees and the company's perceived or estimated turnover value. It is essential to have a sufficient sample size, ensuring statistical analysis can evaluate hypotheses, and the significance of the findings can be determined. The appropriate sample size for the study was, therefore, decided to ensure the accuracy of the study results since larger samples are more accurate at identifying the characteristics of relationships than smaller samples. In other studies of similar design, the sample size has ranged between 100 and over 1000 subjects. Consequently, the study reached a sample size of 124 respondents.

4.5.1 Measurement instrument

The study examined employee entrepreneurial orientation and its influence on SME performance using a modified measurement instrument based on a conceptual framework developed by (Schachtebeck, 2017), incorporating theoretical concepts from multiple disciplines. According to the conceptual framework, the device measures entrepreneurial orientation's main drivers, categorised according to managerial and personal factors. A variety of managerial factors can pertain to this inquiry, including intra-capital, intrapreneurship championing, goal setting, intrapreneurial freedom, communication, reward, and innovation systems. Concerning personal aspects, these comprise proactiveness, risk-taking, and innovativeness (Rauch et el. 2009). To demonstrate the relationship between entrepreneurial orientation factors and SME growth, the instrument contains statements to be ranked by respondents in the topics for intrapreneurship championing, entrepreneurial orientation, and firm performance. Throughout the instrument, there are items rated on a seven-point Likert scale to determine the degree of strength of perception precisely.

4.5.1.1 Independent variable: entrepreneurial orientation

The questions were also anchored on a 7-point Likert scale adapted from Rauch et el. (2009) with statements for risk-taking, proactiveness and innovation.

4.5.1.2 Dependent variable: firm performance

The scale loos at non-financial measures comparing the form to that of competitors, 1 = Worse, 2 = About the same, 3 = Somewhat better and 4 = Much better.

4.5.1.3 Moderator: intrapreneurship championing

The questionnaire for intrapreneurship championing was adapted from the work of Farrukh, Meng, and Raza (2021), with 13 statements to rank on a 7-point Likert scale ranging from 1=Strongly Disagree, 2=Disagree, 3=Partially Disagree, 4=Neutral, 5=Partially Agree, 6=Agree and 7=Strongly Agree.

4.6 Data collection process

4.6.1 Pilot study

A pilot study is the first step in the data collection process to gauge the quality and effectiveness of the questionnaire, as suggested by Saunders et al. (2009). Saunders et al. (2009) continue to suggest that a pilot study gauges the experience of the people using the questionnaire. Before the pilot study, the questionnaire was qualified through an ethical clearance process. Initial feedback from the ethical clearance forum requested a more detailed observation of where the questionnaire would be distributed. Once ethical clearance was obtained, the questionnaire was distributed to 10 working individuals. Six responded and provided feedback, sharing thoughts on what they understood about each question, the ease of answering the questionnaire and the time it took. It was anticipated that the pilot study would identify potential challenges with the survey and questionnaire; therefore, the results were used to revise the questionnaire. The specific questions amended post the pilot study clarified what is being asked.

4.6.2 Data collection

To collect the information, networks were contacted. Google Forms was used to develop a web-based survey. This was done on a sample of small business employees who were likely to get it. In the first section of the questionnaire, participant selection criteria were created. This included ensuring that they have access to the required information for the

research. The screening questions identified people who a part of the intended target audience was not, even though the survey reached individuals who did not meet the requirements. The poll link was shared on social media networks like LinkedIn and Instagram. This strategy allows the targeting of prospective SME personnel.

Cross-sectional research typically uses a survey strategy to collect and analyse quantitative data to produce quantitative results, as described by Saunders and Lewis (2014). The cover letter of the questionnaire includes an explanation of what the survey is all about, why it is necessary, how the survey will be used, and what it will mean for participants. A confidentiality guarantee was also included as part of this agreement. The survey was automatically distributed when the participant pressed ‘submit’; however, to facilitate responding to the questionnaire, if necessary, an email address was provided. The data collected in the survey are stored on Google drive for the period necessary to conduct the analysis and the allowable periods before they are destroyed.

As a rule, quantitative research is associated with experiments and survey research methods. The survey research strategy is usually adopted in quantitative research, and a questionnaire, structured interview, or structured observation are the most common methods adopted in survey research (Saunders & Lewis, 2014). A questionnaire strategy was used since it enables easy comparisons and allows the collection of standardised information from a sizeable population affordably. Individuals generally identify the survey approach as authoritative and easy to understand and explain. Accordingly, the survey approach assisted in collecting quantitative data, evaluated through descriptive and inferential statistics.

The information collected through a survey approach can also be employed to explain the relationships between variables, such as employee-level aspects of intrapreneurial orientation and firm performance; therefore, models of the relationships between variables can be developed by analysing the results. When using a survey strategy, it is possible to exercise control in the research progression and to obtain results statistically illustrative of the entire population, that being employees from SMEs in South Africa, for a lower cost than obtaining data on the entire population.

Individuals likely to be employed by a small business were intentionally invited according to the sampling method. These individuals were identified by using revenues, such as LinkedIn. The potential participants were requested to identify other candidates who fit into this profile.

4.7 Data analysis

4.7.1 Data preparation

The process of preparing data for analysis involves multiple steps. The most critical step is to assign codes to each variable and ensure that no errors have been introduced (Saunders & Lewis, 2018). Once the accuracy of the sample data was confirmed, the sample data was analysed according to the control variables. Using a seven-Likert scale to collect data enables statistical classification as quantitative, numeric, and discrete of interval accuracy (Wegner, 2016). The portal used to run the online survey allowed the continual data to be easily exported to Microsoft Excel (Excel), meaning that the data recorded on the survey platform was consolidated according to the stated questions and their corresponding replies.

The Worksheet had numeric values and a text string, which necessitated encoding into numeric values for descriptive statistical analysis. For instance, the Likert scale replies were provided with numeric values, such as one for strongly disagree and seven for strongly agree, with the numbers between one and seven matching the Likert scale alternatives. Simultaneously, categorical, ordinal variables, such as company size and hierarchical role, were displayed as string text and needed encoding to numeric values for statistical analysis. The original coded data were then created by analysing all replies and excluding from the study those individuals who did not match the inclusion criteria, as described in Chapter 5.

Statistical analysis was performed using IBM SPSS to obtain descriptive statistics used to describe the characteristics of a data set and inferential statistics used to test hypotheses and determine whether the data are generalisable to the broader population. Considering that the variables to be used in this study originated from existing instruments, exploratory

factor analysis (EFA) is an appropriate statistical tool for validating the instrument as a measure of validity and reliability.

4.7.2 Missing data

There should be no missing values in the dataset being studied since a full set of data are required for performing various statistical computations (Blunch, 2015). For data analysis, a full data set is required, which means the dataset being studied should have no missing values (Blunch, 2015)

4.8 Statistical analysis

The questionnaire must undergo statistical testing to ensure reliability and validity. The subsequent tests were used to determine the validity and reliability of the reflective constructs: Cronbach's alpha, average variance extractions (AVE), and composite reliability (CR). Cronbach's alpha, considered one measure of internal consistency, identifies how closely related a set of items is, meaning how closely related they are to one another, (Bonett & Wright, 2015). It is reported that Shepherd and Wiklund report a Cronbach's value of.70 for performance and an entrepreneurial orientation value of.64, indicating an excellent degree of internal consistency and reliability. The study seeks to find similar Cronbach's value for the same constructs adapted in work by the authors listed below. Concerning the variance owing to measurement, AVE indicates how much variance is captured by a construct. CR refers to a measure of items' internal consistency, comparable to Cronbach's alpha, expressed as a ratio of true total scale score variance (Hair et al., 2012).

4.8.1 Normality

Many statistical tests assume that data are normally distributed, which means that sample data normality is a function of the dispersion of data regarding the mean, which indicates a central location (Hair Jr et al., 2014). Interpretations and conclusions are inaccurate and erroneous when data normalcy is compromised. Three methods are used to evaluate dataset normality (Razali & Wah, 2011). The first step calculates the skewness and kurtosis indices numerically. When the Z-value—the statistic divided by the standard

error—is between -1.96 and 1.96, the data are regularly distributed (Hair et al., 2012).

Because these tests are hypersensitive to sample size, a formal normality test was also performed. The second approach, a Shapiro-Wilk (SW) test for normality, is favoured for lower sample sizes owing to its statistical power and premise that a distribution's divergence from the mean is significant when $p < 0.05$; however, error-inducing hypersensitivity grows significantly as sample numbers decrease (Razali & Wah, 2011). Quantile-quantile (Q-Q) approaches validated SW tests last. Normal Q-Q plots display the predicted quantiles of the data set against the quantiles of the individual data points to produce a straight line. Data points that "hug" the straight line indicates normalcy (Hair Jr, et al., 2014)

4.8.2 Validity

The measuring instrument scales were verified for this investigation since they were established under distinct settings in the literature from where they were adapted. Validity tests required usually employ confirmatory factor analysis (CFA) to analyse latent variable and single indicator correlations (Brown, 2015); however, owing to the sample size of 124 for this study being less than 200, EFA was employed instead. (Hair Jr, et el., 2014). A sample lower than 200 becomes problematic with factor loadings and, therefore, its best avoided. Even though a sample size of over 120 is sufficient to conduct CFA, a decision was made to use EFA. Once the standardised loadings for each item in the model were recorded above 0.7, the AVE for each remaining item was determined using the mathematical formula for AVE:

$$\text{Average Variance Extracted (AVE)} = \frac{\sum \ (Standardised\ Loading\ 2\ )}{\text{Number of Indicators}}$$

AVE values over 0.50 suggest that the variable explains more than half of its indicators' variation (Hair Jr et al., 2014). Discriminant validity assesses how each concept differs from the others and evaluates what it attempts to measure. Discriminant validity was tested using the Fornell-Larcker criterion, which remarks that “each construct squared root of the AVE should be compared to the squared inter-construct correlation (as a measure of shared variance) of that same construct, and all other reflectively measure constructs

in the structural model and should be higher, (Hair Jr et al., 2014). Chapter 5 presents the study outcomes.

4.8.3 Reliability

Each construct had to undergo a reliability test, resulting in a reliability score. The concern of removing items from the questionnaire should arise if it needs to be done. There are two statistical techniques: regression analysis and correlation analysis used to measure the strength of a relationship (Wegner, 2016). As part of this study, three independent variables were subjected to multiple regression analysis (Wegner, 2016). The regression formula quantifies the relationship between dependent and independent variables and how changes influence them in variables. The formula is Y is equal to slope aX plus b, where Y is the dependent variable, a is the slope of the regression equation, and x is the independent variable. Performing a correlation analysis help evaluate the strength of these relationships. The results of this study are reported with all the required statistical detail to enable other scholars to reproduce them, as recommended by Meyer et al. (2017).

Although the Cronbach alphas for each of the three measuring scales were above 0.65, these scales were produced using EFA techniques; therefore, the model's reliability needed to be assessed (Bonett & Wright, 2015). When used with CFA, the Cronbach alpha approach tends to "underestimate internal consistency dependability" owing to its sensitivity to scale item count (Hair Jr et al., 2014). (p. 111). Composite reliability (CR) was used to assess construct measure internal consistency dependability. This approach worked better with CFA because, unlike Cronbach alpha, CR does not assume that all indicator loadings are equal in the population and can compensate for variances in indicator loadings without underestimating internal consistency reliability (Hair Jr et al., 2014).

Composite reliability formula:

$$\text{Composite Reliability (CR)} = \frac{\sum \left(Standardised\ Loading\ 2 \right)}{\text{Number of Indicator}\left(\sum \text{Standardised Loadings} \right)2 + \sum (\text{ME})\text{s}}$$

Where Measurement Error (ME) = 1−(Standardised Loadings)2

CR is tolerable between 0.60 and 0.70 and excellent between 0.70 and 0.90; however, values >0.95 indicate duplicate components, reducing construct validity (Hair et al., 2019). Chapter 5 presents outcomes.

4.8.4 Factor analysis dimension reduction

After checking the data's validity, and reliability, the remaining survey questions were reduced for the principal component analysis. This dimension reduction approach needed at least one correlation over 0.5 and a Kaiser-Meyer-Olkin (KMO) sample adequacy value of more than 0.5. (Blunch, 2015). Chapter 5 provides the outcomes. The entrepreneurial orientation and intrapreneurship championing constructs were then extracted as new variables comprising their respective dimensions, meaning excluded invalid items. The dimensions of the firm's performance' construct was extracted to allow the corresponding descriptive and inferential statistics.

4.9 Descriptive analytics

The demographic information collected in the survey ensured descriptive statistics provided insight into the behaviour of the variables assessed in this research. This result included the general trend, dispersion, skewness, and the existence of outliers. It determined the variability, frequency, and profile of the obtained data. The descriptive statistics findings are reported in Chapter 5, whereas the statistical tests used to characterise the study's sample population are described below.

4.9.1 Population statistics

The survey instrument's demographic data provided insight into the behaviour of the measured variables; therefore, a frequency test was undertaken to collect the information that defines the study's population (Wegner, 2016). In Chapter 5, the outcomes are provided.

4.10 Hypotheses testing

4.10.1 Bivariate linear regression

The linear connection between entrepreneurial orientation and firm performance was examined using bivariate linear regression. This parametric statistical procedure quantifies the correlation between dependent and independent variables and analyses the strength of that relationship when both variables are continuous and have a normal distribution (Wegner, 2016). H1 was tested using the subsequent mathematical equation: Regression: $Y=a+bX$ in this equation, a represents the intercept at X = 0, and b is the slope of the least-squares line, which demonstrates how X changes Y. Since the data was continuous and normally distributed, Pearson's r correlation analysis was used to establish entrepreneurial orientation and firm performance connections and the amount to which one variable affects the other. The correlation coefficient r ranged from -1 to 1, indicating a perfect negative or positive link between the components (de Winter, Gosling, & Potter, 2016). Chapter 5 presents outcomes.

4.10.2 Moderator multiplier regression analysis

4.10.3 Assumptions of regression analysis

Frequently, it is necessary to include controls in the study design in order to verify the validity of the results. To guarantee that data are collected in a standardized manner, each participant was asked questions that could be interpreted in the same way. Frequently, this strategy is used with probability sampling methods to assure generalisability (Saunders & Lewis, 2014).

4.11 Limitations

As is the case with most quantitative research, some limitations of this study relate to how the data were collected and analysed (McCusker & Gunaydin, 2019). Although the sampling strategy employed means the sample is somewhat representative of the larger population, it is implausible to be perfectly representative (Ember & Ember, 2017). Consequently, the study findings may not apply to the entire SME population in South

Africa. The research was limited to only small and micro businesses in South Africa, and as a result, the findings cannot be generalised to the larger business environment in the country. While these are important limitations of the study, it must be acknowledged that these were unavoidably provided the limited resources available for this research. Also, it is worth noting that several approaches to data collection were trialled before the final version of the study was administered.

4.11.1 Sample method

Since a sample frame was unavailable at the outset of this investigation, non-probability, purposive sampling was used (Vehovar et al., 2016). These methodologies suggest that judgement was used to pick participants who meet the sample requirement, that they have work at a small medium enterprise however, these non-probability sampling procedures restrict the capacity to generalise these results to the wider population (Vehovaret al., 2016).

4.11.2 Firm performance

This research used a cross-sectional design owing to time restrictions. This methodology implies that the obtained answer data was based on the individual's impression of performance at that moment (Eshima & Anderson, 2017). Although a longitudinal design would have been more accurate and rigorous, such designs cannot be applied owing to time constraints; however, performance over time may be a stronger indicator. Therefore, using cross-sectional research versus a longitudinal study introduces bias in the conclusions since some answers may be influenced by economic conditions rather than true long-term performance factors (Rindfleisch et al., 2008).

4.11.3 Conclusion on limitations

Non-probability purposive-snowballing sampling is the most appropriate methodology used in this study; however, it excluded participants who were not selected for the study,

which is a significant disadvantage. There is a limitation in that some respondents may not understand the online questionnaire, as its contents were provided in English without translation. Further, since the questions in the test are static, it is impossible to provide further explanations for them. Considering the cross-sectional nature of this study, the results were also measured and weighted by the mood of respondents when they make their statements. There may be limitations because employees may overstate or underestimate their actual involvement in the organisation, risk-taking actions not previously acknowledged or supported, and their innovative nature.

4.12 Conclusion

The fourth chapter describes the selection of technique and study design. It described the methods used to analyse the data and provided descriptive statistics of the sample population. It described the selection of statistical techniques for assessing the hypotheses stated in Chapter 3. The section concluded with a review of the limitations of this explanatory research. The findings of the statistical analysis, descriptive statistics, and hypothesis testing processes are presented in the next chapter. This study investigates the moderating effects of intrapreneurship championing on the association between the entrepreneurial orientation of SME workers and the venture performance of the firms. The argument was made that the research is theoretically and practically significant. Followed by a literature review, conceptual model, research hypothesis, and important questions.

CHAPTER 5: RESULTS

5.1 Introduction

The results of the statistical analysis performed on the data obtained from the online survey are presented in this section. The data has been cleaned up according to the eligibility requirements and coded to enable statistical analysis in SPSS. To ascertain if the association mentioned in the literature exists, a confirmatory test was conducted. Following the confirmatory test, a linear multiple regression analysis was used to evaluate the entrepreneurial orientation hypothesis. The tests to ensured the constructs were valid and the variables were reliable were also conducted, covered in depth in this chapter. The demographics and descriptive statistics were examined in that order. After reviewing tests of validity and reliability, an EFA is discussed. The EFA was followed by a preliminary test to validate the link between the entrepreneurial orientation of workers in small enterprises and firm performance before evaluating the main hypothesis. The last test would be linear regression to determine the relationship's strength as modulated by intrapreneurship championing. This section concludes with a summary of the statistical results.

5.2 Data analysis

5.2.1 Data preparation

The method of compiling the data comprised several distinct stages to ensure that the information acquired during the survey accurately represented the observations held by the participants. This was accomplished by comparing the responses to a set of predetermined criteria. Each piece of data was first loaded into a spreadsheet created in Excel, enabling easy upload onto SPSS. The information was filtered such that it only contained data from the questionnaire columns relevant to the directed questions. The following step was to perform coding, assigning a separate score for each response category, and noting the respondents' gender by representing the responses with numeric values. Once this procedure step was completed, the data were organised into a format suitable for analysis. This involved coding all the responses in a code book, which can be observed in Appendix 8. The code book had a condensed form of inquiry that led up to

each of the three crucial constructions and was appropriately labelled and coded.

5.2.2 Missing data

According to the research findings, there was no indication of any missing data. It was possible to do statistical analysis on all the replies to the questionnaire since it was designed in such a way that it ensured a completion rate of 100% on each item.

5.3 Descriptive analysis

The results subsequently described, were obtained through data collection. Data were used to investigate the entrepreneurial orientation of employees at small companies and its influence on firm performance. A total of 124 valid replies were obtained, enabling statistical research on those working for small companies in South Africa. The set received did not lack any data about the respondents.

5.3.1 Population demographics

Demographics of the Population 5 demographic questions were directed to the respondents at the beginning of the survey to create a profile. Following is an analysis of the data obtained on the respondent's gender, education level, management level, organisational size, and tenure.

5.3.2 Gender

In response to the gender question, the respondents were separated into male and female groups. The final sample size comprised 124 replies, of which 33.1% (n=83) of the sample was constituted of male respondents, whereas 66.9%(n=41) of the demographic were the largest number represented female respondents, as revealed in Table 1 below.

Table 1: Gender

		Frequency	Per cent	Valid per cent
Valid	Female	83	66.9	66.9
	Male	41	33.1	33.1
	Total	**124**	**100.0**	**100.0**

5.3.3 Age

The age ranges were 18–30, 31–40, 41–50, and over fifty-one. Only two of the people who answered were over fifty-one, but they were not taken out of the analysis. The main reason for this is that respondents' ages did not change how they felt about their own performance; therefore, they have not been removed from the study. All survey participants were professionals; therefore, their age should not have changed how they felt about their work performance; 78% (n=97) respondents were between the ages of 18 and 30, 16%(n=20) were between the ages of 31 and 40, and 4%(n=5) were between 41-50 and 1.6% (n=2) were older than 50.Results are shown on Table 2 below.

Table 2:Age

		Frequency	Per cent	Valid per cent
Valid	18-30	97	78.2	78.2
	31-40	20	16.1	16.1
	41-50	5	4.0	4.0
	51+	2	1.6	1.6
	Total	**124**	**100.0**	**100.0**

5.3.4 Province of where you work

The question about the work province was to ascertain where respondents work, which may vary from where they reside. The investigation revealed that the respondents were almost evenly distributed throughout Gauteng 33.9% (n=42), KwaZulu-Natal 37.1% (n=46), and Mpumalanga 28.2% (n=35), with one individual in Northern Cape. Other

provinces were not accounted for as no response came from Eastern Cape or Western Cape. The results are found on Table 3 below.

Table 3: Province of work

		Frequency	Per cent	Valid per cent
Valid	Gauteng	42	33.9	33.9
	KwaZulu-Natal	46	37.1	37.1
	Mpumalanga	35	28.2	28.2
	Northern Cape	1	.8	.8
	Total	**124**	**100.0**	**100.0**

5.3.5 Race

In response to the question on race, 92% (n=115) of respondents were black, 3.2%(n=4) were Indian, 1.6% (2) were mixed race, and 2.4% (3) were white. The fact that no other racial groups were represented in the questionnaire illustrates the demographic make-up of the population used for the study. The results are shown in Table 4 below.

Table 4: Race

		Frequency	Per cent	Valid per cent
Valid	Black	115	92.7	92.7
	Indian/Asian	4	3.2	3.2
	Mixed race	2	1.6	1.6
	White	3	2.4	2.4
	Total	**124**	**100.0**	**100.0**

5.3.6 Highest level of education

The response options for the question on the level of education were divided into four distinct categories: basic schooling, matric, postgraduate degree, and undergraduate degree. As revealed in Table 5, the sample size comprised 124 valid responses, including

only 0.8% of respondents with no formal education beyond elementary school 32.3% (n=40) of the sample population with a high school diploma or equivalent, labelled matric as widely known, 28.2% (n=35) of respondents with postgraduate degrees, and 38.7%(n=48) of respondents with undergraduate degrees. .

Table 5:Education

		Frequency	Per cent	Valid per cent
Valid	Basic schooling	1	.8	.8
	Matric	40	32.3	32.3
	Postgraduate degree	35	28.2	28.2
	Undergraduate degree	48	38.7	38.7
	Total	**124**	**100.0**	**100.0**

5.3.7 Service duration

The response options for the tenure question were broken down into four distinct groups: less than a year, 1-5 years, 6-10 years, and 10 years or more. The population sample included 67.7% (n=84) of people who worked for their organisation for less than a year, 20.2% (n=25) of people who worked for their organisation between one and five years, 8.9% (n=11) of people who worked there for 6-10 years, and 3.2% (n=4) of people who worked there for more than 10 years

Table 6: Duration of employment

		Frequency	Per cent	Valid per cent
Valid	< 1 year	84	67.7	67.7
	1–5 years	25	20.2	20.2
	10+ years	4	3.2	3.2
	6–10 years	11	8.9	8.9
	Total	**124**	**100.0**	**100.0**

5.3.8 Management level

The questionable organisation's positions were broken down into several various categories. Following a descending order, 49.2% (n=61) of the respondents were employed in roles that did not include managerial responsibilities, followed by 19.45%(n=24) of respondents who worked in lower management, 18.5%(n=23) who worked in top management, and 12.9%(n=16) of respondents who worked in middle management. Table 7 displays the results.

Table 7:Position in the organisation

		Frequency	Per cent	Valid per cent
Valid	Lower management	24	19.4	19.4
	Middle management	16	12.9	12.9
	Non-managerial employee	61	49.2	49.2
	Top management	23	18.5	18.5
	Total	**124**	**100.0**	**100.0**

5.3.9 Number of employees

The number of workers at the organisation in question was divided into four categories: less than five employees, between five and 20 employees, between 20 and 50 employees, and more than 50 people. From highest to lowest, 30.6%(n=38) of respondents indicated that their firm has more than 50 people, 29.8%(n=37) alleged that their company has between five and 20 employees, 21%(n=26) alleged that their company has between 21 and 50 employees, and 18.5%(n=23) alleged that their company has fewer than five employees. Results are shown in Table 8 below.

Table 8: Number of employees

		Frequency	Per cent	Valid per cent
Valid	< 5 employees	23	18.5	18.5
	21–50 employees	26	21.0	21.0

	5–20 employees	37	29.8	29.8
	51+ employees	38	30.6	30.6
	Total	**124**	**100.0**	**100.0**

5.3.10 Sector/subsector

The subsequent table presents the ten possible responses to the question regarding the sector where the company operates. In answer to this question, 43.5%(n=54) of respondents selected the option "other," followed by 29.8%(n=37) who selected "community, social, and personal services," whereas the other replies were distributed among 1-4%. Results are found in Table 9 below.

Table 9:Sector/subsector

		Frequency	Per cent	Valid per cent
Valid	Agriculture	5	4.0	4.0
	Catering, Accommodation, and other trade	2	1.6	1.6
	Community, social and personal services	37	29.8	29.8
	Construction	5	4.0	4.0
	Electricity, gas and water	3	2.4	2.4
	Finance and business services	6	4.8	4.8
	Manufacturing	6	4.8	4.8
	Other	54	43.5	43.5
	Retail motor trade and repair services	2	1.6	1.6
	Transport, storage, and communications	2	1.6	1.6
	Wholesale trade, commercial agents, and allied services	2	1.6	1.6
	Total	**124**	**100.0**	**100.0**

5.3.11 Business duration

The answer to the inquiry concerning the length of time the organisation had existed was quite an essential factor in deciding how to set up the new company. Less than one year, between one and two years, two to five years, five to ten years, and more than ten years were the available possibilities. Fifty per cent of respondents claimed that their organisation has been operational for more than 10 years (n=62), allowing the remaining 50% to be distributed as follows: 2–5 years at 12.9%(n=16), 5–10 years at 12.9%(n=16), 1-2 years at 10.5%(n=13), and less than a year at 13.7%(n=17).

Table 10: Tenure of organisation

		Frequency	Per cent	Valid per cent
Valid	1-2years	13	10.5	10.5
	2-5 years	16	12.9	12.9
	5-10 years	16	12.9	12.9
	Less than a year	17	13.7	13.7
	Over 10 years	62	50.0	50.0
	Total	**124**	**100.0**	**100.0**

5.4 Statistical analysis

5.4.1 Construct validity

To determine if the link between the researched variables is suitable, the construct validity method was used for evaluation. To begin the validity procedure, a total item score was calculated before using the Pearson correlation coefficient to determine the question's significance to the total item score, as denoted by sig values or p-values, revealed in Appendix 6. Using SPSS, a bivariate analysis was performed for each construct. Based on the results, only the firm performance construct had all questions with sig values /p values above 0.05, meaning all questions were significant and correlate to the total item score and, therefore, the construct, according was valid.

For entrepreneurial orientation, one question with a value of 0.24; the question EO1 states ‘In our firm, employees are told exactly what to do’ and could be perceived to have an adverse effect. This question was removed for the subsequent test (Appendix 9). For the intrapreneurship championing construct, three questions failed the validity test, scoring less than 0.5; therefore, these questions were invalid and removed (Appendix 10). The questions are, IC6 - ‘Where I work, only managers usually get credit for work done by others. IC7 ‘In this organization, we tend to stick to tried and tested ways. IC10 - ‘Personnel shortages inhibit innovation in this organisation’. In conclusion, most of the questions had a meaningful relationship to the point value of the item. Questions that did not have a strong and legitimate relationship were eliminated.

5.4.2 Reliability

Using the Cronbach alpha coefficient, the survey's reliability is evaluated. To achieve adequate instrument dependability, an alpha level of 0.65 was employed as a cut-off to establish the instrument's internal consistency. For entrepreneurial orientation, the Cronbach alpha was 0.85; for intrapreneurship championing, it was 0.89; and for firm performance, it was 0.90. These results constitute a reliable measurement and display that the questions for each component were plausible. Appendix 9-11 demonstrates the results from SPSS.

Reliability Statistics EO

Cronbach's Alpha	N of Items
.856	9

Reliability Statistics FP

Cronbach's Alpha	N of Items
.906	8

Reliability Statistics IC

Cronbach's Alpha	N of Items
.876	13

5.4.3 Factor analysis

Factor analysis is a statistical technique used to reduce a large set of measured variables into several smaller, more easily understood sets of variables called factors. For this study, the research had a total of 30 questions about the core study of the research. Each factor in the model represents an underlying dimension of the original data thought to explain the variance in the data set collectively. The three constructs had the subsequent number of questions, entrepreneurial orientation had eight questions: intrapreneurship championing 13 questions, and the firm performance 9. The results of the factor analysis elucidate the constructs of the items and the relationships between them. Each question, the factor, was loaded on the corresponding construct. The results of the factor loadings are presented below for each factor.

5.4.3.1 Entrepreneurial orientation

The invalid question discovered during the validity and reliability test was removed from the factor analysis process for the entrepreneurial orientation construct. Table 11 presents the correlation matrix for entrepreneurial orientation. The questions need a coefficient score of more than 0.3 to be considered acceptable. Even though Question EO3 seems to have a poor coefficient, it was not eliminated. Accordingly, all other questions met the criteria.

Table 11: Correlation matrix

Correlation Matrix									
		EO2	**EO3**	**EO4**	**EO5**	**EO6**	**EO7**	**EO8**	**EO9**
Correlation	EO2	1.000	.271	.596	.542	.573	.491	.309	.425
	EO3	.271	1.000	.307	.395	.259	.156	.178	.198
	EO4	.596	.307	1.000	.731	.683	.532	.578	.581
	EO5	.542	.395	.731	1.000	.667	.506	.470	.493
	EO6	.573	.259	.683	.667	1.000	.621	.463	.608

EO7	.491	.156	.532	.506	.621	1.000	.557	.583
EO8	.309	.178	.578	.470	.463	.557	1.000	.544
EO9	.425	.198	.581	.493	.608	.583	.544	1.000

The KMO and Barret test require a score above 0.05 otherwise, the KMO is unacceptable. As per Table 12 below, the entrepreneurial orientation construct scored a KMO of 0.883 and a suitable Bartlett's test of a p-vale less than 0.05.

Table 12: Kaiser-Meyer-Olkin and Bartlett text

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	482.782
	df	28
	Sig.	<,001

5.4.3.2 Intrapreneurship championing

For intrapreneurship championing, all questions scored a coefficient score above 0.03, meaning sufficient evidence to suggest positive relationships between the questions in the scale. Conversely, this scale reflected distinct, meaningful constructs that aligned with the concept of intrapreneurship according to the existing literature on the topic.

Correlation Matrix											
		IC1	IC2	IC3	IC4	IC5	IC8	IC9	IC11	IC12	IC13
Correlation	IC1	1.000	.713	.618	.568	.503	.594	.409	.521	.546	.501
	IC2	.713	1.000	.679	.582	.530	.556	.433	.447	.472	.475
	IC3	.618	.679	1.000	.642	.580	.698	.542	.469	.469	.573
	IC4	.568	.582	.642	1.000	.715	.669	.437	.364	.475	.497
	IC5	.503	.530	.580	.715	1.000	.625	.533	.446	.590	.595
	IC8	.594	.556	.698	.669	.625	1.000	.589	.581	.604	.599
	IC9	.409	.433	.542	.437	.533	.589	1.000	.421	.616	.571
	IC11	.521	.447	.469	.364	.446	.581	.421	1.000	.678	.431
	IC12	.546	.472	.469	.475	.590	.604	.616	.678	1.000	.663
	IC13	.501	.475	.573	.497	.595	.599	.571	.431	.663	1.000

Figure 2: Correlation matrix

As per Table 13 below, the KMO and Barret test for intrapreneurship championing yielded a score of 0.895 and a suitable Bartlett's test of a p-vale less than 0.05. Questions in the intrapreneurship championing construct have a positive and signification relationship.

Table 13: KMO and Bartlett's Test IC

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	796.417
	df	45
	Sig.	<,001

5.4.3.3 Firm performance

For the firm performance construct, one invalid question was established and removed for the factor analysis process. According to the results in Table 14 there are no further questions to be removed or of concern as all questions scored above 0.03.

Table 14: Correlation matrix Firm Performance

Correlation Matrix									
		FP1	**FP2**	**FP3**	**FP4**	**FP5**	**FP6**	**FP7**	**FP8**
Correlation	**FP1**	1.000	.608	.648	.605	.613	.511	.438	.618
	FP2	.608	1.000	.584	.548	.592	.519	.319	.545
	FP3	.648	.584	1.000	.732	.578	.600	.477	.561
	FP4	.605	.548	.732	1.000	.596	.672	.541	.485
	FP5	.613	.592	.578	.596	1.000	.605	.445	.575
	FP6	.511	.519	.600	.672	.605	1.000	.655	.431
	FP7	.438	.319	.477	.541	.445	.655	1.000	.244
	FP8	.618	.545	.561	.485	.575	.431	.244	1.000

As per Table xx below the KMO for firm performance is the highest at 0.901, meaning the survey items are well correlated and display good survey reliability for this construct. Bartlett's test also indicates good heterogeneity among the items in the scale as the p-value is 0.001 suggesting a moderate difference among the scale's items

Table 15: Kaiser-Meyer-Olkin and Bartlett test Firm Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	562.996
	df	28
	Sig.	<,001

5.4.4 Exploratory factor analysis

A CFA is a technique that would ideally be acceptable to apply since the questionnaire used in this study was obtained from earlier research and published literature; however, there were fewer than 200 responses obtained, and even though 120 responses are sufficient to conduct a CFA, an explanatory factor analysis was used in case there were responses that needed to be removed because they did not load on a factor. Even though 120 responses were sufficient to conduct the analysis, an explanatory factor analysis was chosen because there were less than 200 responses obtained. The EFA was undertaken to present the components or dimensions underlying the construct of the values reflected in the responses to the instrument.

5.4.4.1 Entrepreneurial orientation

This analysis was conducted to discover which component or variables were most closely connected to the construct of the values revealed in the instrument responses; below are

the results for each construct. Starting with entrepreneurial orientation, the items loaded on one component with an eigenvalue of 55% on component one, meaning that the first component is the principal component, followed by components two, three and four onwards with eigenvalues between 4% and 3%, respectively.

Table 16: Total variance EO

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.452	55.647	55.647	4.452	55.647	55.647
2	.984	12.300	67.948			
3	.704	8.799	76.747			
4	.508	6.345	83.092			
5	.450	5.622	88.714			
6	.402	5.019	93.733			
7	.275	3.436	97.170			
8	.226	2.830	100.000			

Extraction Method: Principal Component Analysis.

Table 17: Component matrix EO

Component Matrix	
	Component
	1
E02	.714
E03	.404
E04	.862
E05	.820
E06	.843
E07	.766
E08	.697
E09	.761
Extraction method: Principal Component analysis	

a. 1 Component extracted

5.4.4.2 Intrapreneurship championing

Therefore, to improve the validity of the intrapreneurship championing concept, three questions had to be eliminated since they were invalid. An attempt was made to reverse-engineer those queries, but several components were still loading. It was ultimately decided to eliminate them, which led to the improved results that can be observed below. The highest Eigen value belongs to the primary component, which is 59%.

Table 18: Total variance explained IC

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.982	59.818	59.818	5.982	59.818	59.818
2	.910	9.102	68.920			
3	.748	7.483	76.403			
4	.542	5.425	81.828			
5	.469	4.692	86.520			
6	.393	3.926	90.446			
7	.314	3.136	93.582			
8	.236	2.362	95.944			
9	.223	2.226	98.170			
10	.183	1.830	100.000			

Extraction Method: Principal Component Analysis.

Table 19: Component matrix IC

Component Matrix	
	Component
	1
IC1	.774
IC2	.763
IC3	.816
IC4	.774
IC5	.794
IC8	.847
IC9	.715
IC11	.686
IC12	.788
IC13	.765
Extraction method: Principal Component analysis a. 1 component extracted	

5.4.4.3 Firm performance

No questions were eliminated from the firm performance construct, which led to a high KMO and resulted in all things being loaded onto a single component, as shown in Table 20 below.

Table 20 Total Variance FP

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.864	60.801	60.801	4.864	60.801	60.801
2	.946	11.819	72.621			
3	.478	5.970	78.591			
4	.457	5.713	84.304			
5	.397	4.966	89.270			
6	.350	4.380	93.650			
7	.267	3.336	96.986			
8	.241	3.014	100.000			

Extraction Method: Principal Component Analysis.

Table 21: Component matrix FP

Component Matrix			
	Component		
	1		
FP1	.813		
FP3	.839	FP4	.838
FP5	.806	FP6	.801
FP7	.649	FP8	.714
Extraction Method: Principal Component Analysis.			
a. 1 components extracted.			

5.5 Convergent validity, discriminant validity and composite reliability

As revealed in Table 22, the convergent, discriminant and CR validity tests were conducted for each construct. The convergent validity for entrepreneurial orientation, intrapreneurship championing, and firm performance was high at 0.56, 0.59 and 0.54,

respectively, suggesting that the correlation of the components with the identified constructs was high and that all items on the instrument measuring the same concept. The discriminant validity revealed that the indicators of entrepreneurial orientation are statistically different from intrapreneurship championing and the firm performance variables at $p<0.001$. Similarly, the intrapreneurship championing and the firm performance variables are statistically different at $p<0.001$. The CR test revealed high convergent validity of entrepreneurial orientation, intrapreneurship championing and firm performance at 0.77, 0.74 and 0.78, respectively. This demonstrated that the instruments could detect the underlying constructs with a high reliability. The discriminant validity was also high at 0.74, 0.773 and 0.74 for entrepreneurial orientation, intrapreneurship championing and firm performance, respectively, presenting that the responses to each question in a dimension can discriminate between respondents from distinct populations.

Correlation matrices allow researchers to determine whether multiple variables are related. For example, two measures of the same concept are expected to be highly correlated; therefore, the existence of a high correlation between two variables is a measure of the convergent validity of the two measures. Another common correlation matrix is between a measure of a dependent variable and multiple measures of independent variables. One can use the result to evaluate the discriminant validity of the measures of independent variables, such as how well they measure a specific construct and are unrelated to other constructs. Finally, the CR was also high at 0.85, 0.89 and 0.88 for all three constructs, meaning that the total score from each component has a high correlation with one another and that they are inclined to measure the same concept.

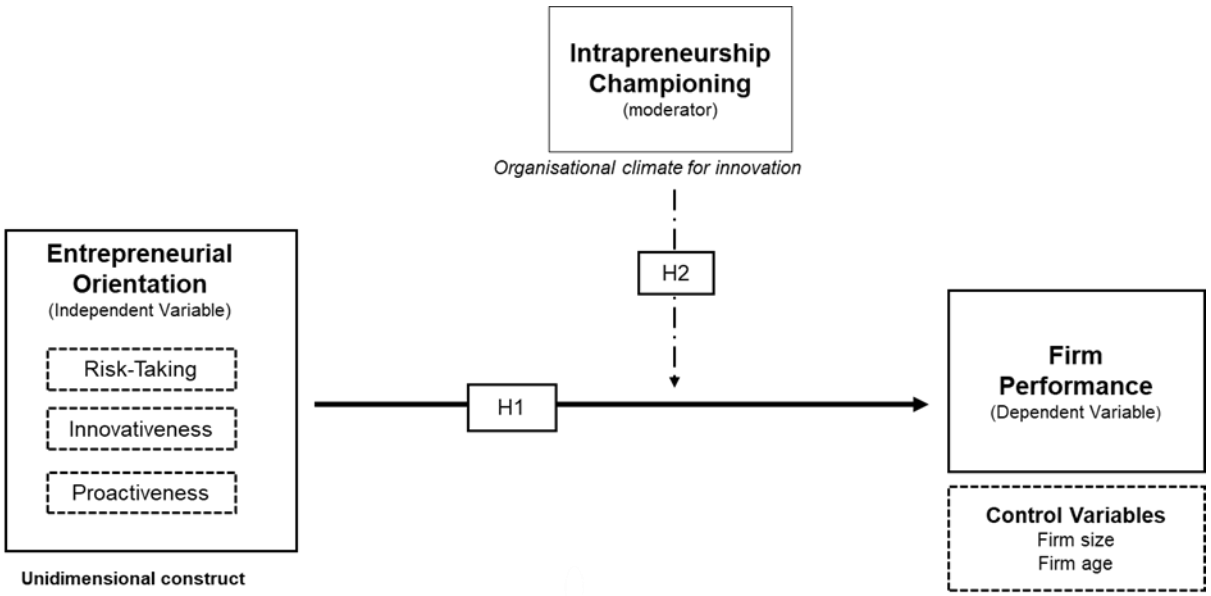
Table 22 5.5 Convergent validity, discriminant validity and composite reliability

	Items	Factor Loadings	^2(Lumda)	1-Lumda	AVE(Convergent Validity)	Discriminent Validity	Composite Realiability (CR)
Entreprenerial Orientation	**EO2**	0,714	0,510	0,490	0,556	0,746	0,848
	EO3	0,404	0,163	0,837			
	EO4	0,862	0,744	0,256			
	EO5	0,820	0,672	0,328			
	EO6	0,843	0,711	0,289			
	EO7	0,766	0,586	0,414			
	EO8	0,697	0,486	0,514			
	EO9	0,761	0,579	0,421			
	Total		**4,452**	**3,548**			
Intrapreneurial Championing	**IC1**	0,774	0,599	0,401	0,598	0,773	0,899
	IC2	0,763	0,582	0,418			
	IC3	0,816	0,665	0,335			
	IC4	0,774	0,600	0,400			
	IC5	0,794	0,630	0,370			
	IC8	0,847	0,718	0,282			
	IC9	0,715	0,511	0,489			
	IC11	0,686	0,471	0,529			
	IC12	0,788	0,621	0,379			
	IC13	0,765	0,585	0,415			
	Total		**5,982**	**4,018**			
Firm Performance	**FP1**	0,813	0,661	0,339	0,540	0,735	0,883
	FP2	0,759	0,576	0,424			
	FP3	0,839	0,703	0,297			
	FP4	0,838	0,702	0,298			
	FP5	0,806	0,650	0,350			
	FP6	0,801	0,641	0,359			
	FP7	0,649	0,421	0,579			
	FP8	0,714	0,510	0,490			
	Total		**4,864**	**3,136**			

5.6 Hypothesis testing

This model illustrated the hypothesis to frame the investigation conducted. The two hypotheses are listed below. To investigate the connections, a regression analysis was conducted. The analysis also included the means and standard deviations from the dependent variables. The results of the regression analysis are presented in the table above. A correlation analysis was then conducted between the dependent and independent variables to determine whether there was a correlation. The results of the

correlation analysis are revealed in the table below.



H1: Employee-level elements of entrepreneurial orientation have a positive relationship to the internal firm performance of an SME

H2: Intrapreneurship championing moderates the relationship between entrepreneurial orientation and SME firm

Below is a table indicating the Pearson correlation results among the constructs. As seen from the results AvIC represents the average items of moderating factor which is intraprenership championing with a coefficient of r=0.754 in relation to AvEO which represents the average items of the entrepreneurship orientation and a coefficient value of r=0.687 in relation to the AvFP which is the average for firm performance. AvEO has a coefficient value of r=0.73 in relation to firm performance. All the coefficient values indicate a positive linear trend indicating a best fit. The model also displays significance as p=0.01 for all constructs.

Table 23: Partial correlations

Correlations				
		AvIC	**AvEO**	**AvFP**
AvIC	Pearson Correlation	1	.754**	.687**
	Sig. (2-tailed)		<,001	<,001
	N	124	124	124
AvEO	Pearson Correlation	.754**	1	.723**
	Sig. (2-tailed)	<,001		<,001
	N	124	124	124
AvFP	Pearson Correlation	.687**	.723**	1
	Sig. (2-tailed)	<,001	<,001	
	N	124	124	124

**. Correlation is significant at the 0.01 level (2-tailed).

5.6.1 Assumptions of regression analysis

The assumptions of regression were tested and reported below. These assumptions are tested to ensure that the result of the regression is valid. In addition, the results of the regression analysis also help to confirm the correctness of the assumptions made during the estimation process. The tables and figures below show the results for the assumption of regression test for the sample of SME employees in South Africa.

5.6.1.1 Adequate data sample size

The first assumption of using adequate data sample size was not violated as the sample size was 124 and, therefore, above the recommended quota.

5.6.1.2 Normally distributed data

The second assumption regarding normally distributed data was tested by looking at the Kolmogrov-Smirnov normality test for the mean and standard deviation for each independent variable of the model. The results of the normality test for each of the independent variables are presented in the table below. Overall, the null hypothesis was accepted for all the independent variables ($p < 0.05$) indicating that the independent variables were normally distributed. This implies that it was appropriate to regress each of the dependent variables on the corresponding independent variables. The Sharpiro -Wilk

normality test was used to test the normality of the residuals that were obtained after regressing the dependent variables on the independent variables. The results of this test are presented in the table below. As can be seen from the table, all the residuals were normally distributed and hence there was no indication that there was any clustering of residuals around the zero value which would indicate that there were any problems with the modelling process. Based on the above results, it can be concluded that there are no problems with the validity of the regression model and that the data used in the model are suitable and reliable. There is significant evidence to reject the null hypothesis and the variables follow a normal distribution.

Table 24: Normality tests

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AvIC	.106	124	.002	.952	124	<,001
AvEO	.080	124	.052	.963	124	.002
AvFP	.180	124	<,001	.846	124	<,001

a. Lilliefors Significance Correction

5.6.1.3 Homoscedasticity

The test for homoscedasticity checks for consistency in the data point. While the histogram in figure 3 below shows a slight skewness to the left however indicate and the P-P plots show data points close to the linear line, it was concluded that the assumption of homoscedasticity is met, see figure 4 below.

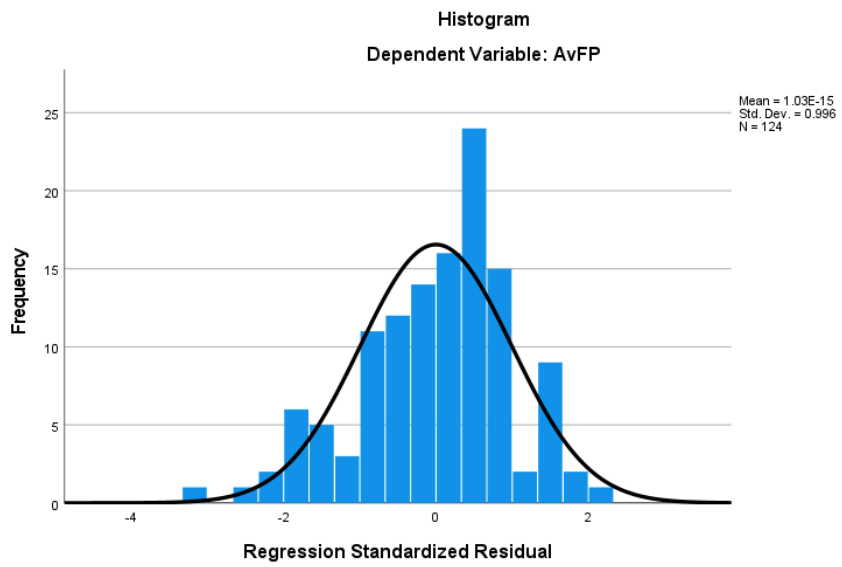


Figure 3: Histogram AvFP

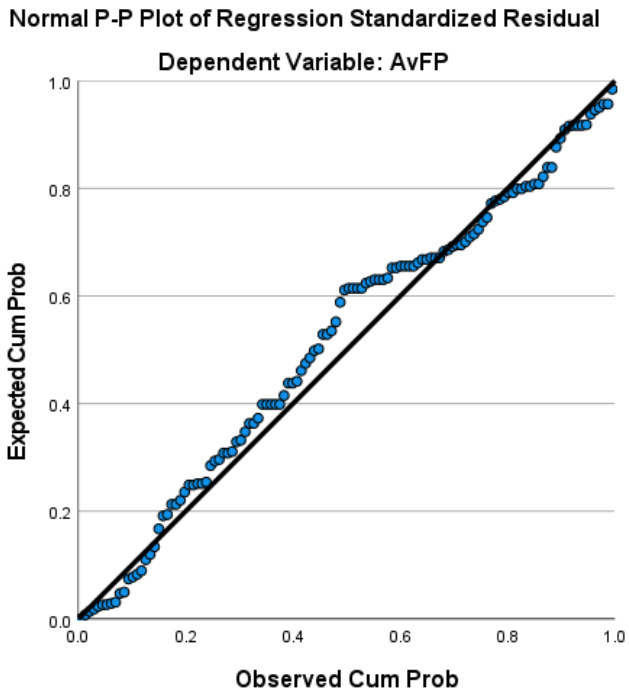


Figure 4: Normal P-P Plot

5.6.1.4 No or little multicollinearity

The information needed to forecast business performance based on entrepreneurial orientation may be established in the table of coefficients. This can assess whether entrepreneurial orientation makes a statistically significant contribution to the model. The p-value is lower than 0.05 and 0.01, therefore, it meets the significance level. The VIF is less than 10, indicating no sign of multicollinearity.

Table 25: Coefficient

Coefficients[a]													
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.101	.204		5.398	<,001	.697	1.505					
	AvEO	.430	.037	.723	11.543	<,001	.356	.504	.723	.723	.723	1.000	1.000

a. Dependent Variable: AvFP

5.7 Test findings

5.7.1 H1: Employee-level elements of entrepreneurial orientation have a positive relationship to the internal firm performance of an SME

The values for R and R2 may be established in this table. The value of R, which stands for the simple correlation, is 0.723, which suggests a significant degree of correlation between the two variables. The value of R square reflects how much of the variation in the independent variable, entrepreneurial attitude, can be explained by the variance in the dependent variable, firm performance. In this scenario, 52.2% of the data can be explained—a significant amount. Because of this, the model summary table satisfies the criteria, which leads to the subsequent stage.

Table 26: Model summary

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.723[a]	.522	.518	.43621	.522	133.246	1	122	<,001

a. Predictors: (Constant), AvEO

b. Dependent Variable: AvFP

The table that follows demonstrates that the regression model provides many accurate predictions for the dependent variable. This demonstrates that the regression model executed has statistically significant information. Here, the value of p is less than 0.05, which means that the regression model statistically substantially predicts the outcome variable. This suggests that the model is a good fit for the data since the value of p is less than 0.001.

Table 27: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.354	1	25.354	133.246	<,001[b]
	Residual	23.214	122	.190		
	Total	48.568	123			

a. Dependent Variable: AvFP

b. Predictors: (Constant), AvEO

Since the condition index is lower than 15, the Pearson correlation test for multicollinearity revealed no multicollinearity issues between the independent variables in the equation

Table 28: Collinearity diagnostics

Collinearity Diagnostics[a]					
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	AvEO
1	1	1.981	1.000	.01	.01
	2	.019	10.322	.99	.99

a. Dependent Variable: AvFP

5.8 Test of moderating role

5.8.1 H2: Intrapreneurship championing moderates the relationship between entrepreneurial orientation and SME firm

Adding the moderating effect requires an interacting variable indicated as Int_EO_IC. This test was performed to test how intrapreneurship championing moderates the relationship between entrepreneurial orientation and firm performance. As observed in the table below, the R-value has increased from R=0.723 to R=0.741meaning that the relationship has been strengthened. The adjusted R square increased from R2 =0,518 to R2=0.541.

Table 29: Model summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723[a]	.522	.518	.43621	.522	133.246	1	122	<,001
2	.741[b]	.549	.541	.42562	.027	7.148	1	121	.009

a. Predictors: (Constant), AvEO

b. Predictors: (Constant), AvEO, Int_EO_IC

Table 30: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.354	1	25.354	133.246	<,001[b]
	Residual	23.214	122	.190		
	Total	48.568	123			
2	Regression	26.649	2	13.324	73.554	<,001[c]
	Residual	21.919	121	.181		
	Total	48.568	123			

a. Dependent Variable: AvFP
b. Predictors: (Constant), AvEO
c. Predictors: (Constant), AvEO, Int_EO_IC

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.101	.204		5.398	<,001		
	AvEO	.430	.037	.723	11.543	<,001	1.000	1.000
2	(Constant)	1.634	.282		5.802	<,001		
	AvEO	.180	.100	.302	1.788	.076	.131	7.640
	Int_EO_IC	.028	.011	.451	2.674	.009	.131	7.640

a. Dependent Variable: AvFP

Figure 4:Construct coeffients

Table 31: Excluded variables

Excluded Variables[a]								
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Int_EO_IC	.451[b]	2.674	.009	.236	.131	7.640	.131

a. Dependent Variable: AvFP

b. Predictors in the Model: (Constant), AvEO

Table 32

Collinearity Diagnostics[a]						
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	AvEO	Int_EO_IC
1	1	1.981	1.000	.01	.01	
	2	.019	10.322	.99	.99	
2	1	2.941	1.000	.00	.00	.00
	2	.055	7.287	.18	.00	.12
	3	.003	30.405	.82	1.00	.88

a. Dependent Variable: AvFP

5.9 Conclusion

Chapter 5 displayed the summary of results from the study, with details of the data collection, descriptive and statical analysis. The data was tested for validity and reliability. An exploratory factor analysis was conducted to determine the internal reliability of the conceptual module. Each construct was observed with its corresponding items reduced to one factor using Dimension reduction on SPSS. Hypothesis testing was then conducted to answer the main research question pertaining to the relationship between entrepreneurial orientation in small business employees and firm performance, moderated by intrapreneurship championing. A regression test was conducted to determine the relationships as well as the strength thereof.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

Chapter 6 summarises the findings, and a discussion of the outcomes of the statistical analysis and descriptive statistics is provided. The section concludes with a description of the findings of the completed hypothesis testing.

6.2 Data collection

There were 124 responders in the final sample size. The sample size was appropriate to conduct descriptive and inferential statistical analysis (Deutskens et al., 2004) even though it was still below the suggested 200 (Hair, et al., 2012) since it was within the range of studies of a similar kind. For instance, (Chen et al., 2020) used a sample size of 111 in their research to examine the association between entrepreneurial orientation and financial success. As a result of the lack of a sample frame at the commencement of the data collection procedure, it is impossible to generalise these results to the whole population (Vehovar, et al., 2016).

6.3 Descriptive analysis

The following section is a display of the analysis of the data that describes and summarises the findings of the study. Each of the requirements outlined below was met by the following data.

6.3.1 Population demographics

The final sample size comprised 124 responses, with 33.1% of the sample being formed of male respondents and 66.9% of the demographic, the highest number being female respondents. The sample size was determined by the proportion of male-to-female respondents. The responses represent the population of South Africa provided that the gender breakdown of the country's population is 49.9% male and 50.1% female. According to the South African ministry of human resources, Science and Technology, 57% of the workforce in South Africa comprise women, human resources, Science and Technology (2018). Even though this indicates that the per centage of female respondents

in the sample is higher than the actual per centage of females in the workforce in South Africa, it is still within the range suggested by the study conducted to determine the size of the population and the likelihood of respondents answering truthfully or honestly about their education levels.

The study was conducted to determine the size of the population and the likelihood of respondents answering truthfully or honestly about their education levels. When observing the data from the observations of workers by SMEs, however, females made up 63.9% of the sample; therefore, despite that the number of SME owners in South Africa is marginally higher than the number of working females, the vast majority of SMEs owners in South Africa is still comprised of men, and as a result, this ratio seems to be accurate, (Stats SA, 2020). The study established that most respondents were between the ages of 18 and 30 years old, accounting for 78% of the total, followed by respondents who were between the ages of 31 and 40 years old, accounting for 16% of the total. According to estimates, the median age of workers in South African SMEs is 32The survey indicated a balanced distribution of respondents across Gauteng, KwaZulu-Natal, and Mpumalanga, and it also reflected that 92% of the respondents were black, with the remaining participants being white or mixed race. The highest level of education recorded was an undergraduate degree, which accounted for the largest per centage at 38.7%. This was followed by matriculation at 32.3% and postgraduate study at 28.25. Merely one responder mentioned only elementary education.

The above suggests that SMEs employ a substantial per centage of highly educated workers, inclined to boost the likelihood that employees will stay with the company; 67.7% of respondents had worked for less than a year, 20.2% for between one and five years, 8.9% for between six and ten years, and 3.2% for more than ten years. This provided a view of the length at which people were employed in the small business. Responses were grouped into these categories according to their duration to ensure that the respondents were categorized correctly for analysis purposes. The table below provides a summary of the responses for the question on tenure of employees: Based on the data above, it can be observed that more people tend to work in the small businesses for shorter periods of time than for longer periods of time. The results are found in Table 6 in chapter 5. This

shows that most of the respondents worked in the small business for a relatively short period of time (i.e., less than one year). This result is consistent with the findings of previous studies which show that most small businesses operate for a short period of time before closing operations (Fatoki, 2018). As most small businesses fail within the first three years of operation (Lomberg, et al., 2017; Ahammad, et al., 2020), it is therefore not surprising that more people were employed in these organisations for less than a year as compared to those who had worked at these businesses for a longer period of time. Therefore, the results of this study are consistent with previous findings which indicate that most small business owners operate in an extremely competitive environment in which they struggle to survive and grow (Calic & Shevchenko, 2020; Badoiu, et al., 2020)With regards to managerial positions, 49.2% (n=61) of the respondents were employed in roles that did not include managerial responsibilities, followed by 19.45%(n=24) of respondents who worked in lower management, 18.5%(n=23) who worked in top management, and 12.9%(n=16) of respondents who worked in middle management. This implies that a majority of the respondents had relatively low levels of authority within their organisation as compared to those who were employed at higher positions within the organisation. These findings are consistent with previous research which shows that employees tend to have limited authority and influence at lower levels within an organisation as compared to those in higher positions (Ahammad, et al., 2020; Ahmed, et al., 2013; Sandberg, 2000)

Similar to the results displayed in Table 7 in chapter 5 , the results showed that most of the respondents were employed in roles that were non-managerial in nature. This is consistent with the findings in other studies which found that most employees have limited autonomy and are not involved in the decision-making process at the workplace (Monsen & Wayne , 2009; Ahmed, et al., 2013). However, there were a relatively small number of respondents who had received promotions and had moved into higher management positions within the organisation. The purspose of this research however is to contribute to the body of work the highlights the importance of employees having the authority to make decisions and take actions at work which can lead to positive outcomes for the organisation and its employees (Aguilar et al., 2019 Urban & Govender, 2017). These results are important as they demonstrate that while employees may be lacking in formal

authority at lower levels within the organisation, they can still exercise some degree of control over the work and processes of the organisation through informal means such as networks and social interactions. This in turn may enhance employee motivation and job satisfaction and ultimately contribute towards improving organisational performance (Ahmed, et al., 2013).

Based on the results in Table 6, it was found that the majority of workers were employed in the organisation for less than five years. Of the employees who were employed for more than 5 years, the majority were employed by organisations with more than 50 employees. Although limited in sample size, the results do indicate that the vast majority of workers in the questioned organisation are employed in organisations with relatively small numbers of employees. This is a positive finding as it indicates that employees within these types of organisations experience a higher level of autonomy and control in their work as compared to their counterparts employed in larger organisations. However, as discussed previously, this does not necessarily mean that such workers are free to make and implement decisions at their discretion as these decisions are made according to predetermined guidelines and procedures which may not allow them to exercise independent control over their tasks or responsibilities.

Further studies will need to be conducted in order to better understand the factors that influence the extent of autonomy that employees experience in different types of organisations. From highest to lowest, 30.6%(n=38) of respondents indicated that their firm has more than 50 people, 29.8%(n=37) alleged that their company has between five and 20 employees, 21%(n=26) alleged that their company has between 21 and 50 employees, and 18.5%(n=23) alleged that their company has fewer than five employees. Out of the 124 respondents who answered this question, the results indicate that the majority of the employees work for small firms with a small number of workers. This result is consistent with previous studies which show that small businesses tend to have less hierarchical structures and more participative management practices than large firms (Amo, 2012; Rigtering & Weitzel, 2013; Gawke , et al., 2019). This is largely due to the fact that small firms are more flexible and less bureaucratic in nature as compared to large firms (Battistella, et al., 2017). Moreover, employees who are employed at smaller firms

tend to be more directly involved in decision-making processes as compared to the employees of large companies (Chouchane, et al., 2021; Chung-Wen, 2008)

Fifty per cent of respondents claimed that their organisation has been operational for more than 10 years (n=62), allowing the remaining 50% to be distributed as follows: 2–5 years at 12.9%(n=16), 5–10 years at 12.9%(n=16), 1-2 years at 10.5%(n=13), and less than a year at 13.7%(n=17). Overall, the results of the study indicate that the majority of the respondent organisations are relatively new and have been established for less than five years. This suggests that the studied organisations might have implemented a transformational leadership style (Rose & Mamabolo, 2019) in order to attain the competitive advantage needed in order to survive and grow in the highly-competitive business environment (Vaillant & Lafuente, 2018) . However, the success of such initiatives is largely dependent on the ability of the manager(s) to implement an effective change management process to ensure that all employees are actively involved in the change process, (Urban & Govender, 2017). In this context, various studies have shown that the effectiveness of transformational leadership can be enhanced by the adoption of a holistic change management approach that enables managers to address all key issues related to the transformation process (Bouncken, et al., 2020). The length of a business ’s existence is indicative of its level of maturity and its ability to identify and exploit new opportunities for growth. Thus, the findings of this study further corroborate the results of previous studies that have found that small firms are more adept at adapting to environmental changes than their larger counterparts because they tend to be more agile and flexible in terms of their operations, (Badoiu, et al., 2020; Vaillant & Lafuente, 2019)

6.4 Statistical analysis

This model illustrated the hypothesis used to frame the investigation conducted. Both possibilities are presented in this section. To investigate the connections, a regression analysis was conducted. The analysis also included the means and standard deviations from the dependent variables. The results of the regression analysis are presented in the table above. A correlation analysis was then conducted between the dependent and

independent variables to determine a correlation. The results of the correlation analysis are revealed in the table below.

6.5 Hypothesis testing

The research investigated two hypotheses: the relationship between entrepreneurial orientation and firm performance, and the moderating effect of intrapreneurship championing. In their study, Rauch et al. (2009) and Wales (2011) concluded that entrepreneurial orientation is aggregated as a unidimensional construct. This study also treated the entrepreneurial orientation construct a unidimensional even though it is composed of three dimensions.

6.5.1 H1: Employee-level elements of entrepreneurial orientation have a positive relationship to the internal firm performance of an SME

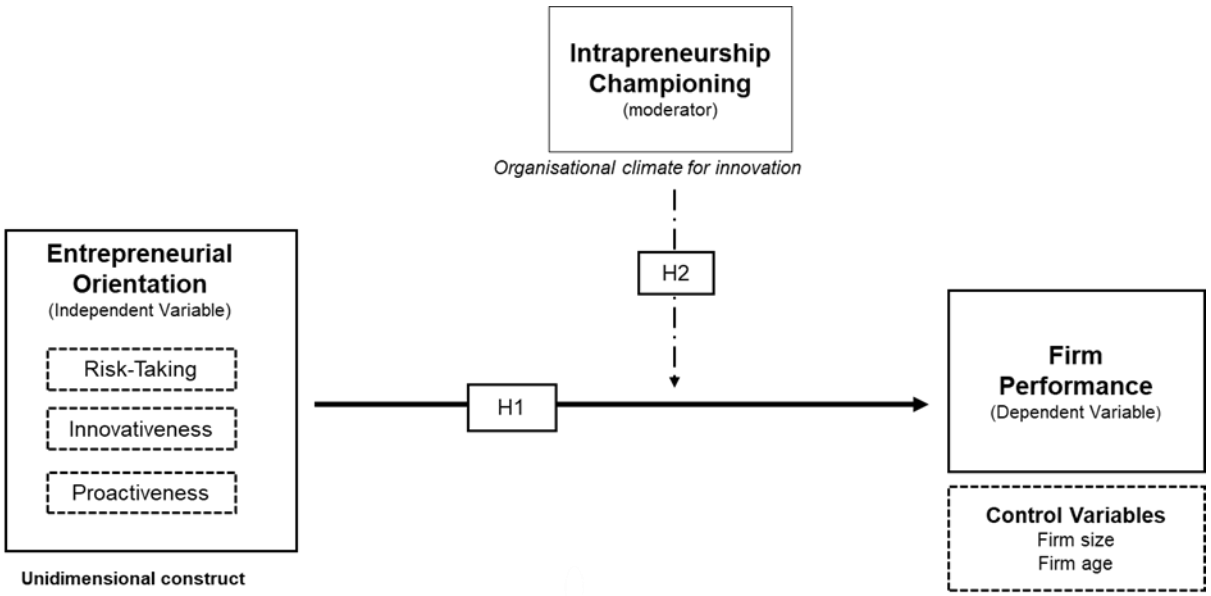
The study findings display a strong positive relationship between employee-level elements of entrepreneurial orientation and the firm performance of SMEs. This finding is supported by the results from the correlation analysis and regression analysis revealed chapter 5. These results support the first hypothesis of the study that the employees' entrepreneurial orientation has a strong positive relationship with the performance of the SMEs. These findings are in line with Farooq and Vij (2018) as well as Kumar et al., (2020) who found that entrepreneurial orientation has a positive influence on firm performance. However, their findings also demonstrate that the relationship between entrepreneurial orientation and the firm performance of the SMEs may be moderated by other factors, internal or external, such as the size of the business and the age at which the business was established. These findings are also consistent with previous research by Hung et al., (2020) who demonstrated that the relationship between entrepreneurship and small business performance varies across various industries and various company sizes. The results of this study support the function of the individual entrepreneur in determining the performance of small firms. It is vital to concentrate emphasis on the individual entrepreneurs inside the company rather than on the total size of the business to enhance

the overall performance of SMEs in South Africa. Small and medium companies (SMEs) account for 91% of all formal firms, generate 60% of all job opportunities, and contribute 34% to the country's gross domestic product (GDP), according to SEDA (2017).

H2: Intrapreneurship championing moderates the relationship between entrepreneurial orientation and SME firm performance

The study findings display a significant positive relationship between intrapreneurship championing and the firm performance of SMEs. This is consistent with the study by Nordstrom (2002), who established those high degrees of organisational innovation is associated with superior performance outcomes in small businesses. The study findings suggest that the relationship is stronger in small businesses established more recently than in older businesses. This suggests that younger small businesses are more inclined to engage in activities that promote intrapreneurship than those established several years ago. This is further supported by the findings of Zupancic (2016), who indicated that younger entrepreneurs are more innovative and creative than their older counterparts. Based on these results, it is recommended that SME owners promote intrapreneurship within their businesses to enhance their financial performance and help them to prosper and grow in the highly competitive marketplace.

6.6 Summary of results from hypothesis testing



6.7 Conclusion

This research examined the function of employee behaviours known as intrapreneurship within the setting of SMEs, providing emphasis to the organisational support for employee initiatives.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The seventh chapter emphasises the crucial findings and discusses the significance of the study for business and management. It includes a discussion of the ramifications of the findings for academics and the limits of the research. It concludes with research proposals for the disciplines of entrepreneurship in SMEs.

7.2 Principal conclusions

A South African setting was used to validate the pre-existing measures for empirically examining entrepreneurial orientation, intrapreneurship championing, and company performance in SMEs. The tool indicated high dependability in the setting of this investigation, despite being used in several studies in various contexts. The study strengthened the arguments made by Covin and Wales (2019), who contended that although there is a positive association between entrepreneurial approach and business performance, it is regulated by factors either internal to the organisation or external to it. The study also contributed to advancing the works of (Xing et al., 2020), who contended that intrapreneurship championing moderates the relationship between team entrepreneurial orientation and firm performance and, as a result, proposed that intrapreneurship championing moderates the entrepreneurial orientation-OP relationship.

Chapter 3 contains a presentation of the tested hypotheses. According to the first hypothesis, there was a significant association between entrepreneurial orientation -firm performance, according to the results of related research (Becherer & Maurer, 1997; Dimitratos et al., 2004). SMEs have an above-average tendency towards entrepreneurial orientation, demonstrating that businesses are more entrepreneurial in unstable markets since they must discover new sources of organisational growth to survive (Vaillant & Lafuente, 2019). Businesses with higher-than-average entrepreneurship orientation levels could accelerate in developing their micro-foundational skills compared to rivals, giving them a stronger competitive edge (Eshima & Anderson, 2017)

The global pandemic has changed the competitive landscape and reduced global

economic growth, producing a volatile corporate climate (Ahammad et al., 2020). This danger to companies emphasises how important it is for organisations to pursue innovative possibilities that can help them thrive in these unstable circumstances (Aguilar, Vengrouskie et al., 2019) therefore, organisations should be adaptive and flexible enough to maximise the value they derive from these new prospects, ensuring their viability and growth. In tumultuous conditions, entrepreneurial orientation has been proposed as a viable source to increase firm performance (Covin & Wales, 2019).

Based on the study findings, it would be recommended that managers of SMEs increase entrepreneurial orientation in their organisation with various training initiatives to improve their firm performance and competitiveness in the global marketplace. Since the age at which a business is established has a significant influence on its performance, business owners should strive to grow their businesses quickly to create an environment that will support the developing of an entrepreneurial culture.

7.3 Theoretical implications

Entrepreneurial orientation is one of the most researched phenomena in the world of entrepreneurship (Covin et al., 2020). This scholarly interest is attributable to entrepreneurial orientation association with firm performance and its potential to stimulate growth (Covin & Wales, 2019) across various organisational sizes (Covin & Lumpkin, 2011) and various levels within organisations (Wales et al., 2011) (Covin et al., 2020), in both volatile environments (Becherer & Maurer, 1997) and dynamic markets (Covin et al., 2021). (Dimitratos et al., 2004).

Scholars have contended, however, that the entrepreneurial orientation-firm performance link is contingent, meaning that it is based on either internal or external circumstances (Rauch et al., 2009). Similarly, intrapreneurship championing, a dynamic meta-capability composed of strategic awareness, collective commitment, and resource flexibility, enhances firm performance (Fourné et al., 2014). The intrapreneurship championing - firm performance connection is dependent (e Cunha et al., 2020). This idea proposes that the

power with which intrapreneurship championing positively affects firm performance is maximised when intrapreneurship championing joins with other organisational qualities supporting an organisation's entrepreneurial operations (Eshima & Anderson, 2017).

7.4 Limitations

The study focused on the organisational environment, and the motives of intrapreneurs as antecedents of the entrepreneurial orientation of workers in SMEs; however, additional antecedents might also be investigated to supplement our knowledge of the intrapreneurial activity. For example, several scholars (such as Covin and Slevin, 1991; Antoncic, 2003; Turró et al., 2014) agree that the external environment significantly influences the presence of entrepreneurial orientation and its level of efficiency. The engagement of workers in the organisation helped determine the entrepreneurial orientation of staff members

This factor might provide a partial explanation of the results observed since it is inclined that not all employees were equally involved in the organisation. It is also possible that the motivation to engage in intrapreneurial activities is affected by the degree of control exercised by managers over their employees' behaviour. Further research is, therefore, required to establish the extent to which these and other factors may influence the incidence of intrapreneurship.

There were some limitations to this study that were beyond the control of the researchers and therefore could have biased the findings. One such limitation was the lack of information on the different factors that may have contributed to the level of authority that employees in the questionable organisation exercised over their work processes and activities. In addition, the fact that the study was conducted with a sample of only 20 respondents limits the generalisability of the findings

7.5 Recommendations for future research

This research merges the concepts of entrepreneurial orientation and intrapreneurship championing to demonstrate that intrapreneurship championing moderates the relationship between entrepreneurial orientation and firm performance in the context of

SMEs. Despite its widespread recognition among academics as a fundamental factor in how the internal environment of a company is developed, employee-level entrepreneurial orientation from the SMEs perspective is not as well researched. As Dess and Lumpkin underlined, the business climate of the 21st century would need entrepreneurial firms that "engage in product-market innovation, undertake somewhat risky ventures, and produce 'proactive' innovations, beating competitors to the punch" (2005:147). The promotion of intrapreneurship championing may be a successful component of this solution. Future research that attempts to develop and evaluate future ideas in various circumstances, such as in various nations and particular sectors, will strengthen the validity of the results provided here.

REFERENCES

Abor, J., & Quartey , P. (2010). Issues in SME development in Ghana and South Africa. *International Research Journal of Finance and Economics, 39*(6), 215-228.

Aguilar, S., Vengrouskie, E. F., & Lloyd, R. A. (2019). Driving organizational innovation as a form of intrapreneurship within the context of small businesses. *Journal of Strategic Innovation and Sustainability*. doi:10.33423/jsis.v14i3.2103

Ahammad, M. F., Glaister, K. W., & Gomes, E. (2020). Strategic agility and human resource management. *Human resource management review*, 100700. doi:10.1016/j.hrmr.2019.100700

Ahmed, S. N., Rehman, A., & Amjad, M. (2013). Job satisfaction and intrapreneurship: The moderating effect of personality trait. *Journal of International Studies*, 87-95. doi:https://www.jois.eu/files/Vol_6_1_Syed.pdf

Alrowwad, A. A., Obeidat, B. Y., Tarhini, A., & Aqqad, N. (2017). The impact of transformational leadership on organizational performance via the mediating role of corporate social responsibility: A structural equation modeling approach. *International Business Research*, 10(1), 199-221.

Amo, B. W. (2012). Corporate entrepreneurship and intrapreneurship related to innovation behaviour among employees. *International Journal of Entrepreneurial Venturing (IJEV)*, 144 - 158.

Amoah, S. K., & Amoah, A. K. (2018). The Role of Small and Medium Enterprises (SMEs) to Employment in Ghana. *International Journal of Business and Economics Research*, 151-157. doi:10.11648/j.ijber.20180705.14

Antoncic, B., & Hisrich, R. D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 7-24. doi:10.1108/14626000310461187/full/html

Arshad, A. S., Rasli, A., Arshad, A. A., & Zain, Z. M. (2014). The impact of entrepreneurial

orientation on business performance: A study of technology-based SMEs in Malaysia. *Procedia-social and behavioral sciences*, 130, 46-53.

Badoiu, G. A., Segarra-Ciprés, M., & Escrig-Tena, A. B. (2020). Understanding employees' intrapreneurial behavior: a case study. *Personnel Review, 49*(8), 1677-1694. doi:10.1108/PR-04-2019-0201

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3). doi:10.1037/ocp0000056

Bakker, A. B., & van Woerkom, M. (2018). Strengths use in organizations: A positive approach of occupational health. *Canadian Psychology*, 59(1), 38 -46.

Bălăceanu, A., Vîrgă, D., & Sârbescu, P. (2021). Psychometric Evaluation of the Proactive Vitality Management Scale: Invariance, Convergent, and Discriminant Validity of the Romanian Version. *Evaluation & the Health Professions*.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Baron, R. (2006). Baron, Robert A. "Opportunity recognition as pattern recognition: How entrepreneurs "connect the dots" to identify new business opportunities.". *Academy of management perspectives 20(1)*, 104-119.

Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of organizational behavior, 14*(2), 103-118.

Battistella, C., De Toni, A. F., De Zan, G., & Pessot, E. (2017). Cultivating business model agility through focused capabilities: A multiple case study. *Journal of Business Research*, 65-82.

Blanka, C. (2019). An individual-level perspective on intrapreneurship: a review and ways forward. *Review of Managerial Science* , 919-961.

Blunch, N. J. (2015). *Introduction to structural equation modeling using IBM SPSS statistics and EQS.* Sage.

Bolton, D. L. (2012). Individual entrepreneurial orientation: Further investigation of a measurement instrument. *Academy of entrpreneurship journal*, 18(10, 91.

Bonett, D. G., & Wright, T. A. (2015). Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of organizational behavior, 36*(1), 3-15. doi:10.1002/job.1960

Bouncken, R. B., Fredrich, V., Ritala, P., & Kraus, S. (2020). Value-creation-capture-equilibrium in new product development alliances: a matter of coopetition, expert power, and alliance importance. *Industrial Marketing Management, 90*, 648-662. doi:10.1016/j.indmarman.2020.03.019

Brown, T. A. (2015). *Confirmatory factor analysis for applied research.* Guilford publications.

Burgers, J., & Covin, J. (2016). The contingent effects of differentiation and integration on corporate entrepreneurship. *Strategic Management Journal, Vol. 37 No. 3*, 521-540. doi:10.1002/smj.2343

Buzzell, R. D., Gale, B. T., & Sultan , R. G. (1975). Market share-a key to profitability. *Harvard Business review*, 97-106.

Calic, G., & Shevchenko, A. (2020). How signal intensity of behavioral orientations affects crowdfunding performance: The role of entrepreneurial orientation in crowdfunding business ventures. *Journal of business research, 115*, 204-220. doi:10.1016/j.jbusres.2020.04.060

Camelo-Ordaz, C., Fernández-Alles, M., Ruiz-Navarro, J., & Sousa-Gine, E. (2012). The intrapreneur and innovation in creative firms. *International Small Business Journal, 35*(5), 513-535. doi:10.1177/0266242610385396

Chen, Y. C., Lin, Y. H., & Tsai, H. T. (2020). Toward greater understanding of the

relationship between entrepreneurial orientation and international performance. *Management international review, 60*(2), 211-245. doi:10.1007/s11575-020-00414-x

Chen, Y. C., Lin, Y. H., & Tsai, H. T. (2020). Toward greater understanding of the relationship between entrepreneurial orientation and international performance. *Management International Review, 60*(2), 211-245. doi:10.1007/s11575-020-00414-x

Chouchane, R., Fernet, C., Austin, S., & Zouaoui, S. (2021). Organizational support and intrapreneurial behavior: on the role of employees' intrapreneurial intention and self-efficacy. *Journal of Management & Organization*, 1-17. doi:10.1017/jmo.2021.14

Chung-Wen, Y. (2008). The relationships among leadership styles, entrepreneurial orientation, and business performance. *Managing Global Transitions*, 6(3), 257.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology, 86*(3), 425.

Corbett, A., Covin, J. G., O'Connor, G. C., & Tucci, C. L. (2013). Corporate entrepreneurship: State-of-the-art research and a future research agenda. *Journal of Product Innovation Management, 30*(5), 812-820. doi:10.1111/jpim.12031

Covin, J. G., Green, K. M., & Slevin, D. P. (2006). Strategic process effects on the entrepreneurial orientation–sales growth rate relationship. *Entrepreneurship theory and practice,*, 30(1), 57-81.

Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship theory and practice, 35*(5), 855-872. doi:10.1111/j.1540-6520.2011.00482.x

Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal, 10*(1), 75-87.

doi:10.1002/smj.4250100107

Covin, J. G., & Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship theory and practice, 16*(1), 7-26.

Covin, J. G., & Wales, W. J. (2012). The measurement of entrepreneurial orientation. *Entrepreneurship theory and practice, 36*(4), 677-702. doi:10.1111/j.1540-6520.2010.00432.x

Covin, J. G., & Wales, W. J. (2019). Crafting high-impact entrepreneurial orientation research: Some suggested guidelines. *Entrepreneurship theory and practice, 43*(1), 3-18. doi:10.1177/1042258718773181

Covin, J. G., Green, K. M., & Slevin, D. P. (2005). Strategic process effects on the entrepreneurial orientation–sales growth rate relationship. *Academy of management annual meeting proceedings*, K1-K6. doi:10.5465/AMBPP.2005.18778648

Covin, J. G., Rigtering, J. C., Hughes, M., Kraus, S., Cheng , C. F., & Bouncken , R. B. (2020). Individual and team entrepreneurial orientation: Scale development and configurations for success. *Journal of business research*, 1-12. doi:10.1016/j.jbusres.2020.02.023

Covin, J., & Wales, W. (2012). The measurement of entrepreneurial orientation. *Entrepreneurship: Theory and Practice*, 677-702.

Curtis, M. G., Boe, J. L., King, V. E., & Osborne, K. R. (2022). Quantitative criticalism: Guidelines for conducting transformative quantitative family science research. *Journal of Family Theory & Review*. doi:10.1111/jftr.12449

Dawson, J. F. (2014). Moderation in management research: What, why, when, and how. *Journal of business and psychology, 29*(1), 1-19. doi:10.1007/s10869-013-9308-7

De Clercq, D., Dimov, D., & Thongpapanl, N. T. (2010). The moderating impact of internal social exchange processes on the entrepreneurial orientation–performance

relationship. *Journal of business venturing*, 25(1), 87-103.

De Jong, J. P. (2011). Corporate entrepreneurship at the individual level: measurement and determinants. . *EIM research reports. Zoetermeer: EIM*, ,11(13), 3-27.

Department of Small Business Development. (2019, October 25). *Revised Schedule 1 of the National Definition of Small Enterprise in South Africa;Pretoria, South Africa.* Retrieved from www.gov.za/sites: www.gov.za/sites/default/files/gcis_document/201903/423041gon399

Deutskens, E., De Ruyter, K., Wetzels, M., & Oosterveld, P. (2004). Response rate and response quality of internet-based surveys: an experimental study. *Marketing letters, 15*(1), 21-36. doi:10.1023/B:MARK.0000021968.86465.00

Doyle, L., Brady, A. M., & Byrne, G. (2016). An overview of mixed methods research–revisited. *Journal of research in nursing*, 623-635. doi: 10.1177/1744987116674257

Eisenberger, R., Huntington, R., & Hutchison, S. (1986). Perceived organizational support. *Journal of Applied psychology*, 500. doi:10.1037%2F0021-9010.71.3.500

Engelen, A., Gupta, v., Strenger, L., & Brettel, M. (2015). Entrepreneurial orientation, firm performance, and the moderating role of transformational leadership behaviors. *Journal of management,*, 41(4), 1069-1097.

Eshima, Y., & Anderson, B. S. (2017). Firm growth, adaptive capability, and entrepreneurial orientation. *Strategic management journal, 38*(3), 770-779. doi:10.1002/smj.2532

Farooq, R., & Vij, S. (2018). Linking entrepreneurial orientation and business performance: Mediating role of knowledge management orientation. *Pacific business review international, 10*(8), 174-183.

Farrukh, M., Ghazzawi, I., Raza, A., & Shahzad, I. (2021). Can religiosity foster intrapreneurial behaviors? The mediating role of perceived organizational support.

World Journal of Entrepreneurship, Management and Sustainable Development.

Fatoki, O. (2018). The impact of entrepreneurial resilience on the success of small and medium enterprises in South Africa. *Sustainability, 10*(7), 2527. doi:10.3390/su10072527

Foba, , T., & De Villiers, D. (2007). The integration of intrapreneurship into a performance management model. *South African Journal of Human Resource Management*, 1-8.

Fourie, W. (2022). Leadership and risk: a review of the literature. *Leadership & Organization Development Journal., 43*(4), 550-562. doi:10.1108/LODJ-08-2021-0394

Galbreath, J., Lucianetti, L., Thomas, B., & Tisch, D. (2020). Entrepreneurial orientation and firm performance in Italian firms: The moderating role of competitive strategy. *International Journal of Entrepreneurial Behavior & Research., 25*(4), 629-646. doi:10.1108/IJEBR-07-2019-0457

Gawke , J. C., Gorgievski, M. J., & Bakker, A. (2019). Measuring intrapreneurship at the individual level: Development and validation of the Employee Intrapreneurship Scale (EIS). *European Management Journal*, 806-817. doi:10.1016/j.emj.2019.03.001

Gawke , J. C., Gorgievski, M. J., & Bakker, A. B. (2017). Employee intrapreneurship and work engagement: A. *Journal of Vocational*, 88-100.

Gilgun, J. F. (2019). Deductive qualitative analysis and grounded theory: Sensitizing concepts and hypothesis-testing. *The SAGE handbook of current developments in grounded theory*, 107-122.

Goosen, C. J., De Coning, T. J., & Smit, E.v.d.M, E. v. (2002). Corporate entrepreneurshipand financial performance: The role of management. *South African Journal of Business Management* , 33(4), 21–27.

Green , W. S., & Amat, S. W. (2012). Entrepreneurship as a career (innovations case narrative: the launch pad). *Innovations: Technology, Governance, Globalization, 7(2)*, 63-66.

Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review, 26*(2), 106-121. doi:10.1108/EBR-10-2013-0128

Hair, J. F., Sarsted, M., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long range planning,, 45*(5-6), 320-340. doi:10.1016/j.lrp.2012.09.008

Hall, J. R., Savas-Hall, S., & Shaw, E. H. (2022). A deductive approach to a systematic review of entrepreneurship literature. *Management Review Quarterly*, 1-30. doi:10.1007/s11301-022-00266-9

Hidayat, M., Latief, F., Widiawati, A., & Asbara, N. (2021). Factors Supporting Business and its Distrubution to Business Resilience In New Normal Era. *Journal of Distribution Science, 19*(11), 5-15. doi:10.15722/jds.19.11.202111.5

Hlatywayo, C. K. (2017). A hierarchical multiple regression approach on determining the effect of psychological capital on entrepreneurial intention amongst prospective university graduates in South Africa. *Journal of Economics and Behavioral Studies, 9*(1), 166-178. Retrieved from https://ojs.amhinternational.com/index.php/jebs/article/download/1568/1390

Hock-Doepgen M, C. T. (2021). Knowledge management capabilities and organizationalrisk-taking for business model innovation in SMEs. *Journal of Business Research, 130*, 683–697. doi:10.1016/j.jbusres.2019.12.001

Hornsby, J. S., Kuratko, D. F., Shepherd, D. A., & Bott, J. P. (2009). Managers' corporate entrepreneurial actions: Examiningperception and position. *Journal of Business Venturing, 24*(3), 236–247. doi:10.1016/j.jbusvent.2008.03.002

Hu, Q., Mason, R., Williams, S. J., & Found, P. (2015). Lean implementation within SMEs: a literature review. *Journal of Manufacturing Technology Management, 26*(7), 980-1012. doi:10.1108/JMTM-02-2014-0013

Huang, S., Huang, Q., & Soetanto, D. (2022). Entrepreneurial orientation dimensions and the performance of high-tech and low-tech firms: A configurational approach. *European Management Journal*. doi:10.1016/j.emj.2022.03.002

Ibidunni, A. S., Ogundana, O. M., & Okonkwo, A. (2021). Entrepreneurial competencies and the performance of informal SMEs: The contingent role of business environment. *Journal of African Business, 22*(4), 468-490. doi:10.1080/15228916.2021.1874784

Ilonen , S., & Hytönen, K. (2022). *Why Should I Become an Intrapreneur? Introducing the Concept of Intrapreneurial Outcome Expectations.* Entrepreneurship Education and Pedagogy. doi:10.1177/25151274221091692

Ivory, S. B., & Brooks, S. B. (2018). Managing corporate sustainability with a paradoxical lens: Lessons from strategic agility. *Journal of business ethics*. doi:10.1007/s10551-017-3583-6

Johnston, A. (2014). Rigour in research: theory in the research approach. . *European business review, 26*(3), 206-217. doi:10.1108/EBR-09-2013-0115

Kanaan, M. H., & Aliwi, A. K. (2022). The Proactive Personality Of Postgraduate Students. *Journal of Positive School Psychology*, 9448-9464.

Kollmann, T., Stöckman, C., & Niemand, T. (2021). A configurational approach to entrepreneurial orientation and cooperation explaining product/service innovation in digital vs. non-digital startups. *Journal of Business Research, 125*, 508-519. doi:10.1016/j.jbusres.2019.09.041

Kreiser, P. M. (2011). Entrepreneurial orientation and organizational learning: The impact of network range and network closure. *Entrepreneurship Theory and Practice, 35*(5), 1025-1050. doi:10.1111/j.1540-6520.2011.00449.x

Kumar, S., Paray, Z. A., & Dwivedi, A. K. (2020). Student's entrepreneurial orientation and intentions: A study across gender, academic background, and regions. *Higher Education, Skills and Work-Based Learning*.

Kuratko, D. F., Ireland, R. D., Covin, J. G., & Hornsby, J. S. (2005). A model of middle-level managers' entrepreneurial behavior. *Entrepreneurship Theory and Practice, 29*(6), 699–716. doi:org/10.1111/j.1540-6520.2005.00104.x

Lavrakas, P. J. (2008). Encyclopedia of survey research methods. Sage publications. *Sage Publications* .

Le Roux, I., & Bengesi, K. M. (2014). Dimensions of entrepreneurial orientation and small and medium enterprise performance in emerging economies. *Development Southern Africa*, 31(4), 606-624.

Lloyd, R. A., & Vengrouskie, E. F. (2019). LloydDigital circumvention as a means to overcome geographic limitations: Defining the new rural entrepreneurial ecosystem. *Journal of Strategic Innovation, 14*(3). doi:https://d1wqtxts1xzle7.cloudfront.net/84389678/2059-with-cover-page-v2.pdf?Expires=1666646789&Signature=dDVWV6ppOwBI3pL-x1f76GbqzEWEGv7KYXBvylIK7ZeuzzwkU906o2zcyeshaPjbp~d7E4QOU0GvjItDS4Wz7NE~0JHgE7RYycaDLnR0iN0fnSU~xvOrGZK~2Fa0sTM9ijRTXWC4l0zjrumh6spavUn

Lomberg, C., Urbig, D., Stöckmann, C., Marino, L. D., & Dickson, P. H. (2017). Entrepreneurial orientation: The dimensions' shared effects in explaining firm performance. *Entrepreneurship theory and practice*, 41(6), 973-998.

Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of management Review*, 135-172. doi:10.5465/AMR.1996.9602161568

Lyon, D. W., Lumkin, G. T., & Dess, G. G. (2000). Enhancing entrepreneurial orientation research: Operationalizing and measuring a key strategic decision making

process. *Journal of management*, 26(5), 1055-1085.

Marivate, S. P. (2014). The impact of entrepreneurial skills on the viability and long-term survival of small businesses: a case of the city of Tshwane, South Africa. *European Journal of Business, Economics and Accountancy*, 2(2), 53-72.

Meyer, K. E., Van Witteloostuijn, A., & Beugelsdij. (2017). What's in ap? Reassessing best practices for conducting and reporting hypothesis-testing research. *Journal of International Business Studies*, 48(5), 535-551.

Miklian, J., & Hoelscher, K. (2022). SMEs and exogenous shocks: A conceptual literature review and forwardresearch agenda. *International Small Business Journal*, 178–204. doi:10.1177/02662426211050796

Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management science, 29(7)*, 770-791.

Monsen, E., & Wayne , B. R. (2009). The impact of strategic entrepreneurship inside the organization: Examining job stress and employee retention. *Entrepreneurship theory and practice*, 33(1), 71-104.

Morgan, T., Anokhin, S., Ofstein, L., & Friske, W. (2020). SME response to major exogenous shocks: The bright and dark sides of business model pivoting. *International Small Business Journal, 38*(5), 369-379. doi:10.1177/0266242620936590

Myres, K. (2022). *Session 3: Qualitative Research Skills [PowerPoint slides]*. Retrieved from Retrieved fromGIBS Blackboard: http://gibs.blackboard.com

Neck, H., & Greene, P. G. (2011). Entrepreneurship education: known worlds and new frontiers. *Journal of small business management, 49*(1), 55-70. doi:10.1111/j.1540-627X.2010.00314.x

Neessen, P., Caniëls, M., Vos , B., & de Jong , J. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International*

Entrepreneurship and Management Journal.

Parker, S. C. (2011). Intrapreneurship or entrepreneurship? *Journal of Business Venturing,, 26*(1), 19-34. doi:10.1016/j.jbusvent.2009.07.003

Patel , P. C., & Tsionas, M. (2021). Macroeconomic uncertainty and risk: Collective optimism of small-business owners. *Entrepreneurship Theory and Practice*. doi:10.1177/1042258720985475

Perera, D., & Chand, P. (2015). Issues in the adoption of international financial reporting standards (IFRS) for small and medium-sized enterprises (SMES). *Advances in accounting, 31*(1), 165-178. doi:10.1016/j.adiac.2015.03.012

Pinchot, G. (1985). Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur.

Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship theory and practice*, 33(3), 761-787.

Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship theory and practice*, 33(3), 761-787.

Razali, N. M., & Wah, Y. B. (2011). Power comparisons of shapiro-wilk, kolmogorov-smirnov, lilliefors and anderson-darling tests. *Journal of statistical modeling and analytics, 2*(1), 21-33.

Renko, M., Carsrud, A., & Brännback, M. (2009). The effect of a market orientation, entrepreneurial orientation, and technological capability on innovativeness: A study of young biotechnology ventures in the United States and in Scandinavia. *Journal of Small Business Management, 47*(3), 331-369.

Rigtering , J., & Weitzel, U. (2013). Work context and employee behaviour as antecedents for intrapreneurship. *International entrepreneurship & Management Journal*, 337–

360.

Rindfleisch, A., Malter, A. J., & Ganesan, S. (2008). Cross-sectional versus longitudinal survey research: Concepts, findings, and guidelines. *Journal of marketing research*, 261-279.

Rose , E., & Mamabolo, A. (2019). Transformational leadership as an antecedent and SME performance as a consequence of entrepreneurial orientation in an emerging market contex. *International Journal of Entrepreneurship*, 23, 1-16.

Salehi, M., Arianpoor, A., & Naghshbandi, N. (2021). The relationship between managerial attributes and firm risk-taking. *The TQM Journal., 34*(4), 728-748. doi:10.1108/TQM-10-2020-0246

Sánchez Tróchez, D. X., Cerón Ríos, G. M., & Rivera Martínez, W. F. (2020). Intrapreneurship in Small Organizations: Case Studies in Small Businesses. *Esic Market Economics and Business Journal, 52*(1), 135-160. doi:10.7200/esicm.168.0521.3

Sandberg, J. (2000). Understanding human competence at work: an interpretative approach. *Academy of management journal*, 43(1), 9-25.

Sathe, V. (2007). *Corporate entrepreneurship: Top managers and new business creation. .* Cambridge University Press.

Saunders, M. N., & Lewis, P. (2014). Doing research in business and management : An essential guide to planning your projec. . *Pearson Higher Ed*.

Schachtebeck, C. (2017). Individual-level intrapreneurial orientation and organisational growth in small and medium enterprises. Johannesburg: University of Johannesburg.

Schachtebeck, C., Groenewald, D., & Nieuwenhuizen, C. (2019). Intrapreneurial Orientation in SMEs: A South African Perspective. *EuroEconomica*, 38(2).

SEDA . (2017, February 10). *SMME First Quarterly Survey of*. Retrieved from Small Enterprise Development Agency: http://www.seda.org.za/Publications/Publications/SMME%20First%20

Sharma, P., & Chrisman, S. J. (1999). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *In Entrepreneurship*, 83-103. Retrieved from Sharma, P., & Chrisman, S. J. J. (2007). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. In Entrepreneurship (pp. 83-103). Springer, Berlin, Heidelberg.

Sharma, P., & Chrisman, S. J. (2007). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *In Entrepreneurship*, 83-103. Berlin , Heidelberg: Springer.

Sieger, P., Zellweger, T., & Aquino, K. (2013). Turning agents into psychological principals: Aligning interests of non-owners through psychological ownership. *Journal of Management Studies, 50*(3), 361–388. doi:10.1111/joms.12017

Slater, S. F., & Narver, J. C. (2000). The positive effect of a market orientation on business profitability: A balanced replication. *Journal of business research, 48*(1), 69-73.

Soares, M. D., & Perin, M. G. (2020). Intrepreneurial orientation and firm performance: an updated meta-analysis. . *RAUSP Management Journal*, 55, 143-159.

Stambaugh, J. E., Martinez, J., & Lumpkin, G. T. (2017). How well do EO measures and entrepreneurial behavior match?. *International Entrepreneurship and Management Journal, 13*(3), 717-737. doi:10.1007/s11365-016-0432-5

Stats SA. (2020, May 20). *8,1% of respondents lost jobs or had to close businesses*. Retrieved from statssa.gov.za: http://www.statssa.gov.za/?p=13334

Stewart, J. K. (2009). An investigation of an intrapreneurial orientation among employees in service organisations . *Doctoral dissertation*. The Ohio State University. Retrieved from http://rave.ohiolink.edu/etdc/view?acc_num=osu1259109608.

Su, Z., Xie, E., & Wang, D. (2015). Entrepreneurial orientation, managerial networking, and new venture performance in China. . *Journal of Small Business Management,* , 53(1), 228-248.

Tangen, S. (2004). Performance measurement: from philosophy to practice. . *International journal of productivity and performance management*.

The Impact of IS-Business Alignment Practices on Organizational Choice of IS-Business Alignment Strategies. The 19th Pacific Asia Conference on Information Systems (PACIS 2015), Paper 215, Singa. (2015). Singapore.

Thulin, P. B. (2018). The knowledge spillover theory of intrapreneurship. *Small Business Economics*, 1-30. doi:10.1007/s11187-017-9928-9

Tisu , L., Pap, Z., & Virga, D. (2021). Employee Intrapreneurship Scale: adaptation and validation in the Romanian working population. *Psihologia Resurselor Umane*, 19(2).

Tisu, L., Pap, Z., & Virga, D. (2021). Employee Intrapreneurship Scale: adaptation and validation in the Romanian working population. *Psihologia Resurselor Umane*, 19(2).

Tisu, L., Vîrgă, D., & Mermeze, I. (2021). *Autonomy and performance: Proactive vitality management and work engagement as sequential mediators of the relationship.* Romania: Psychological Reports. doi:10.1177/00332941211048470

Tongco, M. D. (2007). Purposive sampling as a tool for informant selection. *Ethnobotany Research and applications, 5, 147-158.*

Urban, B., & Govender, T. (2000). Cultivating an entrepreneurial mind-set through transformational leadership: A focus on the corporate context. *Managing Global Transitions*, 15(2), 123-143.

Urban, B., & Govender, T. (2017). Cultivating an entrepreneurial mind-set through transformational leadership: A focus on the corporate context. *Managing Global*

Transitions, 15(2), 123-143. doi:10.26493/1854-6935.15.123-143

Usvitskiy, A. (2022). Strategic risk-taking in dynamic contests. *Journal of Economic Behavior & Organization*, 511-534. doi:/10.1016/j.jebo.2022.03.011

Vaillant, Y., & Lafuente, E. (2018). The increased international propensity of serial entrepreneurs demonstrating ambidextrous strategic agility: A precursor to international marketing agility. *International Marketing Review*, 239-259. doi:10.1108/IMR-01-2018-0015

Veenker, S., Van der Sijde, P., During, W., & Nijhof, A. (2008). Organisational Conditions for Corporate Entrepreneurship in Dutch Organisations. *The Journal of Entrepreneurship*, 49-58.

Vehovar, V., Toepoel, V., & Steinmetz, S. (2016). Non-probability sampling. *The Sage handbook of survey methods*, 329-345. doi:10.4135/9781473957893.n22

Wales, W., Monsen, E., & McKelvie, A. (2011). The organizational pervasiveness of entrepreneurial orientation. *Entrepreneurship theory and practice,*, 35(5), 895-923.

Wegner, T. (2016). *Applied business statistics .* Cape town : Juta.

Wiklund , J., & Shepherd, D. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic management journal, 24*(13), 1307-1314. doi:10.1002/smj.360

Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of business venturing*, 6(4), 259-285.

Zhu, J., Ye, K., Tucker, J. W., & Chan, K. J. (2016). Board hierarchy, independent directors, and firm value: Evidence from China. *Journal of Corporate Finance, 41*, 262-279. doi:10.1016/j.jcorpfin.2016.09.009

https://www.connectedpapers.com/main/66936f2af365b1f0525692f22fdbd77edb7834c2/

Entrepreneurial-Orientation-and-Small-Business-Performance%3A-A-Configurational-Approach/graph

Reference:

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. doi:10.5465/AMR.1996.9602161568

Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. Journal of business venturing, 16(5), 429-451. doi:10.1016/S0883-9026(00)00048-3

Lumpkin, G. T., Wales, W. J., & Ensley, M. D. (2006). Entrepreneurial orientation effects on new venture performance: The moderating role of venture age. 2006, pp. N1-N6. Briarcliff Manor, NY 10510: Academy of Management. doi:10.5465/AMBPP.2006.22898263

APPENDICES

APPENDIX 1: CONSENT NOTICE

Dear Participant

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research on the entrepreneurial orientation of employees in small businesses and the relationship of championing this behaviour has with the performance of the firm. To that end, you are asked to answer the subsequent questions about the organisation you work for. The survey should take no more than 10 -15 minutes of your time. Your participation is voluntary, and you can withdraw without penalty. Your participation is anonymous and only aggregated data will be reported. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name Mirriam Mathebula

Email: 21828238@mygibs.co.za

Research Supervisor: Prof. Anastacia Mamabolo

Email: mamaboloa@gibs.co.za

APPENDIX 2: DEMOGRAPHICS VARIABLES

1. Gender
    a. Female
    b. Male
    c. Other
2. Age
    a. 18-30

b. 31-40
c. 41-50
d. 51+

3. Province
    a. Gauteng
    b. Free State
    c. Eastern Cape
    d. Western Cape
    e. Northern Cape
    f. KwaZulu-Natal
    g. Limpopo
    h. Mpumalanga
    i. North-West province
4. Race
    a. Black people
    b. Indian/Asian people
    c. Mixed race people
    d. White people
    e. Other
5. Highest level of education
    a. Basic schooling
    b. Matric
    c. Undergraduate degree
    d. Postgraduate degree
6. Length of service (current employer)
    a. < 1 year
    b. 1–5 years
    c. 6–10 years
    d. 10+ years
7. Position
    a. Non-managerial employee
    b. Lower management
    c. Middle management
    d. Top management
8. Number of employees in organisation
    a. < 5 employees

b. 5–20 employees
c. 21–50 employees
d. 51+ employees

9. Sector/subsector
    a. Agriculture
    b. Mining and quarrying
    c. Manufacturing
    d. Electricity, gas and water
    e. Construction
    f. Retail motor trade and repair services
    g. Wholesale trade, commercial agents, and allied services
    h. Catering, Accommodation, and other trade
    i. Transport, storage, and communications
    j. Finance and business services
    k. Community, social and personal services
    l. Other
10. How long has your organisation been in existence?
    a. Less than a year
    b. 1-2years
    c. 2-5 years
    d. 5-10 years
    e. Over 10 years

APPENDIX 3: INTRAPRENEUSHIP CHAMPIONING

Climate for innovation
1. Creativity is encouraged here
2. Our ability to function creatively is respected by the leadership
3. Around here, people are allowed to attempt to solve the same problems in diverse ways

4. This organisation can be described as flexible and continually adapting to change
5. This organization is open and responsive to change
6. The people in charge around here usually get credit for others'
7. In this organization, we tend to stick to tried and true ways
8. Assistance in developing innovative ideas is readily available
9. There are adequate resources devoted to innovation in this organisation
10. Personnel shortages inhibit innovation in this organisation
11. This organisation provides me free time to pursue creative ideas during the workday
12. The reward system here encourages innovation
13. This organisation publicly recognises those who are innovative

APPENDIX 4: ENTREPRENEURIAL ORIENTATION

Risk-taking
▪ Our firm stresses a fully delegated policy for employees.
▪ Our firm provides the freedom for individuals or teams to develop innovative ideas.

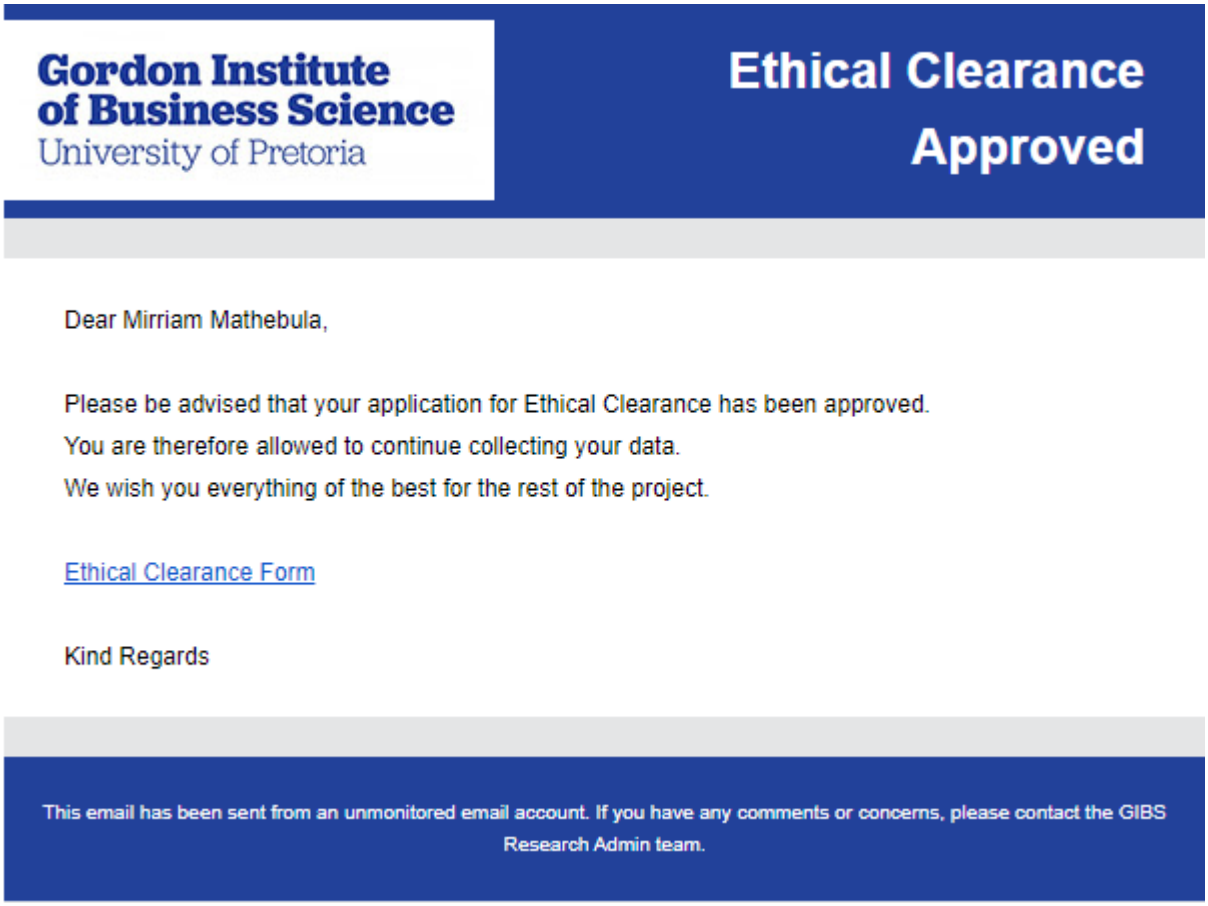
▪ In general, the top managers of our firm have a strong tendency to be ahead of others in introducing new products or ideas.
Innovativeness
▪ Our firm encourages and stimulates technological, product/service-market, and administrative innovation.
▪ Our firm stimulates creativity and experimentation.
▪ Our firm's innovative initiatives are hard for competitors to successfully imitate.
Proactiveness
▪ In dealing with competitors, our firm typically initiates actions which competitors respond to.
▪ In dealing with competitors, our firm is often the first business to introduce new products/services, administrative techniques, operating technologies, etc.

APPENDIX 1: FIRM PERFORMANCE

▪ Quality of products, services, or programmes?
▪ Development of new products, services, or programmes?

▪ Ability to attract essential employees?
▪ Ability to retain essential employees?
▪ Satisfaction of customers or clients?
▪ Relations between management and other employees?
▪ Relations among employees in general?
▪ Growth in sales?

APPENDIX 2: ETHICAL CLEARANCE APPROVAL



Gordon Institute of Business Science
University of Pretoria

Ethical Clearance Approved

Dear Mirriam Mathebula,

Please be advised that your application for Ethical Clearance has been approved.
You are therefore allowed to continue collecting your data.
We wish you everything of the best for the rest of the project.

Ethical Clearance Form

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

APPENDIX 3: SAMPLE OF RAW DATA COLLECTED

Timestam	1. Gender	2. Age	3. Provinc	4. Race	5. Highest	6. Length	7. Your Po	8. Numbe	9. Which Se	10. How long h	1. I feel e	2. Our tea	3. In our o	4. This org	5. This org	6. Where	7. In this	8. Assistar	9.There ar
8/22/2022	Female	18-30	Gauteng	Black	Postgradu	6–10 years	Middle ma	51+ emplo	Manufactu	Over 10 years	6	6	7	6	4	3	2	4	5
8/24/2022	Male	18-30	Gauteng	Black	Matric	< 1 year	Lower ma	< 5 emplo	Retail mot	1-2years	5	5	4	4	4	3	3	4	4
8/24/2022	Male	18-30	Gauteng	Black	Matric	1–5 years	Middle ma	5–20 empl	Catering, A	2-5 years	4	5	5	5	6	3	3	1	1
8/25/2022	Female	18-30	Gauteng	Black	Undergrac	< 1 year	Top mana	21–50 em	Wholesale	2-5 years	4	4	5	5	5	2	4	4	4
8/25/2022	Female	18-30	Gauteng	Black	Undergrac	1–5 years	Non-mana	51+ emplo	Finance an	Over 10 years	6	6	6	5	4	2	2	6	6
8/28/2022	Female	31-40	Gauteng	Black	Postgradu	1–5 years	Top mana	< 5 emplo	Other	1-2years	7	7	7	7	7	7	7	7	7
8/29/2022	Male	31-40	Gauteng	Black	Postgradu	1–5 years	Top mana	5–20 empl	Other	5-10 years	7	5	5	4	6	3	3	4	4
8/29/2022	Male	41-50	Gauteng	Indian/As	Postgradu	10+ years	Middle ma	51+ emplo	Manufactu	Over 10 years	2	2	2	2	2	7	7	3	3
8/29/2022	Male	31-40	KwaZulu-I	Mixed rac	Postgradu	6–10 years	Middle ma	51+ emplo	Manufactu	Over 10 years	4	5	3	7	7	3	6	4	4
8/29/2022	Female	31-40	Gauteng	Black	Postgradu	< 1 year	Top mana	< 5 emplo	Other	Less than a yea	7	7	7	7	7	1	6	5	4
8/29/2022	Female	31-40	KwaZulu-I	Black	Undergrac	1–5 years	Top mana	< 5 emplo	Other	1-2years	7	7	7	3	6	1	2	5	7
8/30/2022	Male	18-30	Gauteng	Black	Matric	1–5 years	Top mana	< 5 emplo	Other	2-5 years	6	7	7	5	4	6	6	5	5
8/30/2022	Male	31-40	Gauteng	Black	Matric	< 1 year	Top mana	< 5 emplo	Other	1-2years	6	6	4	5	5	4	3	3	3
8/30/2022	Female	31-40	Gauteng	Black	Undergrac	1–5 years	Non-mana	51+ emplo	Other	Over 10 years	6	6	6	6	4	1	2	6	5
8/30/2022	Male	18-30	Gauteng	Black	Undergrac	< 1 year	Non-mana	< 5 emplo	Wholesale	2-5 years	4	5	4	5	5	5	4	3	3
8/31/2022	Male	31-40	Gauteng	Black	Undergrac	1–5 years	Top mana	21–50 em	Other	Over 10 years	6	6	4	4	4	3	5	2	2
9/5/2022	Male	31-40	Mpumalar	Black	Postgradu	6–10 years	Top mana	< 5 emplo	Retail mot	5-10 years	7	7	7	7	7	1	1	7	6
9/6/2022	Female	31-40	Gauteng	Black	Matric	6–10 years	Top mana	< 5 emplo	Other	5-10 years	6	6	7	5	5	3	4	5	4
9/6/2022	Female	31-40	Gauteng	Black	Undergrac	< 1 year	Non-mana	51+ emplo	Other	Over 10 years	6	6	6	7	7	6	2	5	7
9/7/2022	Female	41-50	Gauteng	Black	Matric	< 1 year	Non-mana	5–20 empl	Transport,	5-10 years	3	1	1	1	2	4	4	1	1
9/7/2022	Female	18-30	Gauteng	Black	Undergrac	6–10 years	Lower ma	21–50 em	Finance an	5-10 years	5	5	4	2	3	4	4	5	5

APPENDIX 4: CODE BOOK

Code Book		
Intrapreneurship Championing		
IC_Q1	IC1	1. I feel encouraged by management team and colleagues to express myself creatively.
IC_Q2	IC2	2. Our team's ability to function creatively is recognised by the leadership.
IC_Q3	IC3	3. In our company people are encouraged to try to solve the same problems in different ways
IC_Q4	IC4	4. This organization can be described as flexible and continually adapting to change.
IC_Q5	IC5	5. This organization is open and responsive to change
IC_Q6	IC6	6. Where I work, only managers usually get credit for work done by others.

IC_Q7	IC7	7. In this organization, we tend to stick to tried and tested ways.
IC_Q8	IC8	8. Assistance in developing new ideas is readily available.
IC_Q9	IC9	9.There are adequate resources devoted to innovation in this organization.
IC_Q10	IC10	10. Personnel shortages inhibit innovation in this organization.
IC_Q11	IC11	11. This organization gives me free time to pursue creative ideas during the workday.
IC_Q12	IC12	12. The reward system in our organisation encourages innovation.
IC_Q13	IC13	13. This organization publicly recognizes those who are innovative.
Entrepreneurial Orientation		
EO_Q1	EO1	1. In our firm employees are told exactly what to do.
EO_Q2	EO2	2. Our firm gives employees the freedom to develop ideas as individuals and teams.
EO_Q3	EO3	3. In general, the top managers of our firm have a strong tendency to be ahead of others in introducing new products or ideas.
EO_Q4	EO4	4. Our firm encourages and stimulates technological innovation.

EO_Q5	EO5	5. Our firm encourages and stimulates product /service innovation.
EO_Q6	EO6	6. Our firm stimulates a culture of creativity and experimentation.
EO_Q7	EO7	7. Our firm's innovative initiatives are hard for competitors to successfully imitate.
EO_Q8	EO8	8. Relative to our competitors our firm typically initiates actions which competitors respond to.
EO_Q9	EO9	9. Relative to our competitors, our firm is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc
Firm Perfomance		
FP_Q1	FP1	1. Quality of products, services, or programs?
FP_Q2	FP2	2. Development of new products, services, or programs?
FP_Q3	FP3	3. Ability to attract high potential employees?
FP_Q4	FP4	4. Ability to retain high potential l employees?
FP_Q5	FP5	5. Satisfaction of customers or clients?
FP_Q6	FP6	6. Relations between management and other employees?
FP_Q7	FP7	7. Relations among employees in general?
FP_Q8	FP8	8. Growth in sales?

APPENDIX 5: VALIDITY ENTREPRENEURIAL CHAMPIONING

Correlations

		EO1	EO2	EO3	EO4	EO5	EO6	EO7	EO8	EO9	Total
EO1	Pearson Correlation	1	.104	.141	.257**	.103	.103	.025	.224*	.228*	.243**
	Sig. (2-tailed)		.249	.118	.004	.257	.256	.784	.012	.011	.007
	N	124	124	124	124	124	124	124	124	124	124
EO2	Pearson Correlation	.104	1	.271**	.596**	.542**	.573**	.491**	.309**	.425**	.706**
	Sig. (2-tailed)	.249		.002	<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO3	Pearson Correlation	.141	.271**	1	.307**	.395**	.259**	.156	.178*	.198*	.418**
	Sig. (2-tailed)	.118	.002		<,001	<,001	.004	.083	.047	.028	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO4	Pearson Correlation	.257**	.596**	.307**	1	.731**	.683**	.532**	.578**	.581**	.805**
	Sig. (2-tailed)	.004	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO5	Pearson Correlation	.103	.542**	.395**	.731**	1	.667**	.506**	.470**	.493**	.751**
	Sig. (2-tailed)	.257	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO6	Pearson Correlation	.103	.573**	.259**	.683**	.667**	1	.621**	.463**	.608**	.748**
	Sig. (2-tailed)	.256	<,001	.004	<,001	<,001		<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO7	Pearson Correlation	.025	.491**	.156	.532**	.506**	.621**	1	.557**	.583**	.689**
	Sig. (2-tailed)	.784	<,001	.083	<,001	<,001	<,001		<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO8	Pearson Correlation	.224*	.309**	.178*	.578**	.470**	.463**	.557**	1	.544**	.619**
	Sig. (2-tailed)	.012	<,001	.047	<,001	<,001	<,001	<,001		<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124
EO9	Pearson Correlation	.228*	.425**	.198*	.581**	.493**	.608**	.583**	.544**	1	.638**
	Sig. (2-tailed)	.011	<,001	.028	<,001	<,001	<,001	<,001	<,001		<,001
	N	124	124	124	124	124	124	124	124	124	124
Total	Pearson Correlation	.243**	.706**	.418**	.805**	.751**	.748**	.689**	.619**	.638**	1
	Sig. (2-tailed)	.007	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	124	124	124	124	124	124	124	124	124	124

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX 6: INTRAPRENEURSHIP CHAMPIONING

Correlations

		IC1	IC2	IC3	IC4	IC5	IC6	IC7	IC8	IC9	IC10	IC11	IC12	IC13	Total
IC1	Pearson Correlation	1	.713**	.618**	.568**	.503**	-.092	.197*	.594**	.409**	.154	.521**	.546**	.501**	.667**
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	.308	.028	<,001	<,001	.087	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC2	Pearson Correlation	.713**	1	.679**	.582**	.530**	.008	.282**	.556**	.433**	.166	.447**	.472**	.475**	.682**
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	.927	.002	<,001	<,001	.066	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC3	Pearson Correlation	.618**	.679**	1	.642**	.580**	-.142	.192*	.698**	.542**	.209*	.469**	.469**	.573**	.757**
	Sig. (2-tailed)	<,001	<,001		<,001	<,001	.116	.033	<,001	<,001	.020	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC4	Pearson Correlation	.568**	.582**	.642**	1	.715**	-.128	.197*	.669**	.437**	.178*	.364**	.475**	.497**	.701**
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	.157	.028	<,001	<,001	.048	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC5	Pearson Correlation	.503**	.530**	.580**	.715**	1	-.140	.218*	.625**	.533**	.155	.446**	.590**	.595**	.722**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001		.122	.015	<,001	<,001	.086	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC6	Pearson Correlation	-.092	.008	-.142	-.128	-.140	1	.223*	-.147	.024	.326**	-.024	-.016	-.079	.029
	Sig. (2-tailed)	.308	.927	.116	.157	.122		.013	.104	.788	<,001	.793	.857	.386	.750
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC7	Pearson Correlation	.197*	.282**	.192*	.197*	.218*	.223*	1	.256**	.234**	.288**	.312**	.279**	.151	.369**
	Sig. (2-tailed)	.028	.002	.033	.028	.015	.013		.004	.009	.001	<,001	.002	.094	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC8	Pearson Correlation	.594**	.556**	.698**	.669**	.625**	-.147	.256**	1	.589**	.234**	.581**	.604**	.599**	.819**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.104	.004		<,001	.009	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC9	Pearson Correlation	.409**	.433**	.542**	.437**	.533**	.024	.234**	.589**	1	.375**	.421**	.616**	.571**	.728**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.788	.009	<,001		<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC10	Pearson Correlation	.154	.166	.209*	.178*	.155	.326**	.288**	.234**	.375**	1	.206*	.202*	.201*	.340**
	Sig. (2-tailed)	.087	.066	.020	.048	.086	<,001	.001	.009	<,001		.022	.025	.025	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC11	Pearson Correlation	.521**	.447**	.469**	.364**	.446**	-.024	.312**	.581**	.421**	.206*	1	.678**	.431**	.660**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.793	<,001	<,001	<,001	.022		<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC12	Pearson Correlation	.546**	.472**	.469**	.475**	.590**	-.016	.279**	.604**	.616**	.202*	.678**	1	.663**	.797**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.857	.002	<,001	<,001	.025	<,001		<,001	<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
IC13	Pearson Correlation	.501**	.475**	.573**	.497**	.595**	-.079	.151	.599**	.571**	.201*	.431**	.663**	1	.740**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.386	.094	<,001	<,001	.025	<,001	<,001		<,001
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124
Total	Pearson Correlation	.667**	.682**	.757**	.701**	.722**	.029	.369**	.819**	.728**	.340**	.660**	.797**	.740**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	.750	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	124	124	124	124	124	124	124	124	124	124	124	124	124	124

**. Correlation is significant at the 0.01 level (2-tailed).

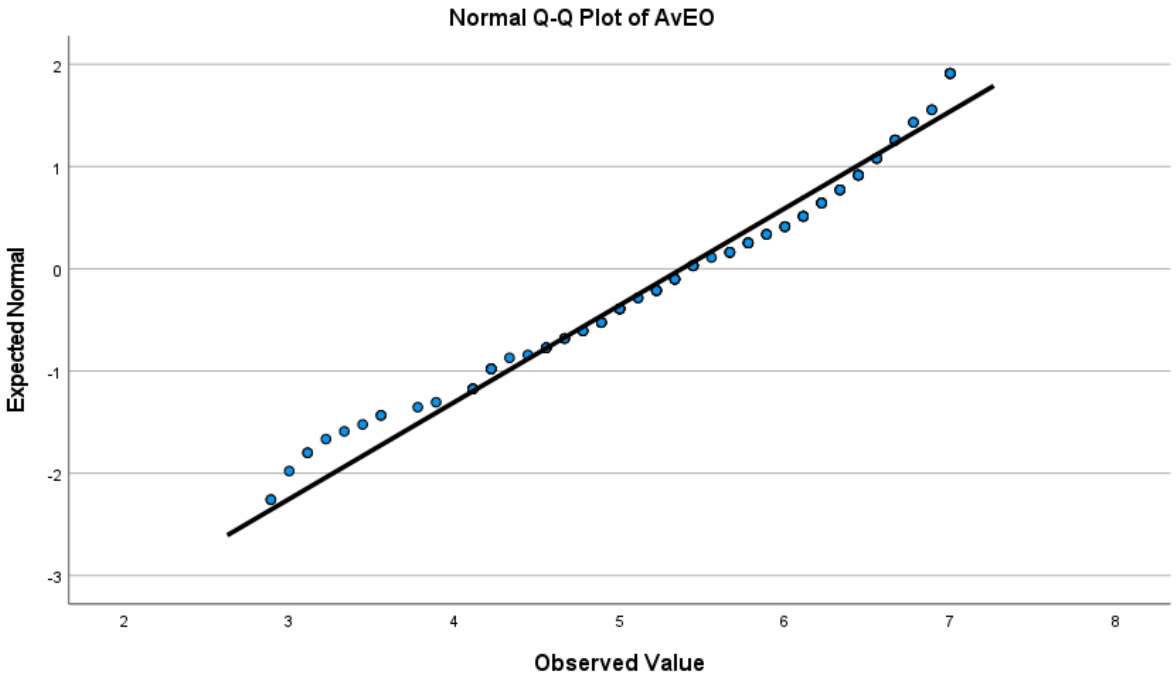
*. Correlation is significant at the 0.05 level (2-tailed).

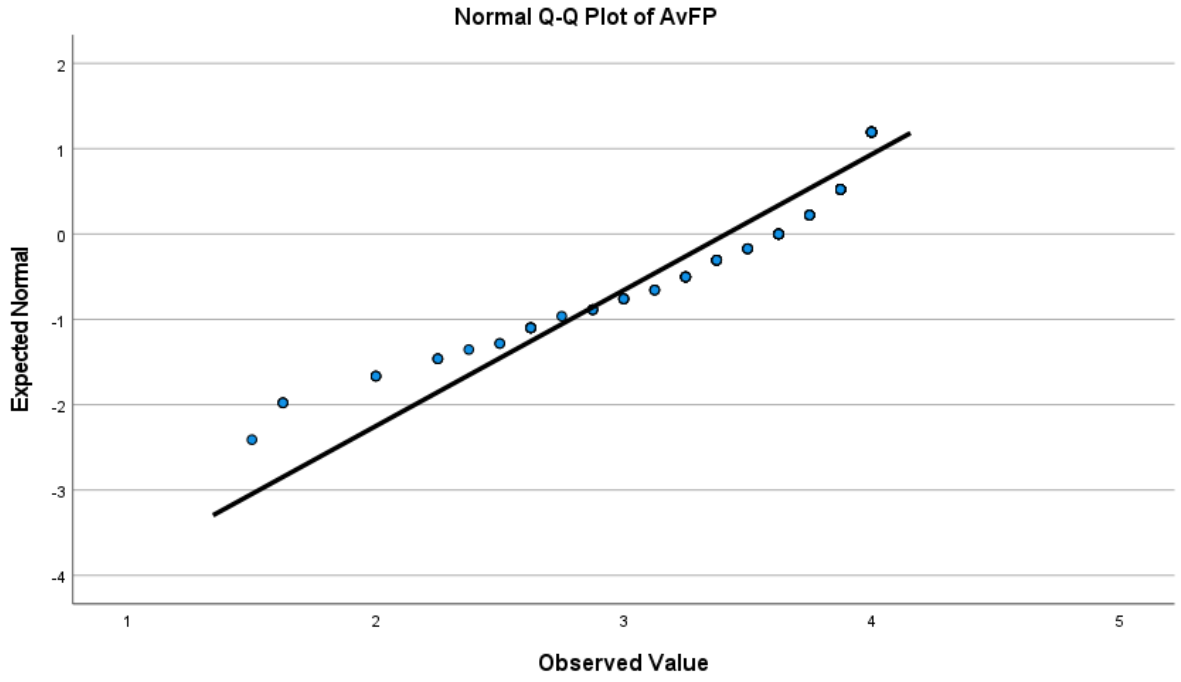
APPENDIX 7: VALIDITY FIRM PERFORMANCE

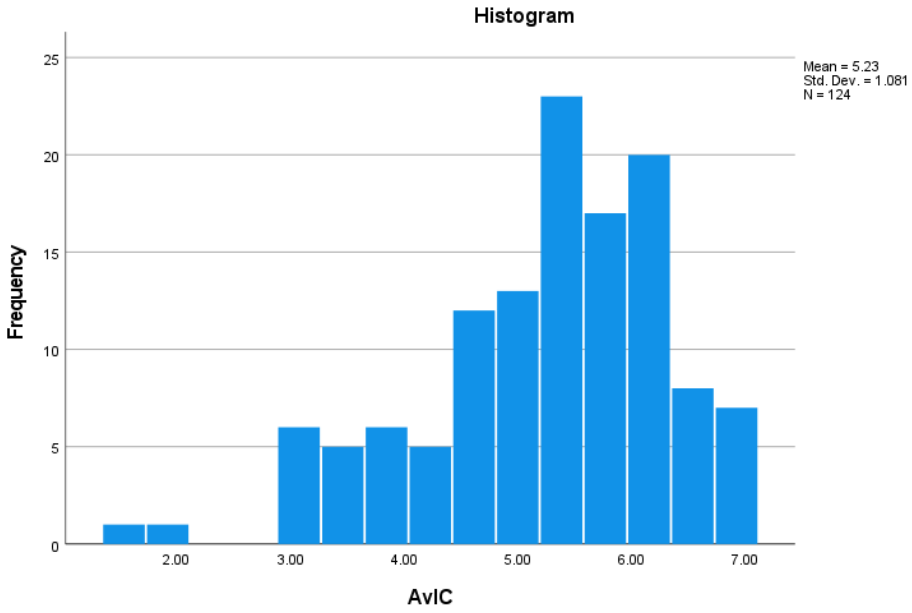
Correlations

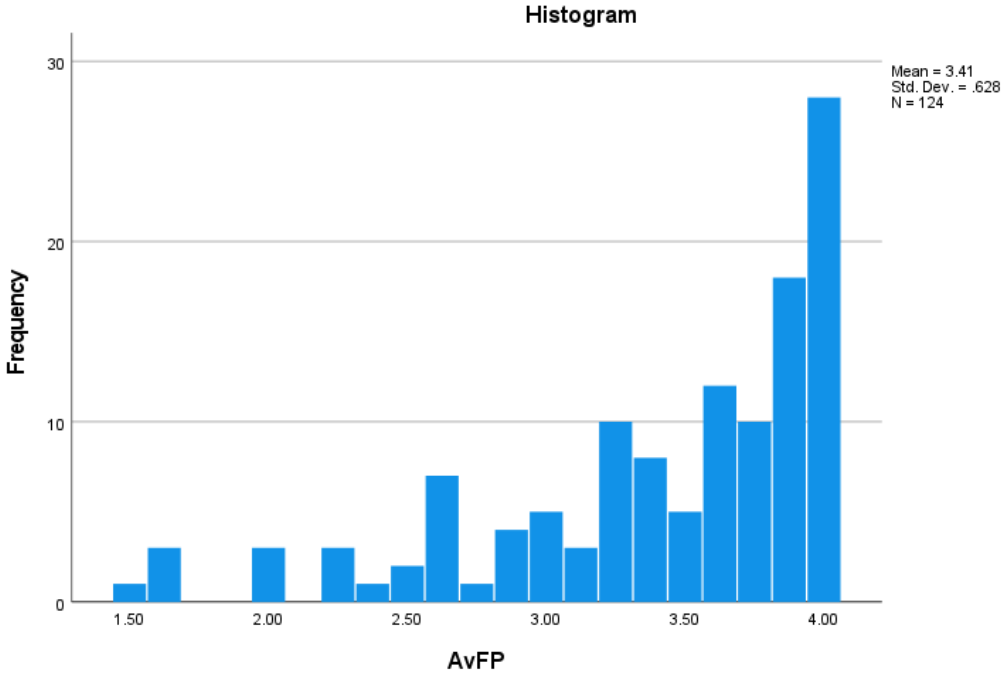
		FP1	FP2	FP3	FP4	FP5	FP6	FP7	FP8	Total
FP1	Pearson Correlation	1	.608**	.648**	.605**	.613**	.511**	.438**	.618**	.666**
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP2	Pearson Correlation	.608**	1	.584**	.548**	.592**	.519**	.319**	.545**	.710**
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP3	Pearson Correlation	.648**	.584**	1	.732**	.578**	.600**	.477**	.561**	.657**
	Sig. (2-tailed)	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP4	Pearson Correlation	.605**	.548**	.732**	1	.596**	.672**	.541**	.485**	.673**
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP5	Pearson Correlation	.613**	.592**	.578**	.596**	1	.605**	.445**	.575**	.622**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP6	Pearson Correlation	.511**	.519**	.600**	.672**	.605**	1	.655**	.431**	.669**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001
	N	124	124	124	124	124	124	124	124	124
FP7	Pearson Correlation	.438**	.319**	.477**	.541**	.445**	.655**	1	.244**	.531**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001		.006	<,001
	N	124	124	124	124	124	124	124	124	124
FP8	Pearson Correlation	.618**	.545**	.561**	.485**	.575**	.431**	.244**	1	.617**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	.006		<,001
	N	124	124	124	124	124	124	124	124	124
Total	Pearson Correlation	.666**	.710**	.657**	.673**	.622**	.669**	.531**	.617**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	124	124	124	124	124	124	124	124	124

**. Correlation is significant at the 0.01 level (2-tailed).


Normal Q-Q Plot of AvEO
Expected Normal
Observed Value
2
1
0
-1
-2
-3
2
3
4
5
6
7
8


Normal Q-Q Plot of AvFP
Expected Normal
Observed Value
2
1
0
-1
-2
-3
-4
1
2
3
4
5


Histogram
Mean = 5.23
Std. Dev. = 1.081
N = 124
Frequency
25
20
15
10
5
0
2.00
3.00
4.00
5.00
6.00
7.00
AvIC


Histogram
Mean = 3.41
Std. Dev. = .628
N = 124
Frequency
30
20
10
0
1.50
2.00
2.50
3.00
3.50
4.00
AvFP